WFP

EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE *(REVISED 12/08/2019)*

DEMOCRATIC REPUBLIC OF CONGO[1]: AN EVALUATION OF WFP'S INTERIM COUNTRY STRATEGIC PLAN (2017 - MID 2019)

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1 From now on, referred to as "DRC"

1. Background

1.   The purpose of these Terms of Reference (TORs) is to provide key information to stakeholders about the evaluation, to guide the selection and the work of the evaluation team and specify expectations during the various phases of the evaluation. The TORs are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents WFP activities and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1.   Introduction

2.   Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan.[2]

1.2.   Country Context

3.   The Democratic Republic of Congo (DRC) is the second largest country in Africa. Overall, inter-communal violence, forced population movement, disease outbreaks, restricted humanitarian access, poor infrastructure, and reduced access to agricultural lands and markets contribute to an extremely complex humanitarian situation, which shows little sign of improvement. In 2018, DRC ranked 6th of 178 countries on the 2018 Fragile States Index, placing it in the highest category of risk ("very high alert")[3].

4.   The country hosts a United Nations Organization Stabilization Mission (MONUSCO). Its key priorities are the support to the political process and to the protection of civilians and human rights [4]. In January 2019, after delayed elections, a new president was sworn in and a new government is expected to be formed by end of May 2019.

Socio-economic overview[5]

5.   DRC has a population of 81 million, which is expected to rise to over 120 million by 2030. The population is young (median age of 16) and mainly lives in a rural setting (56%).

6.   Despite progress in reviving economic growth and reducing poverty, the incidence of poverty remains high and affects nearly two thirds of the population. Per capita expenditures on social services, including health and education, are below average for sub-Saharan Africa and in 2018, DRC ranked 176th of 189 on the Human Development Index.

7.   Agriculture employs approximately 70 percent of the active population, but production is still mainly for subsistence. Agriculture is regarded as a sector with huge development potential as

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2 See https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286746.pdf for Country Strategic Plan policy and http://documents.wfp.org/stellent/groups/public/documents/eb/wfp291538.pdf for an overview of the Integrated Road Map of WFP.
3 The other countries in the same category are: CAR, Syria, Yemen, Somalia and South Sudan.
4 Its mandate has recently been extended until 31 March 2019- Resolution 2409 (2018) of the Secuirty Council
5 Data mainly from UNDP Humanitarian Development Index base data for 2018. See Annex 3 for additional data.

only about 10 million of the country's 80 million hectares of arable land are currently under cultivation.[6]

Food Security, Nutrition and Health

8. The overall health and nutrition situation in country is very difficult: over 40% of children under five are thought to be stunted and in 2017, mortality rates for children under age five were found to be above emergency thresholds[7] in 46 percent of the surveyed health zones.

9. In 2018, the situation has deteriorated further: the Emergency Food Security Assessments (EFSA) carried out by WFP and partners in June 2018 in Ituri, Kasai, Kasai Central, Kasai Oriental, Maniema, North Kivu, South Kivu, Tanganyika, estimates that there has been a 100% increase compared to the previous year in the number of food insecure people (affecting over 13 million) and that there are 4.6 million malnourished children. (see Annex 1 for map and Annex 4 for a detailed IPC data by region).

Internally Displaced People and Refugees

10. As the figure below shows, the numbers of internally displaced people (IDPs) has been steadily increasing since 2015 and UNHCR puts the latest number at 5 million[8]. An additional 475,000 DRC nationals have taken refuge outside the country.

11. DRC also hosts over 500,000 people displaced by conflict across its borders, of which approximately 40% from Rwanda, 30% from CAR, 20% from South Sudan and 10% from Burundi. (see Annex 1 for map of IDPs and refugees)[9].

Figure 1: IDP and refugee trend (2012-2017)

Source: UNHCR
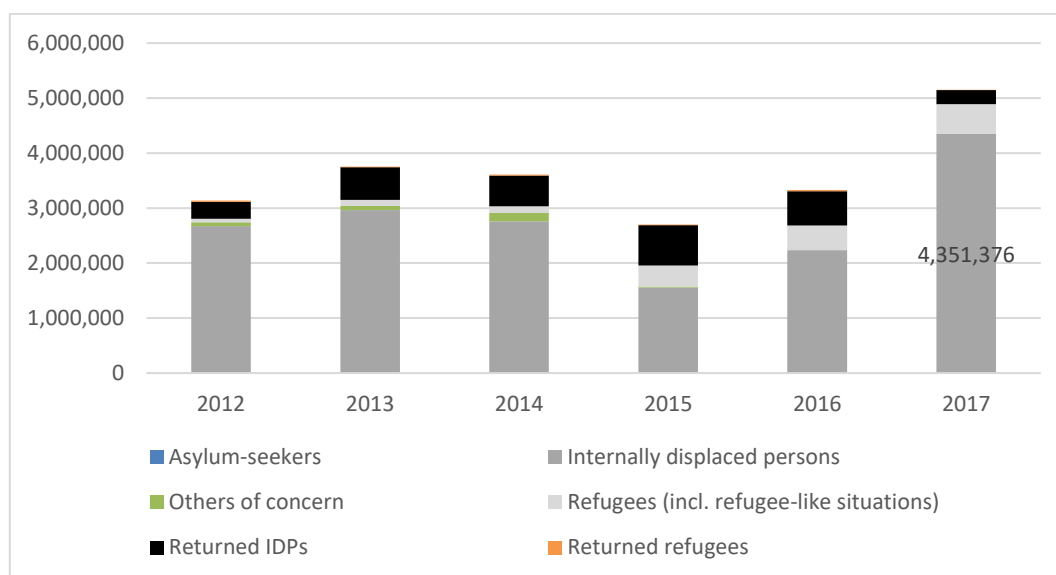
6 https://www.usaid.gov/democratic-republic-congo/agriculture-and-food-security
7 Greater than 2 deaths per 10,000 children per day.
8 https://data2.unhcr.org/en/documents/download/68746
9 UNHCR

Ebola crisis

12. Since the start of 2018, DRC experienced two Ebola outbreaks: the ninth outbreak (since 1976) occurred in May 2018 and ended in July 2018; the tenth outbreak was declared in August 2018 and is ongoing. With the number of confirmed cases passing 1,600 in May 2019[10], this last outbreak is by far the country's largest-ever Ebola outbreak[11]. It is also the second-biggest Ebola epidemic ever recorded, following the West Africa outbreak of 2014-2016. As of late, international NGOs such as Medecins Sans Frontieres (MSF) are also having to deal with attacks from the local population on their premises and staff and are having to suspend some of their operations[12].

13. The country is also witnessing the worst cholera outbreak in decades, which has rapidly spread across 20 of the country's 26 provinces. By the end of 2017, more than 50,000 cases were reported, including more than 1,070 deaths - an increase of 90 per cent compared to 2016.

Gender

14. In the latest Gender Inequality Index, DRC ranked 153rd of 160 countries. Whilst labour force participation rates for men and women are roughly equal (71.4 percent for women and 73.5 percent for men), there is a significant difference in educational attainment and other social-economic indicators: the mean years of schooling for women is 5.3 years compared to 8.4 years for men and women have limited access to land and to financial services (in spite of formal limitations having been removed from the Family Code)[13].

15. Access to food also differs by gender. Women are often expected to source cooking fuel and prepare food, but frequently face food discrimination, consuming the food that remains after men and boys in the household have eaten. Research also shows that women-headed households in rural areas are more likely to include malnourished children, highlighting how women's limited access to food is linked to childhood malnutrition[14].

Protection, Humanitarian Principles and Access

16. The DRC population faces multiple protection challenges, due to persistent unrest and conflict, and to the complexity of the food security crisis. Moreover, difficulties in accessing persons of concern due to both logistical challenges and security restrictions as well as shrinking humanitarian space due to military operations and attacks on humanitarian actors further limit the reach of service providers. Weakness in state and judicial structures, corruption and the lack of political will also jeopardize efforts in bringing perpetrators to justice, especially those who have committed serious human rights violations.

