



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE CENTRAL AFRICAN REPUBLIC: AN EVALUATION OF WFP'S PORTFOLIO (2012- 2016)

TABLE OF CONTENTS

1. Background	2
1.1. Introduction.....	2
2. Reasons for the Evaluation.....	5
2.1. Rationale.....	5
2.2. Objectives.....	5
2.3. Stakeholders and Users of the Evaluation	6
3. Subject of the Evaluation.....	6
3.1. WFP's Portfolio in Central African Republic	6
3.2. Scope of the Evaluation	7
4. Evaluation Questions, Approach and Methodology	9
4.1. Evaluation Questions.....	9
4.2. Evaluability Assessment	10
4.3. Methodology	11
4.4. Quality Assurance.....	12
5. Organization of the Evaluation.....	12
5.1. Phases and Deliverables	12
5.2. Evaluation Team Composition	13
5.3. Roles and Responsibilities.....	13
5.4. Communication	14
5.5. Budget	14
6. Annexes	15
Annex 1: Map of Central African Republic	15
Annex 2: Tentative Timeline.....	16
Annex 3: Summary of evaluation team and skills required	16
Annex 4: Stakeholder Analysis Matrix	18
Annex 5: Communication and learning plan – Central African Republic - Internal (WFP) Communications	21
Annex 6: Core Indicators	23
Annex 7: E-library.....	25
Annex 8: WFP Strategic Plan Objectives 2008-2013 and 2014-2017.....	35
Annex 9: WFP portfolio 2011 - 2016 by Programme Category in Central African Republic	36
Acronyms	38

1. Background

1. The purpose of these terms of reference (TOR) is to provide information to stakeholders about the proposed Central African Republic (C.A.R) Country Portfolio Evaluation (CPE) (2012- 2016), to guide the evaluation team and specify expectations during various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the evaluation scope; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline and map.

1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country; and about strategic partnerships, programme design, and implementation.

3. In 2017, the Office of Evaluation (OEV) will be implementing a CPE in C.A.R. The C.A.R was selected on the basis of country-related and WFP-specific criteria. It falls in the category of countries where WFP has a relatively important portfolio and WFP Country Office (CO) would benefit the most from a CPE for future programming.

1.2. Country Context

4. The C.A.R is a landlocked country in central Africa, with a total area of 644,000 sq. km and a population of 4.9 million in 2015. It is bordered by Chad, Sudan, South Sudan, the Democratic Republic of the Congo, the Republic of the Congo and Cameroon. After the 2013-2014 civil conflict that threatened the country's existence, C.A.R has been under a precarious transition and at present sporadic violence continues as the country struggles to recover. The 2016 elections marked the end of the conflict and the beginning of a national rehabilitation process.

5. The country is endowed with significant mineral deposits and other natural resources, such as uranium, crude oil, gold, diamonds, cobalt, lumber, hydropower and arable land. However, the gross national income (GNI) per capita for 2015 was US \$330¹. C.A.R was ranked low on the 2014 Human Development Index at 187 out of 188 countries.² More than half of the country's population, the equivalent of 2.3 million people, are in urgent need of humanitarian assistance, while 76% of the population continues to live in extreme poverty rates including 81% for women and 69% for men.³

6. The government developed a poverty reduction strategy (2011-2014) which had three pillars: (a) peace consolidation, good governance and the rule of law; (b) the promotion of economic stimulus and sustainable development; and (c) the promotion of human capital and essential social services.⁴ However, in 2013, a major security and humanitarian crisis erupted, disrupting the country's social fabric and displacing 25% of its population. On 11 December 2013, the crisis in C.A.R was declared an L3

1 <http://data.worldbank.org/indicator/NY.GNP.PCAP.CD> World Bank, 2016

2 Human Development Report 2015, CAR, page 2, 2015

3 <http://www.worldbank.org/en/country/centralafricanrepublic/overview>

4 Final country programme document for the Central African Republic UNFP DP/FPA/CPD/CAF/7, 2011

emergency and since 2015 it has been a Level 2 emergency. C.A.R has gone through a severe political crisis which has exacerbated inter-community violence. The crisis has undermined economic progress and constrained public administration. Although CAR is progressively emerging from crisis, economic recovery has been very modest. After the collapse of 2013, when real GDP fell by 36%, the economy picked up only 1% in 2014, and 4.8% in 2015 when the tax revenue stood at half the level of 2012, depriving the country of needed resources and further weakening the state's capacity to provide basic services.⁵ In late 2016, the government adopted the National Recovery and Peacebuilding Plan charting the post conflict recovery and development roadmap.⁶

Food Security and Livelihood

7. Agriculture is the mainstay of the economy in C.A.R with 75% of the population relying on agriculture for their food, income and livelihoods. According to the 2016 FAO/WFP Food Assessment, reduced food availability and access constraints have led to a deterioration of the food security situation resulting in a sharp increase in food prices.⁷ In parallel, purchasing power was reduced by a third compared with 2012, further entrenching vulnerability. Cereal production was down by 70%, fisheries output by 40%, and cattle population 46%. Production levels of cotton and coffee – two key cash crops – were estimated lower at 42% and 28% respectively. Killings and looting brought the number of cattle down to almost half, and the number of goats and sheep shrank by as much as 57%. Damage to infrastructure and insecurity led to lower fishing by 40% in 2015 than in 2012.⁸

Nutrition and Health

8. C.A.R reveals some of the worst nutrition and health indicators in the world. The 2015 Unicef annual report states that under-five child mortality rate stood at 139 per 1,000 live births, the eighth highest in the world, and the maternal mortality rate of 890 per 100,000 live births is the third highest. Some 41% of children under 5 years suffer from severe, acute, or moderate malnutrition. Nearly one third of the population lacks access to safe water and adequate sanitation.⁹ Moreover, the health sector is characterized by declining investment in health system development, including a lack of appropriate facilities, medical equipment, and qualified health workers implying 250 medical doctors for 4.6 million inhabitants, or five doctors for every 100,000 people. District health systems are not functional in many regions and community participation in health system management is weak.¹⁰

Education

9. The Government had a National Action Plan (2004–2015) promoting Education for All. The conflict greatly magnified the education sector's challenges, as unpaid teachers left their posts, school facilities were looted or destroyed, and thousands of children lost several years of schooling. Teacher recruitment and training were disrupted, further constraining the deployment of qualified teachers. The formal school system effectively ceased to function for two full academic years, with some schools slowly beginning to resume normal operations in early 2015.¹¹ Slightly over a

5 African Economic Outlook AfDB, OECD, UNDP, page 134 2016

6 National Recovery and Peacebuilding Plan 2017-2021, page 6, 2016

7 FAO/WFP Crop and Food Security Assessment Mission (CFSAM), Rome, March 2016

8 FAO Situation Report page 1, December 2016.

9 2015 Unicef Annual Report CAR

10 WHO Africa Regional Office Website: www.afro.who.int

11 National Recovery and Peacebuilding Plan 2017-2021, page 6, 2016

quarter (28%) of children of official primary school ages are out of school. It is estimated approximately 37% of boys of primary school age are out of school compared to 47% of girls of the same age. Nearly 66% of female youth of secondary school age are out of school compared to 42% of male youth of the same age.¹²

Gender

10. In Central African Republic, up to 80% of farm labour is provided by women, who also head a significant number of farm households (African Development Bank, 2013a). Women are also the heads of a large proportion of displaced households. Gender based violence (GBV) has been widespread coupled with pervasive human rights violation even before the country plunged into conflict. The current conflict has seriously exacerbated gender inequality with regard to access to education and to the vulnerability of girls to exploitation and abuse. Sexual and gender-based violence is widespread, and female genital mutilation affects about one-third of women.¹³

Internally-displaced persons (IDPs) and Refugees

11. C.A.R has experienced massive displacements of people. IDP figures leaped from an estimated 52,000 in December 2012 to 958,000 in January 2014 and then progressively declined to 369,500 in July 2015. According to the Population Movement Commission, over 60% of the IDPs were living with host families, 35% in camp-like settings and spontaneous settlements - including in and around public buildings such as schools, churches and mosques - and 1% in the bush.¹⁴ In support of the IDPs, WFP coordinates its activities with Unicef, UNHCR, OCHA, International Committee of the Red Cross (ICRC) and International Organization for Migration.

Protection and Humanitarian Access

12. A recent UN report highlights that the protection of civilians was hampered by the very limited presence of State institutions, particularly outside of Bangui.¹⁵ Security condition remain in flux with a resurgence of attacks against humanitarian workers, to the tune of 336 attacks in 2016, including five humanitarian workers killed in the line of duty. There have been repeated attacks and provocations against the 12,000-person United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) by armed groups. During the last quarter of 2016, the outbreaks of violence displaced more than 70,000 people in the country. In some areas, humanitarian workers cannot reach the displaced who are hidden in the bush due to insecurity.¹⁶

International Assistance

13. C.A.R has experienced a major political crisis which has resulted in a violent conflict that has left nearly half the population, in dire need of assistance.¹⁷ In 2013, C.A.R was recipient of Official Development Assistance (ODA)¹⁸ countries from European Commission, France, US, Global Fund, Sweden, Denmark, and Norway as the country continues to face tremendous socio-economic economic and political

¹² National Education Profile 2014 Update.