17. Women and children are particularly vulnerable, hence the UN decision to operate not only a protection cluster but also a sub-cluster focusing on gender-based violence and one on child protection.[15] Despite a 2006 law forbidding sexual and gender-based violence, many cases of sexual violence are neither reported to local authorities nor investigated[16]. Moreover, secondary data analysis of the overall situation of gender-based violence in the five provinces affected by the crisis has confirmed that in those areas, problems are even more serious than elsewhere in the

10 See https://www.who.int/csr/don/09-may-2019-ebola-drc/en/ for the latest information on the outbreak.
11 https://www.who.int/csr/don/31-january-2019-ebola-drc/en/
12 https://www.doctorswithoutborders.org/what-we-do/news-stories/story/drc-msf-shuts-down-ebola-treatment-center-following-violent-attack
13 2018 UNDP Human Development Index Report
14 ICSP (2018-2020).
15 https://reliefweb.int/sites/reliefweb.int/files/resources/drc_hrp_2019_fr.pdf and GBV violence Situation Report and response in DRC (Kasai region)
16 https://www.usaid.gov/democratic-republic-congo/fact-sheets/usaiddrc-fact-sheet-sexual-and-gender-based-violence

country in at least three areas: a) child marriages - 55% of women aged 25-49 are married before 18 years of age. This is 12% more than the national average; b) sexual violence - 22% of women aged 15-49 experienced sexual violence during the last 12 months. This is 6% more than the national average; c) partner violence - 48% of women aged 25-49 experienced physical or sexual violence by their intimate partner during the last 12 months. This is 11% more than the national average.

18. Child soldiers are also an issue of concern. For over 20 years, most fighting forces have recruited and used children, and most armed groups still exploit boys and girls today. After signing an Action Plan with the UN in 2012, the Congolese government has virtually stopped enlisting children into its armed forces, although children continue to be recruited and used by numerous armed groups in DRC. Girls are often used as 'wives' and sexually abused by their commanders and other soldiers. Although a third of all children associated with armed groups in DRC are thought to be girls, they make up only about 7 % of children released to date.[17]

19. In 2004, the International Criminal Court opened an investigation on the alleged war crimes and crimes against humanity committed in the context of armed conflict since 1 July 2002 (when the Rome Statute entered into force) in Eastern DRC (Ituri region and North and South Kivu Provinces)[18]. The trial is ongoing.

Government Framework

20. The government's objective is to turn DRC into a middle-income country by 2022. The key pillars of the framework to achieve this goal are the National Strategic Development Plan (PNSD), which is the main Framework for achieving SDGs[19], the Five-Year Plan (2017-2021) and the "Document de la Stratégie de Croissance et Réduction de la Pauvreté" (DSCRP).

21. National policies and guidelines are complemented by more regional policies such as the "Programme de stabilisation et relèvement économique à l'est" (STAREC) and by common strategies with the other countries in the region such as those of the "Southern African development community".

International Assistance[20]

22. During the period 2016-2017, DRC received a yearly average of USD 2.3 billion (the equivalent of 6% of GNI – Gross National Income), of Net Official Development Assistance (ODA)[21], of which 33% for humanitarian aid[22]. The top five funding sources were the US, the World Bank, the Global Fund, the EU and the UK. DRC is also one of the largest recipients of the Central Emergency Response Fund (CERF).

23. In 2018, as a result of the significant increase in needs, the OCHA appeal for the first time broke the USD 1 bn ceiling: it requested USD 1.6 bn in funding, double the request for 2017. In 2019, the request is once again USD 1.6 bn. [23]

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17 https://www.child-soldiers.org/democratic-republic-of-congo
18 https://www.icc-cpi.int/drc
19 The plan includes some general objectives to be reached between 2030, 2040 and 2050. The specific objective for 2030 is to make DRC a "pays à revenu intermédiaire en 2030 » with GDP per capita of 1050 USD. This is expected to be achieeved through : 1) transformative change in agriculture ; 2) increased productivity and profitability of agriculture ; 3) Développement of Agro-industrial parcs (PAI) and integrated development centers (CDI) to attract funds into the agriculture sector.
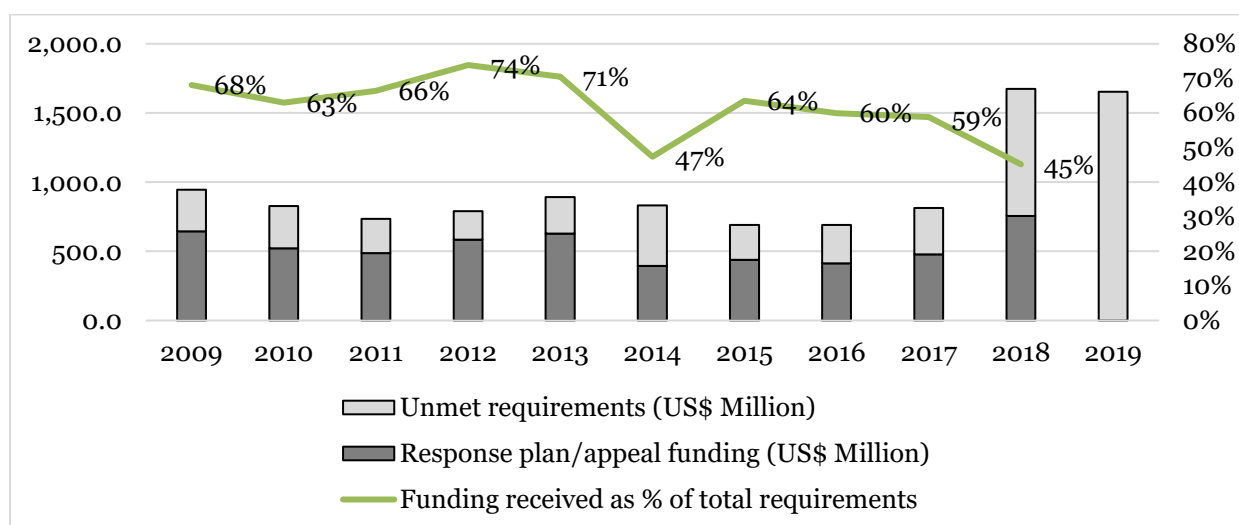20 Source: http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm
21 http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm
22 2016-2017 average
23 https://fts.unocha.org/countries/52/summary/2019

Figure 2: OCHA appeals and unmet requirements (2009-2019)

Source: OCHA, as at 26th April 2019

24. The level of complexity of the situation is such, that OCHA also coordinates regional operational response plans[24] covering the following regions: 1) Kasai, Kwango, Kwilu and Lualaba; 2) South Kivu and Maniema; 3) Tanganyka, High-Lomani and High-Katanga; and 4) North Kivu and Ituri. [25]

United Nations Development Assistance Framework (UNDAF) and other initiatives

25. The last UNDAF covers the period 2013-2017[26]. A strategic review of the UNDAF was started in mid-2017[27] and the results will be used to inform a revised framework covering the period 2020-2024, which will be finalized by the end of 2019. The new UNDAF is expected to put increased emphasis on the humanitarian and development peace nexus, following three strategic axes : 1) consolidation of peace, respect of human rights, protection of civil population, social cohesion and democracy ; 2) inclusive economic growth, agricultural development, capturing of demographic dividend, social protection and sustainable management of natural resources ; 3) access to basic services and humanitarian assistance[28]. WFP's activities are expected to be aligned with all three axes.

26. In Eastern DRC, UN agencies are also coordinating their interventions under the "International Security and Stabilization Support Strategy" umbrella[29] (also known as ISSSS or I4S), which was developed in 2008 and revised in 2013, with the aim of supporting the implementation

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24   https://reliefweb.int/report/democratic-republic-congo/r-publique-d-mocratique-du-congo-plan-de-r-ponse-humanitaire-2017-0

25https://reliefweb.int/updates?search=%28primary_country.iso3%3A%22cod%22%29%20AND%20format%3A%22Appeal%22%20AND%20source%3A%22UN%20Office%20for%20the%20Coordination%20of%20Humanitarian%20Affairs%22

26 The 5 pillars of the 2013-2017 UNDAF were as follows: 1) governance and development of institutions; 2) inclusive and employment generating growth; 3) basis social services and development of human capital; 4) sustainable management of natural resources and response to climate change; 5) stabilization and consolidation of peace.

27 Some of the key areas for improvement identified include: need for increased coordination, better M&E systems and limited role of the government within the framework. The full document will be made available to the evaluation team as part of the electronic library.

28 The 3 strategic priorities of the new UNDAF in French are as follows « 1) Consolidation de la paix, respect des Droits de l'homme, protection des civils, cohésion sociale et démocratie; 2): Croissance économique inclusive, développement agricole, capture du dividende démographique, protection sociale et gestion durable des ressources naturelles; 3): Accès aux services sociaux de base et assistance humanitaire »

29 https://monusco.unmissions.org/en/stabilization-strategy-issss

of the national stabilization and reconstruction programme and reinforcing the political process towards peace. The five pillars of the strategy are: democratic dialogue; security; restoration of state authority; return, reintegration and socio-economic recovery; and fight against sexual violence.

27. There are also some wider UN initiatives covering the region, including the Great Lakes Regional Strategic Framework (2016-2017), which aims to align the efforts in support for Peace, Security and Cooperation at a regional level and which involved the UN Country Teams of DRC, Burundi, Rwanda, Tanzania and Uganda.

2. Reasons for the Evaluation

2.1. Rationale

28. Country Strategic Plan Evaluations have been introduced by the WFP Policy on Country Strategic Plans approved by the Board in 2016[30], which states the following: "under the management of the Office of Evaluation, all CSPs will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence which is expected to feed into CSPs and which also includes decentralized evaluations and a mid-term review. The results of this evaluation will be used to inform the preparation of the Country Strategic Plan which will be presented at the November 2020 Board, and on which the DRC country office will start working from October 2019.

2.2. Objectives

29. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholders and Users of the Evaluation

30. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The main stakeholders and users of the evaluation are the WFP Country Office, the Regional Bureau in Johannesburg (RBJ), Headquarters technical divisions, the Executive Board (EB), the beneficiaries, the Government of DRC, Non-Governmental Organizations (NGOs), donors, the UN Country Team and OEV for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 7[31].

3. Subject of the Evaluation

3.1. WFP Assistance in DRC

General overview

31. From 2013 to 2017, the response of WFP in DRC was classified as a Level 2 Regional Emergency; following a deterioration of the security situation, in October 2017, the response was

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30 https://www.wfp.org/content/policy-country-strategic-plans
31 The evaluation team will be expected to prepare a more detailed and focused stakeholder's matrix as part of the Inception Report.

upgraded to a Level 3 Corporate emergency. The Level 3 emergency was initially declared to respond to needs in the Kasai region, but in May 2018, following a significant deterioration of the food security situation and an increase in the number of internally displaced people [32][33], the emergency was extended to include the eastern provinces of Ituri, North Kivu, South Kivu and Tanganyika regions. This was followed by a reassessment of needs and a significant increase in the ICSP budget approved by the Board in February 2019[34].

DRC Interim Country Strategic Plan (2018-2020)[35]

32. Until the end of 2017, WFP activities in DRC were implemented through separate projects, each with their own focus (see Annex 4 for list). In line with the new Corporate Policies[36], in 2016 the country office started the preparation of a three-year Interim Country Strategic Plan (ICSP) (period 2018-2020) which was approved by the Board in November 2017. At the time, management decided that the volatility of the humanitarian situation in the country and the political uncertainty would not make it appropriate to go ahead with a full Country Strategic Plan[37]; moreover, the Zero Hunger Strategic Review had not yet been completed[38]. The original budget of the ICSP covered 5 strategic objectives, 11 activities and a mix of modalities (in-kind, cash and vouchers), for an overall budget of USD 722.7 million and a total of 6.7 million planned beneficiaries (excluding "overlaps") (see Annex 4[39] for more detailed information on budgets and beneficiaries). The long-term objective of the office is to achieve an increase in recovery and resilience-related activities in line with the humanitarian-development nexus approach, increased attention to nutrition and an increase in the use of cash and vouchers[40]. The ICSP is a step in the right direction[41], but the actual level of change expected over this period is still limited.

33. After the ICSP Board approval, the budget was marginally revised upwards four times in 2018, to align it with the increase in needs. As a result of the deteriorating humanitarian situation, including greater population displacement, declining nutritional indicators and the effects of the latest Ebola outbreak, in January 2019, a major budget revision of USD 452 million (61% of the overall ICSP budget) was approved by the Executive Director of WFP and the Director General of FAO, increasing the overall budget to USD 1.3 bn. The budget revision has almost doubled the number of beneficiaries from 6.7 to 11.7 million. Most of the increase relates to Strategic Objectives 1 and 2 described below, which aim to achieve the following: "targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis" (SO1) and "food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020" (SO2). The new total value of

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32 In October 2017, the Inter-Agency Standing Committee (IASC) also declared a system-wide Level 3 emergency to respond to the deteriorating humanitarian situation in the Kasai region, Tanganyika and South Kivu provinces.

33 In 2017, DRC was one of the 6 corporate Level 3 emergencies of WFP, the others being Myanmar/Bangladesh, northern Nigeria, South Sudan, the Syrian Arab Republic and Yemen.

34 For the full text of Budget revision 5, see https://docs.wfp.org/api/documents/WFP-0000102802/download/

35 https://docs.wfp.org/api/documents/f2e0daf887eb488ca5846d016ab91c6b/download/.

36 See Annex 6 for key WFP Corporate Policies

37 With the new government in place, WFP will now start working with the government and the other local partners on the "Zero Poverty and Hunger Strategic Review", which will be used to inform the CSP.

38 The Zero Hunger Strategic Review is currenty ongoing; it should be finalised by the end of August 2019.

39 Information on the actual expenditure and beneficiaries by activity, by modality and by strategic objective will be available by the time of the start of the assignment.

40 The full text of the ICSP can be found here

41 . Activities implemented during the ICSP period (2018-2020) are still based on the same portfolio of activities implemented prior to the ICSP introduction, even though they adopt the new IRM results-based approach. Reviewing in detail the changes and increase in the various components (nexus and coherence and integration of different activities and modalities in the same geographic areas including for different categories of beneficiaries, nutrition and cash vouchers) during the ICSP and making recommendations on how to accelerate and scale-up the strategic shift in view of the fully-fledged CSP starting in 2021, will be a key part of the evaluation.

food and cash-based transfers is USD 470.8 million, of which 46% is expected to be delivered through the cash-based (CBT) modality. The budget revisions also include a USD 6.6 million budget increase in activities under Strategic Objective 5, to provide additional logistics and emergency telecommunications services to WHO, the Ministry of Health, and other partners who are supporting the Ebola response.

Table 1: ICSP strategic objectives, activities, modalities and budget

SO #	Strategic Outcomes/activities/modalities	Budget by SO (USD Million)		Change		% of SO on total	
		Original budget	**BR5**	USD million	% increase	Original budget	**BR5**
1	**Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis.** *Activities: Food assistance.* *Modality: In-kind and cash-based transfers*	448.0	**706.0**	258.0	58%	66%	**59%**
2	**Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020.** *Activities: Treatment of moderate acute malnutrition (MAM) and prevention of acute and chronic malnutrition.* *Modality: In-kind*	50.2	**257.7**	207.5	413%	7%	**22%**
3	**Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020.** *Activities: Capacity development and provision of productive assets* *Modality: Food in-kind and assets*	60.4	**99.8**	39.4	65%	9%	**8%**
4	National institutions have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020. *Activities: Capacity development and provision of evidence-based analysis.*	6.1	**8.6**	2.5	41%	1%	**1%**
5	The humanitarian community has the capacity to respond to shocks through strategic partnerships by 2020. *Activities: humanitarian platforms and UNHAS flights*	110.8	**117.4**	6.6	6%	16%	**10%**
	Total	**675.5**	**1,189.5**	**514.0**	**76%**	**100%**	**100%**
	Indirect support costs (7%)	47.3	**72.6**	25.3	53%		
	Total needs-based budget	**722.8**	**1,262.1**	**539.3**	**75%**		
	Beneficiaries total (million)						
	With overlaps	**7.3**	**13.5**	**6.2**	**85%**		
	Without overlaps	**6.7**	**11.8**	**5.1**	**75%**		

Source: OEV summary from DRC ICSP (original and budget revision n.5 in 2019)

Ebola outbreak

34.   The original ICSP budget did not include any provisions for Ebola-related assistance, which has now been included in Budget Revision n.5. The response, coordination and financial framework for Ebola is government-led, under the umbrella of the Ebola Strategic Response Plan (SRP). WFP has two distinct roles in the response: 1) provide support through food and nutrition assistance to patients or to specific communities to mitigate the risk of Ebola spreading by limiting population movements; 2) provide support through UNHAS, logistics, construction and supply chain activities.