¹³ Central African Republic: Gender Un Women September 2016

¹⁴ Internal Monitoring Displacement Center: <http://www.internal-displacement.org/sub-saharan-africa/central-african-republic/figures-analysis>

¹⁵ Report on the Human Rights Situation in the Central African Republic from 01 June 2015 – 31 March 2016.

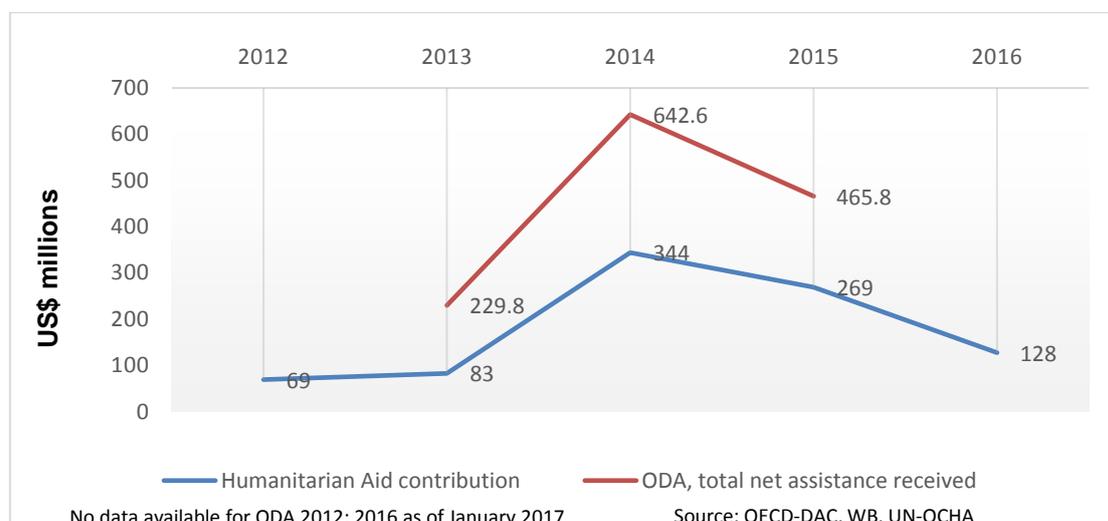
¹⁶ <http://www.ipcinfo.org/ipcinfo-countries/ipcinfo-eastern-middle-africa/Central%20African%20Republic>

¹⁷ <http://www.unocha.org/car/>

¹⁸ DAC - INCAF BRIEFING 2013

transition challenges. ODA and humanitarian assistance levels have been declining after a peak in 2014.

Figure 1: International Assistance to CAR (2012-2016)



2. Reasons for the Evaluation

2.1. Rationale

14. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations during 2012- 2016. The timing will enable the CO to use the CPE evidence on past and current performance in the design of the CO’s new Interim Country Strategic Plan (ICSP) – scheduled for Executive Board approval in November 2017 - under WFP’s Integrated Road Map (IRM), and the next United Nation Development Assistance Framework (UNDAF).¹⁹ The IRM is WFP’s integrated approach for implementation of the WFP Strategic Plan (2017-2021), taking into account the 2030 Agenda for Sustainable Development. The next UNDAF+ (joint UN agencies and Peace Keeping Mission document) will cover the period from 2018-2021 and will replace the current Interim Country Strategy document (2016-2017) which was prepared during the peak of the crisis (end 2013-early 2014) to replace the UNDAF 2012-2016. There has been no previous evaluation of WFP’s portfolio of activities in Central African Republic.²⁰

2.2. Objectives

15. Evaluations serve the dual objectives of accountability and learning. As such, the CPE will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Central African Republic (accountability); and
- determine the reasons for observed success or failure and draw lessons from experience to produce evidence-based findings that allow the CO to make informed strategic decisions about positioning itself in Central African Republic,

¹⁹ The current United Nations Development Assistance Framework covers the period 2012–2016

²⁰ Previous relevant evaluations include Report of the Inter-agency Humanitarian Evaluation (IAHE) of the Response to the Central African Republic’s Crisis (2013-2015), March 2016.

form strategic partnerships, and improve programme design and implementation whenever possible (learning).

2.3. Stakeholders and Users of the Evaluation

16. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. The main stakeholder and users of the evaluation are the WFP CO, Regional Bureau in Dakar (RBD), Headquarters Management, the Executive Board (EB), the beneficiaries, the Government of C.A.R, Non-Governmental Organizations (NGOs), donors and the UN Country Team. A matrix of stakeholders with their respective interests and roles in the CPE is attached in Annex 4. WFP works closely with the other two Rome-based Agencies Food and Agricultural Organization (FAO) and International Fund for Agricultural Development (IFAD), United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), UN Country Team, the International Committee of the Red Cross (ICRC), and International Organization for Migration (IOM).

17. In addition, WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance. They are important in the complex context of C.A.R as the CPE will give particular attention to how these agencies view the context and WFP's role in it. It should provide useful lessons for their own country portfolios and for enhancing synergy, coordination and collaboration. Cooperating partners are organizations with which WFP has collaborated directly in the implementation of its portfolio. They comprise a number of local authorities, civil society organizations as well as international and national NGOs. The evaluation is expected to enable them to enhance their strategy for collaboration and synergy with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.

18. WFP beneficiaries are the most important stakeholder group of all: comprising food insecure households, IDPs, refugees, children under five, pregnant and lactating women, farmers, school children and participants in livelihoods activities. Data disaggregation by sex, gender sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CPE. This will be done by systematic individual and group interviews with affected populations and beneficiaries.

19. National government partners comprise ministries and authorities such as the Ministry of Agriculture, Ministry of Education, Ministry of Health, and Ministry of Family and Social Affairs. This CPE should enable national policy makers to sharpen their view of opportunities for synergies and coordination to support national strategy; and ensure that WFP's future contributions are best attuned to national need.

3. Subject of the Evaluation

3.1. WFP's Portfolio in Central African Republic

20. WFP assistance in the C.A.R. focuses on improving the food security and nutrition situation of the displaced and vulnerable populations through country program, PRRO, EMOPs and Special Operations. It aims to improve food consumption, reduce undernutrition, and restore the access to basic services of populations affected by conflict. During the 2012-2015 period, 108,000 metric tons (MT) of food were

distributed to 5.1 million beneficiaries, of which 52% were women. For 2016, WFP assisted 997,000 people in the C.A.R. In October 2016, there were 2 million food insecure people, 600,000 severely food-insecure and 420,680 people displaced.²¹ The January 2017 National Food Security Assessment, estimated the number of severely insecure persons at 295,000. There is no documented or approved country strategy, but current operations include the following.

21. The Country Program 200331 (2012-2016) has supported education through school meals; improving the nutrition status of pregnant and lactating women and children, particularly in the first 1,000 days following conception, acutely malnourished children aged under 5 years; and strengthening the capacity of national institutions for programme ownership.

22. Regional EMOP 200799 (Jan. 2015-Dec 2016) has provided flexible seasonal support to moderately food-insecure households, supporting the restoration of access to basic services and human capital protection. WFP assists the internally displaced, host communities and severely affected local populations through complementing general food assistance (GFA) with cash-based transfers (CBTs). Conducting nutrition activities includes blanket supplementary feeding for affected households with children aged 6-23 months, and treatment services for moderately acute malnourished children aged 6-59 months. WFP's recent initiatives focus on Purchase for Progress (P4P) activity and home-grown school feeding.

23. SO 200804 (Jan-Dec. 2016) is the WFP-managed UN Humanitarian Air Service (UNHAS) provides transport to 28 destinations for the humanitarian community to areas that are otherwise inaccessible due to insecurity, poor infrastructure or flooding. The monthly average is 2800 passengers and 27.5 metric tons of cargo.

24. SO 200997 (Aug 2016 – June 2017), a Special Operation for the Logistics and Emergency Telecommunications Cluster (ETC), continues to provide Logistics and ETC support to the entire humanitarian community in C.A.R.

25. SO 200934 (Jan.–Dec. 2016) is a regional SO aimed at enhanced coordination, logistics gaps and bottle-necks in the main access route from the port of Douala in Cameroon to the capital Bangui which originate from the unstable security in C.A.R.

3.2. Scope of the Evaluation

26. This CPE covers all WFP portfolio of operations implemented during the 5 years, 2012-2016, for assessing performance and results, as well as reviewing strategic positioning and alignment; and quality of strategic decision making.²² The evaluation will assess a country program, a protracted relief and recovery operation (PRRO), 3 emergency operations (EMOPs), an IR-EMOP and over 9 (SOs). The evaluation will focus on emergency preparedness and response (GFA, logistic support), nutrition and school feeding, and innovative approaches, including CBTs, FFA and P4P. Cross-cutting issues such as monitoring and evaluation, gender equality and women's empowerment, national capacity strengthening, protection, and humanitarian principles and access will be assessed. The field work will comprise a limited number

²¹ WFP CAR Country Brief, November 2016

²² According to the CO, there is no documented or approved county strategy for WFP C.A.R

of regions and sites; and transparent selection criteria will be developed by the evaluation team during the inception phase.

Table 1. WFP Portfolio in CAR (2012- 2016)

Timeline and Funding Levels of WFP Portfolio in CAR 2012-2016						
Operation	Time Frame	2012	2013	2014	2015	2016
IR-EMOP 200799*	1 January 2015–31 December 2017			²³ L3	REQ: 518,114,427 REC: 271,022,630 FUNDED: 52%	²⁴ L2
SO 200997*	01st August 2016–31st March 2017				L2 launched in June 2015	REQ: 2,038,906 REC: 1,236,569 FUNDED: 61%
DEV 200331	01 January 2012-31 December 2016	REQ: 23,354,244 REC: 1,236,569 FUNDED: 5%		L3 launched in November 2013		
SO 200804*	05 February 2015 - 31 December 2016 (including 1 BR)				REQ: 30,364,852 REC: 24,701,948 FUNDED: 81%	
SO 200934*	15 January 2016 – 31 December 2016				REQ: 3,095,895 REC: 1,849,744 FUNDED: 60%	
SO 200605	15 July 2013 - 30 April 2016 (including 5 BRs)					REQ: 14,861,493 REC: 6,624,776 FUNDED: 45%
EMOP 200650	01 January 2014-31 December 2014 (including 3 BRs)			REQ: 127,100,000 REC: 75,432,291 FUNDED: 59%		
SO 200646	13 December 2013 – 31 December 2014 (including 1 BR)			REQ: 15,63,830 REC: 96,485 FUNDED: 6%		
SO 200643	12 December 2013 – 30 June 2014 (including 1 BR)			REQ: 5,310,683 REC: 6,109,339 FUNDED: 73%		
IRA 200544	28 February 2013-29 June 2013		REQ: 176,194 REC: 163,428 FUNDED: 27%			
SO 200522	01 January 2013 - 31 December 2013 (including 1 BR)		REQ: 21,919,177 REC: 18,709,574 FUNDED: 85%			
IR-EMOP 200565	06 January 2013-31 August 2013		REQ: 1,498,160 REC: 402,363 FUNDED: 27%			
PRRO 200315	01 January 2012 – 31 December 2013	REQ: 48,281,696 REC: 35,294,196 FUNDED: 73%				
SO 105620	01 Nov 2006 - 31 Dec 2012	REQ: 26,287,103 REC: 22,010,675 FUNDED: 84%				
TF 200933	01 September 2015 - 30 June 2016					REQ: 26,287,104 REC: 26,287,104 FUNDED: 100%
Direct Expenses (US\$ millions)		3 994 511	4 159 300	4 717 572	4 633 491	n.a
% Direct Expenses: CAR vs. WFP World		22 794	23 007	85 846	64 714	n.a
Food Distributed (MT)		18,002	12,667	39,601	37,729	n.a
Total of Beneficiaries (actual)		338,481	895,339	2,440,353	1,449,005	n.a
% women beneficiaries (actual)		50%	49%	53%	55%	n.a

Source: Standard Project Reports, Financial Section
* Source "Resource Situation" Report (External w/o forecasts)

²³ L3 – Level 3 Emergency

²⁴ L2 – Level 2 Emergency

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

27. The CPE will address the three main questions common to all CPE's. The sub-questions focus on specific issues of relevance to the C.A.R context, and key strategic, operational and technical issues of relevance for WFP's future positioning and programming. The evaluation team will develop the evaluation questions further in a detailed Evaluation Matrix during the Inception phase. The evaluation will consider the differences in beneficiaries' roles disaggregated by sex and various age groups. Collectively, the questions aim at highlighting the key lessons from WFP's country presence and performance, which could inform future strategic decisions. Question 3 will be the largest part of the inquiry and evaluation report.

28. Question 1: Alignment and Strategic Positioning of WFP's Country Strategy and Portfolio. Reflect on the extent to which: i) main objectives and related activities have been relevant to the population's humanitarian and development needs (including those of specific groups), priorities and capacities; ii) objectives have been coherent with the stated national agenda and policies, including the recently issued National Recovery and Peacebuilding Plan ; iii) objectives have been coherent and harmonised with those of partners especially UN partners, but also with, bilateral partners and NGOs; iv) WFP has been strategic in its alignments and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national needs and strategies and with WFP's mission, strategic plans and corporate policies (including humanitarian principles and protection policies).

29. Question 2: Factors influencing and Quality of Strategic Decision Making. Reflect on the extent to which WFP: i) has analysed or used existing analysis of the hunger challenges, the food security and nutrition issues in C.A.R - including gender equality and protection issues; ii) contributed to placing these issues on the national agenda, analysed appropriate response strategies, including developing national or partner capacity on these issues; and iii) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of strategy, and how they were considered and managed; and iv) has analysed, or used existing assessment of security-related risks.

30. Question 3: Performance and Results of the WFP portfolio. Reflect on: i) the level of effectiveness, efficiency and sustainability of WFP programme activities (2012-2016) and explanations including factors beyond WFP's control such as conflict and natural disasters; ii) the extent of WFP's contribution to the reduction of gender inequality gaps in relation to control over food, resources, and decision-making; iii) the level of synergy and multiplying effect between the various activities in the portfolio, regardless of the operations; iv) the level of synergies and multiplying opportunities with partners, especially UN partners, but also with bilateral partners, and NGOs at operational level. The evaluation will assess the "dynamic" nature of these operations, including the extent to which WFP activities have been developmental in approach in such a conflict-prone context, supporting early recovery or development in so far as possible; and the effectiveness of risk mitigation measures.

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

31. The current complex socio-economic and political context of C.A.R can create security constraints regarding availability of and access to WFP beneficiaries, cooperating partners as well as the regions where WFP operates. OEV will continue close monitoring of the situation and consultation with the CO and RBD in order to assess the practical implications on the feasibility, scope and timeline of the CPE and take appropriate action. The proposed timeline assumes that security will not worsen to the point where the evaluation will be constrained.

32. Based on a desk review, an initial evaluability assessment has found that monitoring data sets, standard performance reports, and qualitative assessment relevant to WFP's work are available for 2012-2016. Due to internal reporting arrangements, some of the data for second half of 2016 will be available in early 2017. The Special Operations generally aim at being supportive of the outcomes of the Country Programme, EMOPs, PRROs and the objectives of wider humanitarian community in C.A.R. They are evaluable at output levels, and, to a certain extent, at outcome levels, as part of their contribution to the efficiency and effectiveness of the CO portfolio.²⁵

33. In an environment like C.A.R, a systematic longitudinal study can be challenging, especially with respect to evaluating efficiency, sustainability of WFP services and results, gender inequality issues, capacity development, resilience, humanitarian principles and protection issues. Complete and consistent trend data on these areas from 2012 and 2016 may not be available, as is the case with P4P, FFA or CBTs. The evaluation team is required to undertake further assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches for data collection and designing a strong methodology to analyse all data in a rigorous manner.

34. The evaluation will benefit from documentation available in WFP including portfolio documents, monitoring data sets, and relevant evaluation reports including the Inter-Agency Humanitarian Evaluation (IAHE)²⁶ of the Response to Crisis in C.A.R, WFP's emergency preparedness and response (2015), the Global Logistics Cluster (2012), and review of the FFA evaluations, the Synthesis Report 'On the Impact of Food for Assets' and Technical Note on Key aspects to consider when evaluating FFA programmes. The CPE will complement the IAHE. The IAHE assessed the collective inter-agency response, building on its findings, the CPE will drill down into WFP's part in that collective response, including evidence on specific food assistance related topics and particular focus on the IAHE's recommendations most relevant to food assistance, concerning coordination, complementarity and coherence of rapid and response mechanisms, contingency planning, resourcing, human resource

²⁵ This include outcomes such improving the timeliness and delivery of humanitarian assistance to address food insecurity.

²⁶ Report of the Inter-agency Humanitarian Evaluation (IAHE) of the Response to the Central African Republic's Crisis (2013-2015), March 2016

capacity, targeting, efficiency, Accountability to Affected Populations (AAP), humanitarian principles, protection and resilience. OEV will establish an e-library with bibliography list which the CPE team is expected to make effective use of it; particularly the data sets and standard performance reports.

4.3. Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

35. CPEs primarily use a longitudinal design, relying on secondary quantitative data, and conduct primary qualitative data collection with key stakeholders in the country. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency²⁷, effectiveness, sustainability and connectedness. Assessing the appropriateness, relevance and coherence of the design of the portfolio, it will review the extent of alignment with national needs; and internal and external coherence. Effectiveness of the portfolio will focus on systematic assessment of performance and results at output and outcome levels. C.A.R is a land-locked country, and the CPE is expected to provide cost and timeliness analysis of delivering food assistance in a country facing access issues. Extensive rainy season and poor transport infrastructure along with insecurity are associated cost drivers. The evaluation should provide a comparative cost-efficiency²⁸ and cost-effectiveness²⁹ analyses of the different food assistance transfer modalities e.g. CBTs versus in-kind or versus a combination of the two, in the portfolio.