35.   The number of cases is currently on the increase and has now gone beyond 2,300, with about 1600 people deceased[42]. WFP has set-up an ad-hoc task force chaired from HQ to coordinate the response.

Partnerships

36.   In DRC, the Rome-based agencies (WFP, FAO and IFAD) have designed and launched a five-year joint resilience programme funded by Canada (2017-2021), also covering Niger and Somalia[43]. Programme implementation began in 2018 and will include complementary programmes aimed at increasing agricultural production, linkages to markets, nutrition and women's empowerment. Germany and Sweden are funding additional resilience activities, which are being implemented jointly by WFP, FAO, UNICEF and UNFPA and WFP is participating in the inter-agency pilot project on the Nexus/Collective outcomes approach in the Kasai with UNICEF and the UN integrated office.

37.   The country office also works with several other partners, both on general food assistance and assistance to refugees and IDPs (e.g. UNHCR, UNICEF, NGOs, etc.) and on the support to the Ebola emergency (e.g. WHO, MSF, etc.). Whilst it does not have any private sector partners at the moment, increasing partnerships with the private sector is one of the CSP objectives.

Programme Performance indicators and Monitoring

38.   The ICSP activities, its Logical Framework and its Theory of Change are described in detail in the ICSP and its subsequent Budget Revisions. The country office uses WFP corporate systems to record data on beneficiaries, distributions, inventory, financial transactions, etc., in line with the Corporate Results Framework.[44] Programme monitoring is mainly performed in-house by WFP staff. However, third party monitoring has sometimes been used in the past to carry out monitoring missions in areas which WFP staff are not allowed to access due to security reasons. Additional use of third-party monitoring is currently being discussed at country office level.

Funding

39.   In 2018, WFP DRC was almost fully funded: a total of USD 321 million were allocated to the country office, against a request for USD 322 million. This is significantly higher than the 48% funding of the OCHA appeal for the same year. The key donors in 2018 were: the US (48%), the UK (15%), Multilateral donors (8%), UN CERF (5%) and Sweden (4%).[45.] In 2017, DRC also received one

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42 https://www.who.int/ebola/situation-reports/drc-2018/en/

43 See http://www.fao.org/3/i8673en/I8673EN.pdf for additional information on the initiative.

44 See https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286745.pdf. tor the original CRF and https://docs.wfp.org/api/documents/WFP-0000099356/download/ for the revised CRF, approved at the November 2018 WFP Executive Board.

45 Data extracted from WFP systems on 9 January 2019.

of the largest advanced contributions from the WFP Strategic Resource Allocation Committee, which the office used to fund the key building blocks of its emergency response.

Staffing

40. As at the end of 2018, the Country Office had approximately 550 staff in DRC, up from 450 at the end of 2017. 25% staff are based in the capital Kinshasa and the rest in several sub-offices and field offices. As at the end of 2018, 25% of staff were female. For the period 2017-2018, an average of 70% of WFP personnel were consultants - their share over total personnel has increased over time, to support the emergency response.

3.2. Scope of the Evaluation and criteria

41. The evaluation will cover the ICSP for DRC, which is understood as the set of strategic outcomes, outputs, activities and inputs that were included in the ICSP document approved by the WFP Executive Board, as well as any subsequent approved budget revisions. As such, it will assess all of WFP's interventions (including cross cutting activities) between 1 January 2018 and up to 30 September 2019. In addition, the evaluation will assess key activities implemented between 2015 and 2017 as listed in Annex 4, to include the transition period from a Level 2 Regional Emergency to a Level 3 Corporate emergency, and allow for a comparison between the strategic direction before and after the ICSP.

42. In this connection, the evaluation will focus on assessing WFP contributions to ICSP strategic outcomes, verifying causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyze the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the national and provincial government and the international community. The evaluation will also give attention to assessing adherence to humanitarian principles, protection issues and accountability to populations affected by WFP's assistance.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

43. The evaluation will be addressing the following four key questions and sub-questions, which will be tailored and expanded further by the evaluation team at the end of the inception phase, in an evaluation matrix.

Question 1 - To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
Question 2 - What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in DRC?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?

2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
Question 3 - To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
Question 4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment[46]

44. Several issues could have implications for the conduct of the ICSP evaluation. Common evaluability challenges may relate to: relatively vague definitions of the expected outcomes, or outputs; the validity and measurability of indicators; the absence of baselines and or limited availability of monitoring data; the security situation of the country and its implications for the coverage of field visits during the main mission; the time frame covered by the evaluation. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

45.   During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified: 1) inconsistencies in data between 2017 (which uses the pre-CSP data format), 2018 (reporting following the new corporate results framework and systems) and 2019 (for which no formally approved outcome and output data will be available, except for detailed distribution data collected by the country office); 2) limitations in the availability of baselines; 3) limited period of implementation of new ICSP activities, some of which did not start in January

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46 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.

2018, but later on in the year; 4) Security and Ebola, which may restrict movement across the country at the time of the field visits.

46. The evaluation team will be expected to perform a more detailed assessment of evaluability limitations during the Inception Phase, and, in case of limitations, either propose potential solutions to deal with these limitations or provide a clear statement on the need to modify the scope of the assignment.

4.3. Approach and methodology

47. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analyzing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

48. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

49. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

50. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including[47]: desk review, semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

51. It is also important that the evaluation team keeps ethical considerations in mind at all times and incorporates them into the evaluation methodology from the start. It is essential that those engaged in and informed by the evaluation are treated appropriately, and decisions about their treatment will influence the evaluation's design. The main ethical issues that are anticipated in this

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47 There is no sequence or order of priority in the techniques listed.

evaluation relate to the stakeholders that the evaluation team engage with, particularly affected communities, and involve considerations of confidentiality, data protection, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm. Evaluation teams are expected to comply with the UNEG Code of Conduct[48] and with the UNEG Ethical Guidelines for Evaluation[49].

52. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this TOR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programmeming, monitoring and reporting documents and on some scoping interviews with the programme managers.

53. A key annex to the inception report will be an evaluation matrix (see Annex 9 for template) that operationalizes the unit of analysis of the evaluation into its different dimensions of analysis, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

54. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations. For gender to be successfully integrated into an evaluation it is essential to assess the quality of the gender analysis that was undertaken before the ICSP was designed and whether the results of the gender analysis were properly integrated into the ICSP implementation. The gender dimensions may vary, depending on the nature of the ICSP outcomes and activities being evaluated. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, recommendations (if appropriate) and technical annex.

55. The sources used in the preparation of these TORs are listed in Annex 6. The evaluation team will be expected to complement this basic bibliography with additional documents and data.

56. The following field missions are anticipated: 1) inception mission by the team leader with the OEV evaluation manager to the country office; 2) data collection mission to Kinshasa, four representative sub-offices and project intervention areas (as the security situation allows).

4.4. Quality Assurance

57. The WFP Office of Evaluation has developed an evaluation quality assurance system (EQAS) based on the UNEG 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, to help guide both the evaluation team, and the OEV Evaluation Manager and Senior Evaluation Officer who will respectively conduct the first and second level quality assurance review. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. This quality

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48 http://www.unevaluation.org/document/detail/100
49 http://www.unevaluation.org/document/detail/102

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.

58. All deliverables from the evaluation team should go through a thorough quality assurance review by the evaluation company prior to the submission to OEV, in line with EQAS guidance.

5. Organization of the Evaluation

5.1. Phases and Deliverables

59. The evaluation is structured in five phases, as summarized in the table below. The Country Office and the Regional Bureau have been consulted to ensure good alignment of the timeline with country office availability and with the deadlines for the preparation of the Country Strategic Plan. A more detailed timetable can be found in Annex 2. Given the timeline for the preparation of the CSP, it is key that all findings and recommendations are available for the country office to use in the last quarter of 2019.