36. Cost efficiency compares in-kind procurement value and logistic costs (transport, storage and handling, quality control and salaries for logistic staff – LTSH) to transport the different commodities to the respective markets with the CBT local market prices at the same point in time. If sufficient data is available a seasonal analysis should also be presented including the in-kind operational costs (partners, equipment and supplies, travel etc. – ODOC) with the equivalent CBT operational costs (C&V related costs: C&V delivery and C&V other). Attention must be paid to differentiate the start-up costs and the running costs and include depreciation calculations, if necessary. It will compare procuring locally vs procuring internationally (Import Parity Price analysis). Cost Effectiveness focuses on Omega value and/or other cost-effectiveness indicators, e.g. the in-kind vs CBT costs per percent increase in households with adequate Food Consumption Score. The team will develop a plan for assessing sustainability and connectedness.

37. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report, with annexes covering data collection instruments. The evaluation team will deepen the review and critically assess technical feasibility and data and accessibility to inform its choice of evaluation methods, taking in to account the national context. The methodology should:

- Examine the logic of the portfolio based on the common objectives arising across operations;

²⁸ A cost-efficiency analysis measures outputs against inputs in monetary terms and facilitates comparison of alternative transfer modalities in order to use available resources as efficiently as possible.

²⁹ Cost-effectiveness analysis measures the comparative costs of achieving the desired outcomes. The current WFP cost-effectiveness tool is the omega value, a ratio between the in-kind Nutrient Value Score (NVS) divided by the full cost for the in-kind delivery basket and the CBT NVS divided by the full cost of the full CBT basket.

- Be geared towards addressing the evaluation questions using triangulation of information and analysis of both quantitative and qualitative data. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.
- Take into account the limitations to evaluability as well as budget and timing constraints. The evaluation team is required to have strong methodological competencies in designing feasible data capture and analysis plan for this CPE.

38. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries disaggregated by sex and age, existing secondary data, etc.) and using a mixed method (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of tools. The sampling technique to impartially select sites to be visited and stakeholders to be interviewed should be specified.

4.4. Quality Assurance

39. WFP’s evaluation quality assurance system (EQAS) is based on the UN Evaluation Group norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The OEV evaluation manager will conduct the first level quality assurance, and CPE Coordinator will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

40. EQAS calls for carrying out gender responsive evaluations guided by WFP Gender Policy objectives and action plan. This includes the identification and disaggregated analyses of gender roles and dynamics, inequalities, discriminatory practices and unjust power relations. The CPE methodology will review the extent to which the portfolio of operations have appropriately analysed and integrated a contextual assessment of gender related gaps. In doing so, the CPE will apply OEV’s Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan (UNSWAP) on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to assess Inter-Agency Standing Committee (IASC) Gender Marker levels for the CO, and to systematically and appropriately reflect gender in findings, conclusions and recommendations. To enhance the quality and credibility of this evaluation, the selected evaluation firm will provide further quality checks on the draft the evaluation products, such as draft inception and draft evaluation reports, before the team leader submits them to OEV.

5. Organization of the Evaluation

5.1. Phases and Deliverables

41. The evaluation is structured in five phases summarized in the table below. The three phases involving the evaluation team are: (i) The Inception Phase, with a briefing of the evaluation team in Rome (July 18-20, 2017), followed by an inception mission

in Bangui (July 24-28, 2017) by team leader and evaluation manager, producing inception report; (ii) The Main Evaluation Mission³⁰, primary and secondary data collection, and preliminary analysis with approximately 3 weeks in the field (September 4-23, 2017); and (iii) The Reporting Phase concludes with draft CPE report by November 2017, final report February 2018, and final evaluation report (a full report and an summary evaluation report) that will be presented for consideration to WFP's Executive Board in June 2018. Annex 2 presents a detailed timeline. The CO and RBD have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making, so that the evidence generated by CPE can be used effectively.

Table 4: Provisional Timeline Overview

Phases	February-April 2017	July-August, 2017	Sept.-Oct, 2017	Nov 2017-Feb. 2018	Feb. 2018-June 2018	Deliverables
Phase 1 (Preparation) Desk Review Preparation of ToR Stakeholder consultation	X					ToR (draft and final) Contracting evaluation firm
Phase 2 (Inception) Briefing team at HQ Document review Inception mission in Bangui		X				Inception Report
Phase 3 (Fieldwork) Evaluation, data collection/analysis, exit debriefing, HQ Briefing			X			Exist Debriefing Aide-memoire/ HQ Briefing
Phase 4 (Reporting) Report drafting, comments and revision				X (Mid Nov 2017)		Draft Evaluation Report (D1); Learning workshop
				X Feb 2018		Final Draft Report
Phase 5 (Executive Board) EB Follow up Actions EB.2/June 2018					X	Presentation of SER to EB.2./June 2018 Management Response, Evaluation Brief

5.2. Evaluation Team Composition

42. As presented in annex 3, this CPE will be conducted by a team of independent consultants with relevant evaluation expertise, as listed in Annex 3. The team should be as few members as possible providing a combination of the expertise and skills required. The team will consist of a combination of international, regional and national consultants with gender balance. All team members must be fluent in French and English. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivering of all evaluation products. The team leader should have excellent synthesis and evaluation reporting writing skills in French.

5.3. Roles and Responsibilities

43. This evaluation is managed by the WFP Office of Evaluation (OEV). Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team

³⁰ An internal exit debrief with the CO is planned on the last day of the Fieldwork

briefing in HQ and the stakeholders learning in-country workshop; assisting in the preparation of the field mission; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the various evaluation products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

44. WFP stakeholders at CO, RBD and HQ levels are expected to provide information necessary to the evaluation; engage with the evaluation team to discuss the programme, its performance and results; facilitate the team's contacts with stakeholders in C.A.R; set up meetings and visits and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report. The contracted firm will support the evaluation team in providing quality checks to the draft evaluation products being sent to OEV for its feedback. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias stakeholder responses.

5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

45. All evaluation products will be produced in French. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see Annex 5) will be refined by the EM in consultation with the evaluation team during the inception phase to include details about the communication strategy. An internal reference group from main WFP's internal stakeholders at HQ, RBD and CO, will be established for the evaluation to serve as contact point for communication with WFP stakeholders. They will be invited to provide comments on the main CPE deliverables. While the final evaluation report is the responsibility of the evaluation team, it will be approved by Sally Burrows, OEV CPE Coordinator on satisfactory meeting of OEV's quality standards. OEV will explore the feasibility of a workshop after the field work to discuss the draft preliminary findings and recommendations. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2017. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through its inclusion in the annual evaluation report. The CO and RBD are encouraged to circulate the final evaluation report with WFP external stakeholders.

5.5. Budget

46. The evaluation will be financed from OEV's budget which will cover all expenses related to consultant/company rates, international travels, logistics, stakeholder learning workshop and OEV staff travel.

6. Annexes

Annex 1: Map of Central African Republic



Annex 2: Tentative Timeline

	Central African Republic Country Portfolio Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	February 1, 2017
	Review draft TOR based on WFP feedback	EM	February 16, 2017
	Final TOR sent to WFP Stakeholders	EM	February 21 2017
	Contracting evaluation team/firm	EM	May 1, 2017
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	July 3-9, 2017
	HQ briefing (WFP Rome)	EM & Team	July 18-20, 2017
	Inception Mission in the country	EM + TL	July 24 – 28, 2017
	Submit Draft Inception Report (IR) to OEV	TL	August 09, 2017
	OEV quality assurance and feedback	EM	August 10 – 14, 2017
	Submit revised IR	TL	August 21, 2017
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at CO(s) and RBD. Internal debriefing with the CO and RBD	Team	Sep 4 – 23, 2017
	Exit Debrief (ppt) Preparation	TL	Sep 23, 2017
	Debriefing with HQ, RBD and COs Staff Vial HQ Teleconference	EM&TL	October 6, 2017
Phase 4 - Reporting			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after the company's quality check)	TL	November 6, 2017
	OEV quality feedback sent to the team	EM	Nov 13, 2017
Draft 1	Submit revised draft ER to OEV	TL	Nov 20, 2017
	OEV seeks OEV Director's clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	November 24, 2017
	OEV consolidate all WFP's comments (matrix), and share them with team. Team to consider them before in-country workshop	EM	December 8, 2017
	Stakeholders Learning workshop Bangui; share comments with TL	TL/EM	Dec 13 – 15, 2017
Draft 2	Submit revised draft ER and Draft SER to OEV based on the WFP's comments, and team's comments on the matrix of comments.	TL	Jan 8, 2018
	Review matrix and ER and draft SER.	EM	Jan 12, 2018
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	Jan 12, 2018
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	January 19, 2018
	OEV sends and discuss the comments on the SER to the team	EM	February 2, 2018
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	Feb 9, 2018
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team if necessary	EM&TL	Feb 16, 2018
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	February 23, 2018
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	June 2018
	Presentation of management response to the EB	D/RMP	June 2018

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex 3: Summary of evaluation team and skills required

47. The evaluation firm is responsible for proposing a mix of evaluators who will effectively cover the areas of evaluation under column 1 below; the team leader and each team member should have i) evaluation competencies in designing and conducting data collection, analysis, synthesis and reporting skills; ii) evaluation experience in unstable humanitarian context, flexibility and readiness to evaluating food assistance in fragile context; and iii) knowledge of the UN and WFP modalities, as well as design and delivery of food assistance in highly insecure, and changing environment.