Table 2: Summary evaluation timeline and deliverables

Main Phases	Timeline	Tasks and Deliverables
1.Preparatory	May-August 2019	1. Draft and Final TOR 2. Evaluation Team and/or firm selection & contract.
2. Inception	September-October 2019	3. Document Review 4. Briefing in HQ (Rome) 5. Inception Mission to CO by team leader and evaluation manager 6. Inception report
3. Evaluation, including fieldwork	November – December 2019	7. Evaluation mission, data collection in country. 8. Exit debriefing 9. Analysis
4. Reporting	December 2019 - June 2020	10. Comments Process 11. Report Drafting[50] 12. Comments Process 13. Learning Workshop 14. Final evaluation report 15. Summary Evaluation Report
5. Dissemination	July-November 2020	16. Management Response and Executive Board Preparation

Source: OEV

5.2. Evaluation Team Composition

60. This CSPE will be conducted by a team of independent consultants with relevant evaluation expertise. The evaluation firm providing the evaluation team is responsible for proposing a mix of bi-lingual evaluators (English and French) who can effectively cover the areas of evaluation. The

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50 The full report should not exceed 28,000 words. Annexes should not exceed 150 pages and should include the following mandatory Annexes: Methodology (including evaluation matrix), List of people consulted, Bibliography, Mapping of findings, conclusions and recommendations, Acronyms and Summary Evaluation Report (inserted later by OEV). Additional Annexes could include: overview of portfolio/WFP activities and donor funding; Mission schedule; Data collection tools; Summary of survey or focus group discussions findings, other summary technical annexes as appropriate.

evaluation team will have strong methodological competencies in designing a feasible data capture and analysis plan for this CSPE.

61. All team members must have strong and proven evaluation competencies in designing and conducting data collection, analysis, synthesis and strong evaluation experience in the humanitarian and development sector, particularly in a similar context to that of the country and ideally in the UN; it is desirable that the majority of team members should have a very good knowledge of WFP operations. OEV would expect the team to include: a very strong team leader, three or four senior evaluators with in depth expertise in: emergency response and logistics (ideally also in the context of Ebola response); food security, livelihoods and resilience with specific expertise in resilience building, food systems as well as humanitarian-development nexus; nutrition, efficiency and effectiveness analysis, a research assistant and a pool of experts able to provide technical assistance on specific topics, should none of the team members be experts in those fields themselves. Annex 5 includes a more detailed description of roles and responsibilities and expertise required, which can be distributed differently over the proposed members of the team, according to their specific expertise and experience.

62. The team should be gender and geographically balanced. The team will comprise at least two women and two national consultants.

5.3.   Roles and Responsibilities

63. An independent evaluation team will be responsible for carrying out all phases of the evaluation, from inception to report writing. In order to avoid any bias, WFP staff will not be part of the evaluation team or participate in meetings where their presence could influence the responses of other stakeholders.

64. This evaluation will be managed by Michael Carbon, WFP Senior Evaluation Officer in OEV, who has not worked on issues associated with the subject of evaluation in the past. The Evaluation Manager, supported by a Research Analyst, is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting-up the internal reference groups; organizing the briefing in HQ; participating in the inception phase; assisting in the preparation of all field missions; conducting the first level quality assurance of the evaluation products; drafting the Summary Evaluation Report; consolidating comments from stakeholders on the various deliverables and implementing the Communications Plan. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Andrea Cook, Director of Evaluation, will provide second level quality assurance, approve the final drafts of the evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.

65. An internal reference group (IRG) composed of selected WFP stakeholders from the country office, the regional bureau and HQ, will be expected to be available for interviews with the evaluation team and to review and comment on draft evaluation deliverables. The country office will facilitate the evaluation team's contacts with stakeholders in country; provide logistic support during the fieldwork, and organize the in-country stakeholders learning workshop. The nomination of a WFP country office focal point will help in ensuring smooth communication with the evaluation manager and the CSPE team, and in setting up-meetings and coordinating field visits in a timely manner.

66.   The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or security reasons. The evaluation team must

observe applicable United Nations Department of Safety and Security rules, including taking security training and attending in-country security briefings.

5.4. Communication

67.   The deliverables of the evaluation team will be in French or in English. Key documents will, in any case, be made available in French, to facilitate information sharing with key stakeholders: the summary terms of reference, the debrief on preliminary findings, presentations at the in-country workshop, the main and summary evaluation reports and the evaluation brief.

68.   A communication plan (see Annex 8 for initial draft) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The Evaluation Team will make suggestions to OEV for the best way to disseminate findings to beneficiaries, such as through stakeholder workshops, radio messaging, news bulletins or other locally appropriate media.

69.   In order to contribute to wider communication and provide an audio/visual record of the evaluation, the Evaluation Team will collect relevant materials to be used by OEV for communication purposes, such as: photographs, audio recordings and, possibly, video recordings of WFP staff in action and WFP beneficiaries - in a balanced and ethical manner. The Evaluation Team is further encouraged to provide OEV with a snapshot of the work of an evaluator, tailored to the specific area and geography of the evaluation, through a written blog, diary account or a "day in the life of an evaluator"-type story. These materials are meant for use by OEV only, and may not by any means be disseminated by the Evaluation Team or Company.

Annexes

Annex 1: Maps

Figure 3: IDPs and refugees by location

Source: UNHCR

Figure 4: WFP field offices
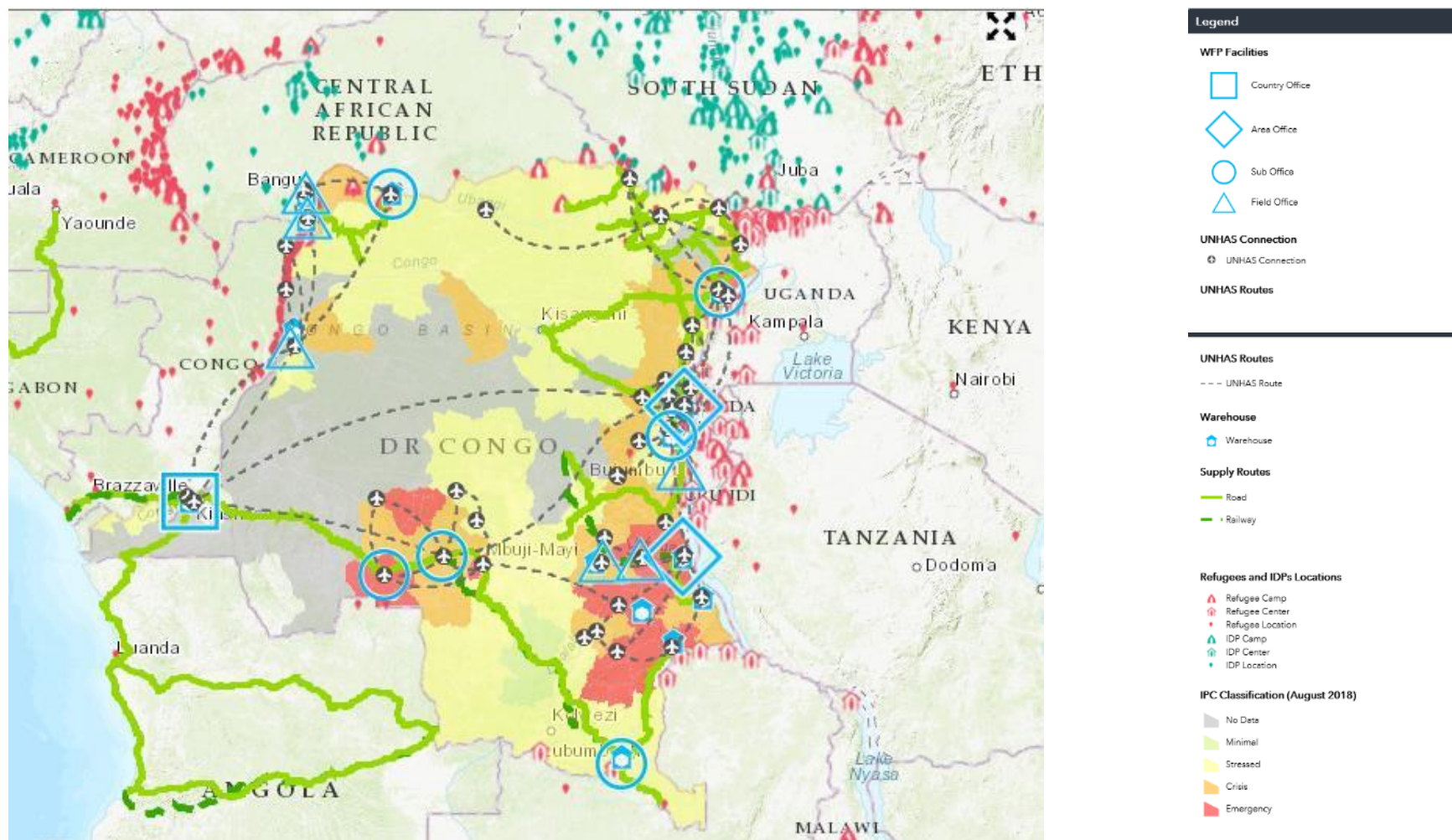
Source: WFP OPweb, accessed on 6 February 2019

Annex 2 Evaluation timeline

		Task	Responsibility	Key Dates/deadlines	
Phase 1 - Preparation				May	August 2019
	1	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM/QA2/DoE		3 May
	2	Review draft TOR based on WFP stakeholders' feedback (comments to be received by 13th May)	EM		17 May
	3	Deadline for submission of LTA proposal	LTA firms		31 July
	4	Final TOR sent to WFP Stakeholders	EM		3 June
	5	Contracting evaluation team/firm	EM/Admin		31 August
Phase 2 - Inception				September 2019	November 2019
	1	Team preparation, literature review prior to HQ briefing	Team	16 September	04 October
Inception mission	2	Mission to HQ Rome for briefing	Evaluation Manager (EM) & Team Leader (TL) & Firm QA Lead & Evaluation Research Analyst (ERA)	9 October	11 October
	3	Inception Mission to Kinshasa	EM & TL & Firm QA Lead & ERA	14 October	18 October
	4	Submit Inception Report (IR)	TL		25 October
	5	OEV feedback and quality assurance	EM/ Director OEV (DoE)		8 November
	6	IR clearance and circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM		11 November
Phase 3 - Evaluation Phase, including Fieldwork				November 2019	December 2019
Main mission	1	Fieldwork in DR Congo & Desk Review	Team	18 November	6 December
	2	Exit Debrief (PPT) with HQ, Regional Bureau Johannesburg (RBJ) and CO	TL		6 December
Phase 4 - Reporting				December 2019	June 2020
	1	Submit draft Evaluation Report (ER) to OEV after company's quality check	TL		31 January 2020
	2	OEV feedback and quality assurance	EM/DoE		21 February
	3	OEV/DoE clearance and circulation of the draft ER to WFP stakeholders	EM/DoE		24 February

		Task	Responsibility	Key Dates/deadlines	
	4	Stakeholders Learning Workshop in Kinshasa (tentative date)	TL & EM		11 March
	5	Consolidated stakeholder comments shared with team	EM		20 March
Draft 2	6	Submit revised draft ER based on the WFP's comments, with team's responses on the matrix of comments	TL		3 April
	7	OEV quality feed-back sent to the team (report and matrix)	EM/DoE		17 April
	8	Submit final version of ER	TL		24 April
	9	DoE's final clearance of the ER	EM/DoE		15 May
SER	10	Draft Summary Evaluation Report (SER)	EM	4 May	15 May
	11	Seek DoE's clearance for circulation with EMG (and sharing with Evaluation Team for consistency check with Evaluation report)	EM/DoE		20 May
	12	Finalization of SER and clearance	EM		20 June
Phase 5 - Dissemination				July 2020	November 2020
	1	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM		20 July
	2	Tail end actions, OEV websites posting, EB Round Table Etc.	EM		
	3	Presentation of Summary Evaluation Report to the EB (same session as CSP)	D/OEV		November 2020
	4	Presentation of management response to the EB	D/RMP		

Annex 3: Country factsheet

	General	
1	Population total	81.3 million
32	GDP per capita (USD)	USD 808
3	Medium population age	16
4	% of urban population	43.9%
5	Human Development Index	0.457 (176th out of 189)
6	Government expenditure on education as % of GDP	2.3
	Poverty	
7	Population living below income poverty line USD 1.90 a day (%)	77%
8	Population in severe multidimensional poverty (%)	42%
	Health & Nutrition	
9	Life expectancy at birth	60
10	% of under age 5 with stunting	42.7%
11	Maternal Mortality ratio (per 100,000 live births)	693
12	Prevalence of HIV, total (% of population ages 15-49)	0.7
13	Public expenditures on health (% of GDP)	4.3%
	Gender	
14	Gender Inequality Index	0.652 (153th) out of 160
15	Population with at least some secondary education (% of aged 25 or older)	Female: 36.7 Male: 65.8
16	Labor force participation rate, total (% of total population ages 15+)	Female: 71.4 Male: 73.5

Sources: UNDP Human Development Report – 2018

Annex 4: WFP activities

Table 3: WFP DRC expenditure by project (2017)

Ref	Project type and code	Title	Start	Final end date	2017 Needs based budget (USD)	2017 Actual expenditure (USD)	2017 Actual expenditure as % of plan
1	PRRO 200832	Targeted Food Assistance to Victims of Armed Conflicts and other Vulnerable Groups in the Democratic Republic of Congo Standard Project	January 01, 2016	December 31, 2017	112,335,726	70,090,774	62%
2	SO UNHAS 201016	Provision of Humanitarian Air Service	January 01, 2017	December 31, 2017	26,731,622	20,906,062	78%
3	EMOP 201092	Food assistance to conflict-affected populations in the Kasai region	September 01, 2017	December 31, 2017	26,196,376	14,537,921	55%
4	EMOP (regional) 200799	Critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact	January 01, 2015	December 31, 2017	16,231,966	10,186,146	63%
5	Trust Fund 201038	n/a	n/a	n/a	5,011,865	1,453,785	29%
6	EMOP 201089	Emergency Food Assistance for populations affected by the conflict in the Kasai region	July 06, 2017	October 06, 2017	1,400,667	1,314,298	94%
7	SO - Construction 200864	Emergency Road Infrastructure Repairs in Support of the WFP operations in the Democratic Republic of Congo	August 01, 2015	July 31, 2017	4,993,689	1,093,194	22%
8	SO - Cluster 201075	Logistics Cluster and WFP Logistics augmentation in support of the Government of DRC and the Humanitarian Community	July 01, 2017	December 31, 2017	2,513,684	912,085	36%
9	SO - Cluster 200661	Strengthening Food Security Cluster Coordination in the Democratic Republic of Congo	March 01, 2014	December 31, 2017	1,273,521	700,937	55%
10	SO - Cluster 200747	Logistics Cluster Coordination and Information Management in Support of WFP and the Humanitarian Community in the Democratic Republic of Congo	December 01, 2014	June 30, 2017	345,303	465,965	135%
11	Emergency Preparedness 201087	Special Preparedness Activity - Kasai	July 01, 2017	September 30, 2017	272,008	263,259	97%

Ref	Project type and code	Title	Start	Final end date	2017 Needs based budget (USD)	2017 Actual expenditure (USD)	2017 Actual expenditure as % of plan
12	SO (regional) 200934	Logistics augmentation and coordination for humanitarian corridors into CAR	January 15, 2016	March 31, 2018	76,000	218,551	288%
13	Trust Fund 200888	n/a	n/a	n/a	59,332	7,525	13%
	Grand Total				197,441,757	122,150,502	62%

Source : OEV analysis on data from WFP systems. Please note that the numbers do not include any indirect costs nor accounting adjustments.