Areas of CPE	Evaluation roles and tasks	Experience, knowledge and skills required
Team Leadership	Team leadership and management, strategic alignment/planning, leading the CPE implementation and reporting, country portfolio evaluation based on mixed methods, ability to resolve problems. Responsible for ensuring high quality analysis and synthesis in the main CPE products and their timely submission to OEV.	<ul style="list-style-type: none"> Strong experience in evaluating County office strategic positioning related to food assistance specialization in one of areas below; Knowledge and skills in gender analysis; Relevant knowledge and experience of Central African Republic context; Experience in CPE analysis, synthesis and reporting skills.. Knowledge of conflict resolution/peace building evaluation.
Emergency Preparedness and Response (EPR)	Evaluate the effectiveness and efficiency of WFP Special operations, EMOPs and PRRO in the areas of emergency preparedness, targeting, relevant M&E systems response, aviation, UN Air Service, WFP Special operations humanitarian protection, accountability to affected populations and adherence to humanitarian principles, assessment of capacity development and gender analysis, partnerships, and security/risk assessment.	<ul style="list-style-type: none"> Experience evaluating EPR, analysis, humanitarian response management, humanitarian policy with protection element, logistics/supply chain, infrastructure, customer services (aviation, UN Air Service, WFP Special operations) humanitarian protection. Efficiency analysis. Security/risk assessment, peace building/conflict resolution, partnerships and gender analysis.
Food security, livelihoods and Resilience	<p>Evaluating food security and livelihoods, including , food security assessments, VAM, M&E systems</p> <p>P4P, market access and food value chain, cash based transfers, efficiency and cost effectiveness</p> <p>Targeting national food safety nets,, social protection, school feeding and</p> <p>FFA/W/T programmes, resilience, capacity development and gender analysis and partnerships.</p>	<ul style="list-style-type: none"> Experience in Vulnerability Assessment and Mapping (VAM), skills and experience in evaluating food assistance modalities (CBTs, FFA/W/T) and safety nets, P4P, market infrastructure, post-harvest value chain, local purchase, livelihood support. Skills in analysis of efficiency, capacity development, partnerships and gender analysis.
Nutrition, Health and/HIV/AIDS	Specialist in evaluation of nutrition, health, HIV/AIDS WFP, nutrition assessments and monitoring systems; programming in these sectors in Central African Republic. Assessment of capacity development, gender analysis and partnerships.	<ul style="list-style-type: none"> Experience in evaluating nutrition, including knowledge in nutrition (Lancet 2008 & 2013 and SUN Movement), health, HIV/AIDS, WFP's shift to food assistance and WFP strategic positioning in nutrition. WFP school feeding programme, handover, emergency SF operations capacity development, partnerships and gender analysis.
Research Assistance	Focus on qualitative and quantitative research , documentation, formatting in support of the team's work evaluation products	<ul style="list-style-type: none"> Relevant understanding, fieldwork experience in providing research support to evaluation teams, data analyses, formatting, proof reading and presentation skills; knowledge of food assistance..

Annex 4: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results in the development of the new Interim Country Strategic Plan, Country Programme and in programme implementation.	CO staff will be involved in planning, briefing, workshops/feedback sessions at the beginning, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CPE.
Regional Bureau Dakar (RBD)	WFP Senior Management and the entire Regional Bureau (RBD) have an interest in learning from the evaluation results because of the strategic and technical importance of Central African Republic in the RB's portfolio.	RBD will be key informants will be interviewed during the main mission provide comments on the Evaluation Report and SER and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on the draft ER, and management response to the CPE
WFP Divisions	WFP technical units, including units dealing with programme policy, school feeding, nutrition, gender, cash and vouchers, vulnerability analysis, performance monitoring, gender and capacity development, resilience and prevention, climate and disaster risk, safety nets and social protection, partnerships and governance have an interest in lessons relevant to their mandates.	The CPE will seek information on WFP approaches, standards and success criteria from all units linked to main themes of the evaluation (extensively involved in initial briefing of the evaluation team) with a particular interest in improved reporting on results.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Central African Republic about evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the June 2017 session to inform Board members about the performance and outcome of WFP activities in Central African Republic.

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>Beneficiary Groups (GFA recipients, FFA and FFT beneficiaries, institutional feeding recipients, school children, refugees, P4P participants, and people benefitting from nutrition programming)</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements will have to be made to meet school children.</p>
<p>C. UN Country Team (FAO, IFAD, OCHA, UNHCR, UNDP, UNICEF, WHO)</p> <p>D. Other International Organizations: ICRC, IOM, International NGOs</p>	<p>WFP collaborates technically with some other agencies, notably FAO, IFAD, UNICEF, UNHCR, OCHA, ICRC, and IOM.</p> <p>WFP also active in the UN Country Team and the Humanitarian Country Team, and specifically in the Food Security and Logistics Clusters</p> <p>WFP and FAO are joint co-ordinators of the Food Security and Resilience.</p> <p>The CPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system, and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and partner agencies that have been most involved in food security, nutrition, education and capacity development issues.</p> <p>The CO will keep UN partners informed of the evaluation's progress.</p>
<p>E. Donors</p>	<p>WFP activities are supported by a number of donors. They all have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, in reference group/feedback sessions/ report dissemination.</p>
<p>F. National Partners</p>		
<p>Ministry Economy, Planning, and International Cooperation</p>	<p>Responsible for co-ordination of development activities to which WFP contributes through UNDAF, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Family and Social Affairs</p>	<p>Key partner for WFP in implementation of food assistance within Social Protection.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
Ministry of Education	This is WFP's government partner for school feeding.	Interviews both policy and technical levels and feedback sessions.
Ministry of Health	This WFP's key partner in nutrition and supplementary feeding programs.	Interviews both policy and technical levels and feedback sessions.
Bureau of Statistics	Plays an important role in food security and related data collection and analysis used by WFP for targeting purposes.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture	WFP's cooperating partner in FFA activities.	Interviews both policy and technical levels and feedback sessions.
Cooperating partners and NGOs	WFP's cooperating partners in food assistance.	Interviews both policy and technical levels and feedback sessions.

Annex 5: Communication and learning plan – Central African Republic - Internal (WFP) Communications

When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RBD, HQ	Consultation	Dawit Habtemariam EM	Consultations, meetings, email	Mid Dec. 2016 –Jan 2017	Review/feedback For information
TOR	Draft ToR Final ToR	CO, RBD, HQ CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	Emails Web	Feb. 2017	Review / feedback For information
Inception	Draft IR Final IR	CO, RBD, HQ	Operational Operational & informative	Dawit Habtemariam EM	email	March 2017	Review/feedback For information
Desk review/ Analysis debrief	Aide-memoire/PPT	CO, RBD, HQ	Operational	Dawit Habtemariam, EM	Email, Meeting at teleconference w/	April 2017	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	email	May 2017	Review / feedback
Learning Workshop	D1 ER	CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM	Workshop	June 2017	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER
Evaluation Report	D2 ER + SER only	CO, RBD, HQ	Strategic	Dawit Habtemariam EM+ Sally Burrows, 2 nd level Quality Assurance	email	August 2017	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RBD, HQ	Informative	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	email	November 2017	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials	CO, RBD, HQ	Informative & Strategic	Sally Burrows , CPE Coordinator	Email, interaction	As opportunity quarterly)	Information about linkage to CPE Series

External Communications

When Evaluation phase plus planned month/year	What Communication product/ information	To whom Target organization or individual	From whom Evaluation management, evaluation team, etc.	How Communication means	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting, edited version November 2017	Final report (SER included) and Management Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, November 2017	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, November 2017	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Annex 6: Core Indicators