Table 4: ICSP Beneficiaries by strategic objective

	Current	% of total	Increase	Revised (BR 5)	% of total	% increase
SO1 - Targeted food-insecure populations affected by shocks are able to meet their basic food requirements in times of crisis.						
1. Provide food assistance to conflict-affected populations.	5,192,872	71%	3,349,635	8,542,507	63%	65%
2. Provide food assistance to populations affected by non-conflict shocks.	31,500	0%	119,910	151,410	1%	381%
Strategic Objective 1	5,224,372	71%	3,469,545	8,693,917	64%	445%
SO2 - Food-insecure and vulnerable populations in conflict and shock-affected areas have improved nutritional status in line with national protocols by 2020.						
3. Treat moderate acute malnutrition among vulnerable people, including children aged 6–59 months, PLW/G and ART/TB-DOTS clients.	864,678	12%	1,006,522	1,871,200	14%	116%
4. Prevent acute malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	389,554	5%	1,179,354	1,568,908	12%	303%
5. Prevent chronic malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	54,348	1%	56,150	110,498	1%	103%
Strategic Objective 2	1,308,580	18%	2,242,026	3,550,606	26%	522%
SO3 - Smallholder farmers and vulnerable communities in targeted and crisis-prone areas, especially in eastern parts of the country, enhance their productive livelihoods and improve their food security and resilience by 2020.						
6. Provide capacity strengthening to smallholder farmers.	-	0%	13,452	13,452	0%	
7. Provide productive assets to smallholder farmers and food insecure communities.	793,400	11%	470,000	1,263,400	9%	59%
Strategic Objective 3	793,400	11%	483,452	1,276,852	9%	61%
Total	**7,326,352**	100%	**6,195,023**	**13,521,375**	100%	85%

Source: Original ICSP and Budget revision n.5

Table 5: ICSP – Total beneficiaries by gender

	With overlap		Without overlap			*% of beneficiaries receiving more than 1 modality*
	Increase	Revised	Current	Increase	Revised	
Women	2,006,496	4,461,952	1,972,274	1,474,441	3,446,715	*23%*
Men	748,890	1,866,830	941,704	704,003	1,645,707	*12%*
Girls (0 to 18 years)	2,435,281	5,033,305	2,612,867	1,953,338	4,566,205	*9%*
Boys (0 to 18 years)	1,004,355	2,159,287	1,220,541	912,457	2,132,998	*1%*
Total	**6,195,023**	**13,521,375**	**6,747,386**	**5,044,239**	**11,791,625**	***13%***
% of women	*72%*	*70%*	*68%*	*68%*	*68%*	
% of adults	*44%*	*47%*	*43%*	*43%*	*43%*	

Source: ICSP budget revision 5

Table 6: ICSP – Beneficiaries by activity and by gender

	Activity (% based on revised BR5 budget)	Women	Men	Girls	Boys	Total	% women and girls	% of adults
SO 1	1. Provide food assistance to conflict-affected populations.	35%	16%	34%	15%	100%	**69%**	**51%**
	2. Provide food assistance to populations affected by non-conflict shocks.	45%	1%	5%	49%	100%	**50%**	**45%**
SO2	3. Treat moderate acute malnutrition among vulnerable people, including children aged 6–59 months, PLW/G and ART/TB-DOTS clients.	23%	1%	54%	21%	100%	**78%**	**25%**
	4. Prevent acute malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	33%	0%	52%	15%	100%	**85%**	**33%**
	5. Prevent chronic malnutrition among vulnerable groups, including children aged 6–23 months and PLW/G.	37%	0%	50%	13%	100%	**87%**	**37%**
SO3	6. Provide capacity strengthening to smallholder farmers.	24%	29%	26%	21%	100%	**50%**	**53%**

7. Provide productive assets to smallholder farmers and food insecure communities.	24%	29%	26%	21%	100%	**50%**	**53%**

Source: Budget revision 5 of I-CSP

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Table 7: **ICSP Needs and WFP activities and field presence by region (IPC data from June 2018)**

	Region	Phase 3 (crisis)	Phase 4 (emergency)	Total Phase 3 and 4	Total Population	% Phase 3 & 4 [1]	WFP Sub-Office (SO)	Refugees	IDPs	SO1	SO2	SO3	SO4:[2]	SO5 [3]
1	Sud Kivu	633,784	112,164	745,948	5,750,654	13%	Bukavu SO	Yes	Yes	✓	✓	✓	✓	✓
2	Maniema	219,827	67,069	286,896	1,257,175	23%	Bukavu SO		Yes	✓		✓	✓	
		853,611	179,233	1,032,844	7,007,829	15%	Bukavu SO	Yes	Yes					
3	Ituri	2,171,438	716,539	2,887,977	5,077,387	57%	Bunia SO	Yes	Yes	✓	✓	✓		
4	Tshopo	250,131	-	250,131	1,893,425	13%	Bunia SO							
5	Haut Uele	133,268	-	133,268	1,461,658	9%	Bunia SO	Yes		✓	✓			
6	Bas Uele	64,392	-	64,392	1,205,278	5%	Bunia SO	Yes						
		2,619,229	716,539	3,335,768	9,637,748	35%	Bunia SO	Yes	Yes					
7	Mongala	33,643	-	33,643	2,381,883	1%	Gbadolite SO							
8	Sud Ubangi	179,341	19,717	199,058	1,827,879	11%	Gbadolite SO	Yes		✓		✓		
9	Nord Ubangi	99,050	-	99,050	1,344,078	7%	Gbadolite SO	Yes		✓	✓	✓		
10	Equateur	161,885	-	161,885	1,162,140	14%	Gbadolite SO	Yes						
11	Tshuapa	-	-	-	-	0%	Gbadolite SO							
		473,919	19,717	493,636	6,715,980	7%	Gbadolite SO	Yes	No					
12	Nord Kivu	1,117,709	501,448	1,619,157	6,376,853	25%	Goma AO	No	Yes	✓	✓	✓	✓	
13	Tanganyika	948,210	603,173	1,551,383	2,925,679	53%	Kalémie AO	No	Yes	✓	✓	✓	✓	

	Region	Phase 3 (crisis)	Phase 4 (emergency)	Total Phase 3 and 4	Total Population	% Phase 3 & 4 [1]	WFP Sub-Office (SO)	Refugees	IDPs	SO1	SO2	SO3	SO4:[2]	SO5 [3]
14	Kasai Central	722,274	238,804	961,078	3,388,737	28%	Kananga SO		Yes	✓	✓	✓	✓	
15	Lomami	338,256	40,904	379,160	3,042,356	12%	Kananga SO							
16	Sankuru	199,875	-	199,875	1,911,399	10%	Kananga SO							
17	Kasai Oriental	220,377	102,096	322,473	1,873,368	17%	Kananga SO		Yes	✓	✓	✓	✓	
		1,480,782	381,804	1,862,586	10,215,860	18%		No	Yes					
18	Kongo Central	59,819	-	59,819	819,310	7%	Kinshasa CO							
19	Mai·Ndombe	-	-	-	-	0%	Kinshasa CO		Yes	✓				
		59,819	-	59,819	819,310		Kinshasa CO	No	Yes					
20	Haut Lomami	305,706	47,993	353,699	3,774,207	9%	Lubumbashi SO		Yes					
21	Haut Katanga	323,685	209,315	533,000	2,784,167	19%	Lubumbashi SO		Yes	✓		✓	✓	
22	Lualaba	121,320	-	121,320	2,190,902	6%	Lubumbashi SO		Yes					
		750,711	257,308	1,008,019	8,749,276	12%	Lubumbashi SO	No	Yes					
23	Kasai	1,463,491	714,353	2,177,844	3,811,050	57%	Tshikapa SO		Yes	✓	✓	✓	✓	
24	Kwango	-	-	-	-	0%	Tshikapa SO		Yes	✓				
25	Kwilu	-	-	-	-	0%	Tshikapa SO		Yes					
		1,463,491	714,353	2,177,844	3,811,050	57%	Tshikapa SO	No	Yes	✓	✓	✓	✓	

Notes:
[1] No Phase 5 in any of the regions

	Region	Phase 3 (crisis)	Phase 4 (emergency)	Total Phase 3 and 4	Total Population	% Phase 3 & 4 [1]	WFP Sub-Office (SO)	Refugees	IDPs	SO1	SO2	SO3	SO4:[2]	SO5 [3]
[2] Government Capacity building														
[3] Humanitarian capacity building														