Key Indicators for Country Context - CAR						
	Indicator	Year	Value		Source	
General	Population (total, millions)	2016	4.,9		World Bank. WDI.	
		2012	4.,6			
	Average annual population growth (%)	2010-2015	2		UNDP HDR 2015	
		2000 - 2005	1.7			
	Urban Population (% of total)	2014	39.8%		UNDP HDR 2014	
Human Development Index	2014	0.35		UNDP HDR 2015		
	Rank	187 / 188				
Gender	Gender- Inequality index	2014	0.655		UNDP HDR 2015	
		Rank	147/155			
	Maternal Mortality ratio (per 100,000 live births)	2014	880		UNDP HDR 2015	
	Seats in national parliament (% female)	2014	12.5		UNDP HDR 2015	
	Population with at least some secondary education, female, male (% aged 25 and above)	2005 - 2014	M	F		UNDP HDR 2015
			10.1	26.7		
	Births attended by skilled health personnel (% of total)	2010	53.8		World Bank. WDI.	
	Labour force participation rate (%)	2013	M	F		UNDP HDR 2015
			85.1	72.6		
Employees, agriculture, female (% of female employment)	n.a.	n.a.		World Bank. WDI.		
Primary School Enrolment, female (%)	2012	79.8		World Bank. WDI.		
Economic	Income Gini Coefficient	2005-2013	56.3		UNDP HDR 2015	
	GDP per capita (current US\$)	2015	307		World Bank. WDI.	
		2012	470			
	Foreign direct investment net inflows (% of GDP)	2015	0.2		World Bank. WDI.	
2012		3.2				
Net official development assistance received (% of GNI)	2014	35.9		World Bank. WDI.		
Poverty	Population living below \$1.25 a day (%)	2002-2012	62.8		UNDP HDR 2015	
	Population near multidimensional poverty (%)	2014	15.7		UNDP HDR 2015	
	Population in severe multidimensional poverty (%)	2014	48.5		UNDP HDR 2015	
Nu		2009 - 2013	Mod & Sev		UNICEF SOWC 2015	

	Weight-for-height (Wasting), prevalence for < 5 (%)		7		
	Height-for-age(Stunting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev	UNICEF SOWC 2015	
			41		
	Weight-for-age (Underweight), prevalence for < 5 (%)	2009 - 2013	Mod & Sev	UNICEF SOWC 2015	
			24		
	< 5 mortality rate	1990	177	UNICEF SOWC 2015	
		2013	139		
Health	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2013	27	UNICEF SOWC 2015	
	Life expectancy at birth	2013	50		
	Estimated HIV Prevalence Rate	2015	3.7 [3.2 - 4.2]	UNAIDS 2015	
		2012	4.3 [3.7 - 4.8]		
	Public expenditures on health (% of GDP)	2013	3.9	UNDP HDR 2015	
Youth Literacy Rate (15-24 y) (%)	2015	M	F	UNICEF SOWC 2015	
		51	24		
Education	Population with at least secondary education (% ages 25 and older)	2005-2013	18	UNDP HDR 2015	
	Public expenditures on education (% of GDP)	2005 - 2014	1.2	UNDP HDR 2015	
	School enrolment, primary (% gross)	2015	73	UNICEF SOWC 2015	
		2012	93.5	World Bank. WDI.	
	Net attendance ratio, primary school (%)	2010	M	F	UNICEF SOWC 2015
			78	68	
	Net attendance ratio, primary school (%)	2010	M	F	MICS 2010
44			54		
Net attendance ratio, secondary school (%)	2008-2013	M	F	UNICEF SOWC 2015	
		23	15		

Annex 7: E-library

CPE Central African Republic 2012-2016		
Folder name / File name	Author	Date
1.1 External Docs		
Document de Strategy d'Integration Regionale Afrique Centrale CEEA	ORCE/ ONRI	2011
Plan de Transition 2015-2017	Ministry of Education	2014
Human Rights Report	US State Department	2015
Health Situation in Central African Republic	WHO	2015
Special Report: Crop and Food Security Assessment Mission	FAO/WFP	2016
Global Nutrition Report	IFPRI	2014
Global Nutrition Report	IFPRI	2015
Plan de Reponse Humanitaire	OCHA	2017-2019
African Economic Outlook	UNDP, OECD, Af.Dev Bank	2016
Inter-Agency Evaluation of the Response to the Central African Republic Crisis	IAHE	2013-2015
National Recovery and Peacebuilding Plan	CAR	2017-2021
UNICEF Annual Report	UNICEF	2015
National Education Profile	Fhi360	2014
The Rise of the South: Human Progress in a Diverse World	UNDP	2013
Work for human development	UNDP	2015
Final country programme document for the Central African Republic	EB UNDP	
Country Programme Document	UNICEF	2012-2016
1.2 - EQAS		
1.2.1. Guidance		
Guidance for process and content - CPE	WFP OEV	2016
Template for Inception Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Quality Checklist for Inception Report - CPE	WFP OEV	2014
Template for Evaluation Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Template for Summary Evaluation Report-CPE	WFP OEV	2014
1.2.2 Technical notes		
TN - ER Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Stakeholder Analysis	WFP OEV	2011-13
TN - Stakeholder Mapping	WFP OEV	2011-14
TN - Efficiency	WFP OEV	2013

TN- Template for Team Members Work Plan and Proposed Stakeholders Meeting	WFP OEV	2013
TN - Evaluation Criteria	WFP OEV	2013
TN - Evaluation Matrix	WFP OEV	2013
TN - ER Formatting Guidelines	WFP OEV	2013
TN - Logic Model Theory Of Change	WFP OEV	2013
TN - Evaluation Recommendations	WFP OEV	2013
TN - Example Evaluation Matrix for EQAS	WFP OEV	2013
1.2.3 Examples		
Evaluation Report Vol. II- Somalia	WFP OEV	2011-2015
Inception Report- Niger CPE	WFP OEV	2011-2015
Inception Report- Somalia CPE	WFP OEV	2011-2015
Inception Report- Tanzania CPE	WFP OEV	2011-2015
Management Response Niger CPEs	WFP OEV	2011-2015
Management Response Somalia CPEs	WFP OEV	2011-2015
Palestine CPE Inception Report Final	WFP OEV	2011-2015
SER -Niger CPE	WFP OEV	2012-2013
SER -Somalia CPE	WFP OEV	
1.3. WFP POLICIES & DOCS		
Enterprise Risk Management Policy	WFP	2015
1.3.1. Policies & Strategic Plans		
Annual Performance Reports		
WFP Annual Performance Report 2013	WFP	2014
WFP Annual Performance Report 2014	WFP	2015
WFP Annual Performance Report 2015	WFP	2016
Integrated Road Map	WFP	2013
1. CSP and ICSP Guidelines	WFP	2016
2. Strategic Review Guidelines	WFP	2016
3. Guidance on Strategic Outcomes	WFP	2016
4. Transitional ICSP Concept Note	WFP	2016
5. CSP sPRP discussion template	WFP	2016
6. CSP sPRP discussion template - Ecuador Example	WFP	2016
7. CSP sPRP discussion template- Zimbabwe Example	WFP	2016
8. Draft CSP Example - Ecuador	WFP	2016
9. Draft CSP Example - Laos	WFP	2016
10. Draft CSP Budget template	WFP	2016
11. CP Budget Guidance	WFP	2016
CSP Countries	WFP	2016
CSP_ Policy	WFP	2016
Implementation steps and guidance- CSP	WFP	2016
Implementation steps and guidance- ICSP	WFP	2016
Implementation steps and guidance- Wave 1A	WFP	2016
Implementation steps and guidance- Wave 1B	WFP	2016
Corporate Results Framework 2017-2021	WFP	2016

Financial Framework Review	WFP	2016
Strategic Plan 2017-2021	WFP	2016
Understanding IRM	WFP	2016
Misc. Policy Information		
Evaluation Policy 2016-2021	WFP	2015
OEV orientation Guide	WFP	2017
RBA Collaboration	WFP	2016
Updated People Strategy	WFP	2011
WFP management overview	WFP	2011
WFP Policy Formulation	WFP	2016
WFP Organigram (Management Overview)	WFP	2016
Past Strategic Plans	WFP	2013
Management Results Framework 2014- 2017	WFP	2013
Management Results Framework Overview	WFP	2013
Performance Management Policy 2014-2017	WFP	2013
Strategic Plan 2008-2013	WFP	2007
Strategic Plan 2014-2017	WFP	2013
Policy Compendium	WFP	2017
1.3.2. Nutrition		
2017 Nutrition Policy	WFP	2017
2017 Nutrition Policy - 2nd informal consultation	WFP	2017
Follow-Up to WFP Nutrition Policy	WFP	2012
Food and Nutrition Handbook	WFP	2000
Food and Nutrition Needs in Emergencies	WFP	2003
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package	WFP	2014
Moderate Acute Malnutrition - A decision Tool for Emergencies	WFP	2012
Policy Evaluation- WFP Nutrition Policy	WFP	2015
Programming for Nutrition Specific Interventions	WFP	2012
Summary Evaluation Report, Nutrition Policy for 2012–2014 and Management Response	WFP	2015
Technical workshop on nutrition	WFP	2012
The Right Food at the Right Time	WFP	2012
Update on the Nutrition Policy	WFP	2013
WFP Nutrition Policy	WFP	2012
WFP-Fill the Nutrition Gap Tool	WFP	2016
WFP- Management Response - Policy Evaluation WFP Nutrition Policy	WFP	2015
WFP- Nutrition Approach	WFP	2009
WFP- Programming for Nutrition- Specific Interventions	WFP	2016
1.3.3. Emergency	WFP	
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003

Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
PREP Evaluation 2011-2014 - Evaluation Report vol. I and II	WFP	2014
PREP Evaluation report & Management Response	WFP	2015
Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response	WFP	2015
Targeting emergencies WFP policy	WFP	2006
Transition from relief to development	WFP	2004
WFP's use of Pooled Funds (2009-2013)	WFP	2014-15
WFP's use of Pooled Funds (2009-2013)-Management Response	WFP	2015
1.3.4. Gender		
Evaluation of WFP 2009 Gender Policy	WFP	2013
Gender mainstreaming from the ground up	WFP	2014
Gender Policy 2015-2020	WFP	2014
Gender Policy Brief	WFP	2009
Guidance for the WFP Gender Marker	WFP	2014
How to Manage Gender-Responsive Evaluation-UN Women	UN WOMEN	2015
Management Response to the Recommendations of the Summary Evaluation Report of the WFP Gender Policy (2008–2013)	WFP	2013-14
Revised UN SWAP Evaluation Technical Note and Scorecard	UNEG	2014
Summary Evaluation Report of the WFP Gender Policy (2008–2013)	WFP	2014
Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011)	WFP	2012
Update on the WFP Gender Policy 2014	WFP	2014
Update on the WFP Gender Policy 2016	WFP	2016
WFP gender policy corporate action plan 2010-2011	WFP	2009
WFP Gender Policy 2015-2020	WFP	2015
Women and WFP - Helping Women helping themselves	WFP	2011
1.3.5. Food security		
CARI Consolidated Approach to Reporting Indicators of Food Security	WFP	2015
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
FAO-WFP Evaluation of Food Security Cluster in Humanitarian Action	WFP	2014
FAO-WFP Evaluation of Food Security Cluster Management Response	WFP	2014
Food consumption analysis - Calculation and use of the FCS in FS analysis	WFP	2008
Food distribution guideline	WFP	2006
Global Food Security Update (October 2015-July 2016)	VAM/WFP	2015-2016
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011

Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010
Monitoring Food Security-Indicators Compendium	WFP	2010
Monitoring Food Security-Reporting Structure and Content	WFP	2012
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009
Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
The State of food insecurity in the World	WFP/FAO/IFAD	2015
1.3.6. School Feeding		
ODI Education in Emergencies	ODI	2015
ODI Investment for Education in Emergencies	ODI	2015
A common platform for education in emergencies and protracted crisis	ODI	2016
Taking on Inequality Poverty and Shared Prosperity	World Bank Group	2016
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
How to develop the logic of school feeding projects	WFP	2013
Local Food for Children in School	WFP	2013
Overview presentation SF policy Part I & II	WFP	2012
Rethinking School Feeding Social Safety Nets, Child Development, and the Education Sector	WFP	2013
Revised school feeding policy	WB	2009
SABER. About and Methodology	WB	2016
SABER in Action. Overview	WB	2014
SABER School Feeding Brief	WB	2014
School Feeding Flier with links	WFP	2013
School Feeding Policy	WFP	2009
Update on the Implementation of WFP's School Feeding Policy	WFP	2011
School Feeding Policy Evaluation-Management Response	WFP	2012
School Feeding Policy Evaluation Report	WFP	2011-12
School-feeding and nutrition	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable school feeding, Lifting school children out of the hunger trap	WFP	2011
1.3.7. Capacity Development		
Capacity Development Kit	WFP	2012
Capacity Development Policy	WFP	2009
Capacity Gaps and Needs Assessment in Support of Projects to Strengthen National Capacity to End Hunger	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations-Management Response	WFP	2008
Guideline on Technical Implementation for Capacity Development	WFP	2015
Inception Report - Policy Evaluation on Capacity Development	WFP	2016

Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2008
National Capacity Index	WFP	2015
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2010
1.3.8. Partnerships		
Corporate Partnership Strategy 2014 - 2017	WFP	2013
Evaluation From Food Aid to Food Assistance Working in Partnership Volume I	WFP	2014
Inception Report - Policy Evaluation on Corporate Partnership Strategy	WFP	2016
PPP and fundraising strategy. Evaluation report Volume I	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2008
Topics Partnerships - Working with NGOs	WFP	2013
1.3.9. DRR, Environment FFA, Resilience & Safety Nets		
Climate change and hunger - Towards a WFP Policy on Climate Change		
Disaster Risk Reduction	WFP	2011
An update of WFP interventions in disaster preparedness and mitigation	WFP	2007
Disaster mitigation. A strategic approach	WFP	2007
DRR Infographic	WFP	2015
Policy on Disaster Risk Reduction	WFP	2000
WFP policy on disaster risk reduction and management 2011	WFP	2009
Environment		
Environmental Policy	WFP	2017
Policy on Climate Change	WFP	2017
Update on Environmental Policy	WFP	2017
FFA		
FFA Evaluation Series 2002- 2011 (Evaluation Brief)	WFP	2012
FFA Evaluation Series 2002- 2011 (Management Response)	WFP	2012
FFA Evaluation Series 2002- 2011	WFP	2012
FFA Impact Evaluation - Management Response	WFP	2011
FFA Impact Evaluation Synthesis	WFP	2014
FFA Manual – Modules A, B, C, D, E	WFP	2014
FFA Theory of Change	WFP	2016
FFA Five Keys to Success	WFP	2016
SER Example- FFA evaluation in Senegal	WFP	2016
SER Example- FFA evaluation in Uganda	WFP	2016
WFP disaster risk reduction policy 2009	WFP	2014
TN Evaluating FFA Programmes	WFP	2017
Resilience	WFP	2014
Draft Policy on Building Resilience for Food Security And Nutrition		
Enabling Development - Progress report on the management response	WFP	2015
Enabling Development	WFP	2007

Implementation of the Enabling Development Policy	WFP	1999
Policy on building resilience for food security and nutrition	WFP	2000
WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2015
Safety Nets		
Update of WFP Safety Nets Policy	WFP	2012
Urban Food Insecurity - Strategies for WFP	WFP	2012
WFP and food-based safety nets - Concepts & experiences	WFP	2002
WFP Safety Nets Guidelines (Annexes A-L)	WFP	2014
WFP Safety Nets Guidelines - Modules A to L	WFP	2004
WFP's Role in Social Protection and Safety Evaluation Report	WFP	2014
WFP's Role in Social Protection and Safety-Management Response	WFP	2011
1.3.10. Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2011
Beneficiary definition & counting	WFP	2013
Chapter 2 - Country Office ME Strategy (APR14)	WFP	2005
Chapter 3 - Data Collection, Preparation and Analysis (APR14)	WFP	2015
Chapter 4 - Process Monitoring (APR14)	WFP	2015
Chapter 5 - Output Monitoring (APR14)	WFP	2015
Chapter 6 - Outcome Monitoring (APR 2014)	WFP	2015
COMET Design Modules - log frames design & results	WFP	2015
Counting Beneficiaries in WFP	WFP	2012
SOPs for Monitoring & Evaluation	WFP	2014
Third Party Monitoring Guidelines	WFP	2013
1.3.11. HIV	WFP	2014
Five minutes to learn about. Calculating outcome indicators from CP reports		
Food assistance in the context of HIV ration design guide	WFP	2013
Food assistance context of HIV	WFP	2008
Food Vouchers to Support People Living with HIV	WFP	2007
HIV in Humanitarian Settings	WFP	2013
Programming for HIV and TB	WFP	2013
Update on WFP's response to HIV and AIDS		2016
Update on WFP's response to HIV and AIDS	WFP	2014
Update on WFP's response to HIV and AIDS	WFP	2012
WFP HIV policy	WFP	2016
WFP HIV and TB Programme and M&E Guide 2014	WFP	2010
1.3.12. Cash & Voucher		
Cash & Voucher Policy update	WFP	2011
Cash & Voucher Policy	WFP	2008
Cash and Vouchers Manual Second Edition	WFP	2014
Cash and Voucher Policy Evaluation Report	WFP	2014
Cash and voucher policy evaluation-Management response	WFP	2015
Economic impact study - Vouchers programme in Lebanon	WFP	2014

Internal Audit of C&V Modalities in the Field - Distribution Cycle and Closure	WFP	2015
Internal Audit of C&V Modalities in the Field - Management Response	WFP	2015
Internal Audit of C&V Modalities in the Field - Project Design & Set up	WFP	2015
Operations and Finance Procedures for the use of C&V Transfers to Beneficiaries	WFP	2013
WFP Cash for change Initiative Distribution Models	WFP	2012
1.3.13. Logistics	WFP	
Evaluation of the Global Logistics Cluster Evaluation Report vol. I		2012
Evaluation of the Global Logistics Cluster Evaluation report vol. II	WFP	2012
Global Logistics Cluster Evaluation - Management Response	WFP	2012
Global Logistics Evaluation - SER	WFP	2012
WFP aviation - Operational snapshot Jan-June 2014	WFP	2014
WFP aviation in 2013	WFP	2014
1.3.14. Protection	WFP	
Protection Mission Reports	WFP	2014-2017
Update on the Implementation of the Protection Policy	WFP	2014
Update on WFP Role in Humanitarian Assistance System	WFP	2012
Update on WFP Role in Collective Humanitarian Response	WFP	2016
WFP Humanitarian Protection Policy	WFP	2012
WFP Role in Peacebuilding in Transition Settings	WFP	2013
1.4. WFP CAR		
1.4.1 Operations		
CP. EMOP, SO, DEV & PRRO		
Country Programme 200331 Project Document	WFP	2012-2016
EMOP 200650 BR1	WFP	2014
EMOP 200650 BR3	WFP	2014
EMOP 200650 SPR 2014	WFP	2014
EMOP 200650 SPR 2015	WFP	2015
EMOP 200650 Project Document	WFP	2014
IR-EMOP 200565 SPR	WFP	
Reg EMOP 200799 BR 3	WFP	2014
Regional EMOP 200799 BR 3 Narrative	WFP	2014
PRRO 200315 Project Document	WFP	2011
UNHAS 200522	WFP	2013
UNHAS 200522 BR 1	WFP	2014
UNHAS 200522 BR 2	WFP	2014
ETC 200605 BR 3	WFP	2015
ETC 200605 BR 5	WFP	2015
ETC 200605 Project Document	WFP	2012
SO 200643 SPR 2014	WFP	2014
SO 200643 SPR 2015	WFP	2015
SO 200643 Response Capacity	WFP	2012
SO 200646 Project Document	WFP	2013
UNHAS SO 200804 SPR	WFP	2015

UNHAS SO 200804 BR 1	WFP	2015
UNHAS SO 200804 Project Document	WFP	2014
SO 200934 Project Document	WFP	2015
SO 200934 BR1	WFP	2016
SO 200997 Project Document	WFP	2016
Factory Reports (by year)		
CAR Operations 2012	WFP	2012
CAR Operations 2013	WFP	2013
CAR Operations 2014	WFP	2014
CAR Operations 2015	WFP	2015
CAR Operations 2016	WFP	2016
Seeds for Change		
Infographic	WFP	2016
Trust Funds		
CAR TF 200933 Approved	WFP	2016
CAR TF 200933 Budget Cleared	WFP	2016
1.4.2. Assessment Reports		
FAO WFP 2016 Food Security Summary Assessment Report	WFP/FAO	2016
1.4.3. Executive Briefs		
CAR Executive Brief January- December	WFP	2012
CAR Executive Brief January- December	WFP	2013
CAR Executive Brief January- December	WFP	2014
CAR Executive Brief January- December	WFP	2015
CAR Executive Brief January- December	WFP	2016
1.4.4 Situation Reports and Country Briefs		
Country Brief 2014		2014
Country Brief January-April 2015		2015
Country Brief April- June 2015		2015
Country Brief April- June 2016		2016
Country Brief May 2016 (March-November)		2016
External Situations Reports 2016 (January- November)		2016
Internal Situations Reports 2016 (January-November)		2016
1.4.5 Early Warning Reports		
WFP Weekly Emergency Overview		2017
1.4.6. Evaluations		
Evaluation de la sécurité alimentaire en situation d'urgence	WFP/ Food Security Cluster	2015
CAR Inter-Agency Humanitarian Response Evaluation Brief	IASC	2016
MISSION FAO/PAM D'ÉVALUATION DES RÉCOLTES ET DE LA SÉCURITÉ ALIMENTAIRE ENREPUBLIQUE CENTRAFRICAINE	WFP/FAO	2016
Aperçu des Besoins Humanitaires	OCHA	2017
Plan de Reponse Humanitaire Janvier-Décembre 2016	OCHA	2016
Lessons Learned	WFP	2013-2015
Cadre Integre de classification de la securite alimentaire	IPC	2015-2016

Cadre Integre de classification de la securite alimentaire	IPC	2016
Plan de Reponse Humanitaire 2017-2019	OCHA	2016
Strategie de Protection Equipe Humanitaire Pays	EHP	2015
1.4.7. Capacity Development		
Plan National de relevement et consolidation de la paix	RCPCA	2016
Bilan commun de pays	CCA	2016
Plan cadre des nations unies pour le consolidation de la paix et l'aide au developement de la republique centrafricaine	UNDAF	2011
1.4.8. Logistics Cluster		
Cadre strategique interimaire	UN & CAR	2016-2017
1.4.9. M & E		
Rapport de l'enquete post distribution- 200799	WFP	2015
L'enquête « Post Distribution Monitoring » (PDM) Avril et Aout 2016 auprès des bénéficiaires des distributions générales de vivres et des coupons en Centrafrique	PCA	
1.4.10. Press Releases		
1.4.11. Gender		
Drat ToRs- Regional Bureaux Gender Advisor	WFP	-
Genre et Securite Alimentaire en RCA	WFP	2012
GEA Financial Report	WFP	2016
1.4.12. Audit		
Joint ECHO-WFP Mission Report		2015
Compliance Mission Central African Republic		2016
Copie de CAR- To be implemented Recs		2016
1.5. Data		
CPE CAR- ToR tables		2017
Project beneficiary data 2015 (DACOTA and COMET)	WFP	2015
1.6 Maps		
OSE Dashboard	WFP	2016

Annex 8: WFP Strategic Plan Objectives 2008-2013 and 2014-2017

Strategic Plan 2014 - 2017	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
Strategic Objective 3	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
Strategic Objective 4	Reduce undernutrition and break the intergenerational cycle of hunger.
Note: Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives	
Source: WFP Strategic Plan 2014 - 2017	

Strategic Plan 2008 - 2013	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
Strategic Objective 3	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
Strategic Objective 4	Reduce chronic hunger and undernutrition.
Strategic Objective 5	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.
Source: WFP Strategic Plan 2008 - 2013	

Annex 9: WFP portfolio 2011 - 2016 by Programme Category in Central African Republic

Table 1: WFP Central African Republic Operations – Funding information

WFP portfolio 2012 - 2016 by Programme Category in CAR					
Type of Operation	No. of operations	Requirements (US\$ thousand)	Actual received (US\$ million)	% Requirements vs Received	Shortfall %
Relief and Recovery (PRRO)	1	48,281,696	35,294,196	73%	27%
Emergency Operation (EMOP)	1	127,100,000	75,432,291	59%	41%
Immediate Response Emergency Operation (IR-EMOP)	2	519,612,587	271,424,993	52%	48%
Special Operations (SO)	8	106,240,595	73,050,595	69%	31%
Development Projects (DEV)	1	23,354,244	1,159,654	5%	95%
Total	13	824,589,122	456,361,728	55%	45%
Extra-budgetary funds					
Trust Funds	1		26,287,104	100%	0%

Source: SPRs; Project Documents on Resource Situation

Table 2: Tonnages and Beneficiary Levels

Operation	Project Number	Time Frame	Annual Average			
			MT		Beneficiaries	
			P	A	P	A
IR-EMOP	200799	1 January 2015–31 December 2017 (12 months)	70,538	37,729	1,803,565	1,449,005
SO	200997	01st August 2016–31st March 2017	n.a	n.a	n.a	n.a
CP DEV	200331	01 January 2012–31 December 2016	13,254	5,353	126,258	17,785,019
SO	200804	05 February 2015 - 31 December 2016	n.a	n.a	n.a	n.a
SO	200934	15 January 2016 – 31 December 2016	n.a	n.a	n.a	n.a
SO	200605	15 July 2013 - 30 April 2016	n.a	n.a	n.a	n.a
EMOP	200650	01 January 2014–31 December 2014	85,906	39,601	1,919,832	2,440,353
SO	200646	13 December 2014 – 13 June 2014	n.a	n.a	n.a	n.a
IR-EMOP	200544	28 February 2013–29 June 2013	n.a	n.a	n.a	n.a
SO	200522	01st January 2013 to 31st December 2013	n.a	n.a	n.a	n.a
PRRO	200315	January 2012 – December 2013	25,207	9,671	345,621	498,235
SO	105620	01 Nov 2006 - 31 Dec 2012	n.a	n.a	n.a	n.a

Acronyms

AAP	Accountability to Affected Population
CAR	Central African Republic
C&V	Cash and Vouchers
CBT	Cash Based Transfers
CPE	Country Portfolio Evaluation
CS	Country Strategy
EM	Evaluation Manager
EMOP	Emergency Operations
EQAS	Evaluation Quality Assurance System
ETC	Emergency Telecommunications Cluster
FFA	Food For Asset
FFE	Food For Education
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
GFA	General Food Assistance
GNI	Gross National Income
GVB	Gender based violence
HQ	WFP Headquarters
IASC	Interagency standing committee
IAHE	Inter-Agency Humanitarian Evaluation
IDP	Internally Displaced Person
ICRC	International Committee of the Red Cross
ICSP	Interim Country Strategic Plan
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
IRM	Integrated Road Map
M&E	Monitoring and Evaluation
MINUSCA	Multidimensional Integrated Stabilization Mission in C.A.R
MOE	Ministry of Education
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OEV	Office of Evaluation

P4P	Purchase for Progress
PRRO	Protracted Relief and Recovery Operations
RBD	Regional Bureau in Dakar
SDGs	Sustainable Development Goals
SOs	Special Operations
Sq.km	Square kilometers
TOR	Terms of Reference
UNICEF	United Nation Children's Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNSWAP	United Nations System wide Action Plan for Gender
WFP	World Food Programme
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women