Source: information from WFP DRC Country Office

Annex 5: Tentative Evaluation Team Composition

Role	Responsibilities	Experience, knowledge and skills required
Team Leadership	• Team leadership, coordination, planning and management including ability to resolve problems. • Evaluate WFP country office strategic positioning/planning in country, ensuring high quality analysis and synthesis in the CSPE products and their timely submission to OEV. • Evaluation of ad-hoc sections of evaluation workplan based on personal technical expertise.	• Strong management expertise with similar teams • Strong technical evaluation expertise • In-depth knowledge of the country and a proven track record of strategic evaluations in the context of UN operations (including UN reform, OCHA coordination, UN clusters, etc.). • *Bilingual English and French and very good writing skills in one of the two languages*
Emergency Preparedness and Response and Logistics	• Evaluate all emergency preparedness and response activities over time, including procurement, logistics, UNHAS, partnerships, cluster activities and use of corporate and UN tools enabling to call advanced funding or prepositioned goods.	• Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, procurement and capacity building in those fields in similar country context. • Experience in emergency response to Ebola would be an advantage. • *Bilingual English and French and very good writing skills in one of the two languages*
Food security, livelihoods, resilience	• Evaluate food assistance activities (in-kind or through cash and vouchers, conditional and non-conditional) including strategic positioning, identification of needs, delivery, partnerships and government capacity building.	• Strong technical expertise in resilience building and food systems, which are key pillars of the country office strategy. • Strong familiarity with the humanitarian, development and peace nexus discourse. • Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities and modalities in similar country context. • Strong expertise in efficiency and effectiveness analysis • *Bilingual English and French and very good writing skills in one of the two languages*
Nutrition and Health	• Evaluate all nutrition-related activities, including strategic positioning, identification of needs, delivery, partnerships and government capacity building.	• Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context.

Role	Responsibilities	Experience, knowledge and skills required
		• *Bilingual English and French and very good writing skills in one of the two languages*
Research Assistant	• Support the evaluation team – research and logistics.	• Strong quantitative skills to support the team in the detailed analysis of planned vs actual beneficiaries by activity, modality and strategic objective, and detailed efficiency and effectiveness calculations. • *Bilingual English and French and very good writing skills in one of the two languages*
Other technical expertise needed by the team	• Carry out specific technical work or support core team members in the more detailed analysis of cross-functional outcomes and specific activities, should the core team not already have these competencies, at an advanced level.	• The additional technical competencies requested are: o Ebola o **Programme efficiency and effectiveness calculations** o Safety nets o Gender o Humanitarian Principles and Protection o Access o Accountability to affected populations *Note: all activities and modalities will have to be assessed for their efficiency and effectiveness, their approach to gender and the extent to which humanitarian principles, protection and access are being addressed in line with WFP corporate policies*

Annex 6: Basic bibliography

WFP key policies

The table below includes the list of all the WFP policies approved by the Board and which are regarded as key for the implementation of the WFP Strategy. These policies are part of a formal compendium which is presented annually to the Board and which can be found on the Board Website[51], and which includes both the list of policies and a brief summary of each policy. All the policies listed below can be found through the following link: https://executiveboard.wfp.org/meetings-documents.

Table 8: WFP Policy compendium

Year of Board approval	Topic, name of policy, subsequent updates and Board reference
2000	Participatory approaches *Participatory Approaches (WFP/EB.3/2000/3-D)*
2002	Urban food insecurity *Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)*
2003	Food aid and livelihoods in emergencies *Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)*
2004	Emergency needs assessment *Emergency Needs Assessments (WFP/EB.1/2004/4-A)*
2004	Humanitarian principles *Humanitarian Principles (WFP/EB.A/2004/5-C)*
2005	Definition of emergencies *Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)*
2005	Exiting emergencies *Exiting Emergencies (WFP/EB.1/2005/4-B)*
2006	Targeting in emergencies *Targeting in Emergencies (WFP/EB.1/2006/5-A)*
2006	Humanitarian access *Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)*
2006	Food procurement in developing countries *Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)*
2006	Economic analysis *The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)*
2008	Vouchers and cash transfers *Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)*
2009	Capacity development *WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)*
2010	HIV and AIDS *WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)*
2011	Disaster risk reduction and management *WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)*
2012	Humanitarian protection *WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)*
2012	Social protection and safety nets

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[51] https://docs.wfp.org/api/documents/275ecccb4a7e40c7ac68e16ed8742bf5/download/ for February 2018 and https://docs.wfp.org/api/documents/WFP-0000099399/download/ for November 2018.

Year of Board approval	Topic, name of policy, subsequent updates and Board reference
	Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)
2013	Peacebuilding in transition settings *WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1).*
2013	School feeding *Revised School Feeding Policy (WFP/EB.2/2013/4-C)*
2014	Corporate partnership *WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)*
2014	Workforce management *WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)*
2015	Gender *Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)*
2015	Enterprise risk management *Enterprise Risk Management Policy (WFP/EB.A/2015/5-B)* *Directive on the Corporate Risk Management Register (RM2012/004)* *Risk Appetite Statement (WFP/EB.1/2016/4-C)*
2015	Building resilience for food security and nutrition *Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)*
2015	South–South and triangular cooperation *South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)*
2015	Fraud and corruption *Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)*
2015	Evaluation *Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)*
2016	Country strategic plans *Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)*
2017	Environment *Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)*
2017	Climate change *Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)*
2017	Nutrition *Nutrition Policy (WFP/EB.1/2017/4-C)*
2017	Emergency preparedness *Emergency preparedness policy - Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)*
2018	Oversight *WFP Oversight Framework (WFP/EB.A/2018/5-C)*

Websites with information on DRC

The table below includes links to the key websites that were consulted during the preparation of these TORs and where additional information on DRC and WFP can be found.

Table 9: Selected websites covering the DRC humanitarian response

WFP websites	Country websites	https://www1.wfp.org/countries/democratic-republic-congo https://www1.wfp.org/emergencies/kasai-emergency
	Board documents (including policies, ICSPs, etc.)	https://executiveboard.wfp.org/meetings-documents
UN websites	OCHA appeals and activities	https://www.unocha.org/drc
	Funding info	https://fts.unocha.org/
Other	Relief web	https://reliefweb.int/country/cod
	Logistics cluster	https://logcluster.org/ops/drc
	Protection cluster	https://www.humanitarianresponse.info/en/operations/democratic-republic-congo/document/drc-protection-cluster-contact-list-march-2018
	Nutrition cluster	https://www.humanitarianresponse.info/en/operations/democratic-republic-congo/infographic/rdcgrand-kasai-cluster-nutrition-couverture-des
	Food Security cluster	https://fscluster.org/democratic-republic-congo

Key documents relating to context, WFP DRC and WFP global

The table below includes the list of key documents that were consulted during the preparation of these TORs and that will be made available to the evaluation team at the start of the inception phase.

Table 10:Relevant documents identified so far relating to DRC operations and WFP

I. Government documents	Author	Period
1. Plan National Strategique De Developpement 2018-2022 (overview for UNDAF)	Government of DRC	2018
2. Strategic Response Plan for the Ebola Outbreak	Ministry of Health	2018
II.UN Documents		
1. 2017-2019 Humanitarian Response Plan (2017-2019 revised)	OCHA	2017-2019
2. Trends in response plan appeal requirements for DRC	OCHA	2009-2019
3. Overview of UNDAF 2020-2024: objectives and activities	UNDAF	2020-2024
4. UNDAF DRC 2013-2017	UNDAF	2013-2017
5. Evaluation Report of UNDAF DRC 2013-2017		2013-2017
6. UNHCR&UNDP Joint Regional Refugee Response Plan 2019-2020	UNHCR/UNDP	2019-2020
7. UNHCR Regional Refugee Response Plan 2019-2020	UNHCR	2019-2020
8. UNHCR DRC Factsheet	UNHCR	October 2018
9. DRC CERF allocation overview	UN CERF	2017-2018
10. DRC Response Plan 2017-2018	FAO	2017-2018
11. DRC Ebola Outbreak Situation Report	UNICEF	October 2018
12. Ebola Update	WHO	August 2018
13. Monosco (factsheet)	MONOSCO	2019
14. Protection Cluster and Protection of Civilians in DRC-Concept Note	UNHCR	2011
III.Other Sources		
1. DRC Systematic Country Diagnostic	WB	2018
2. Gender based violence situation report and response in DRC. The Kasai Crisis	Global Protection Cluster	2017
3. Protection Cluster and Protection of Civilians in DRC.Concept Note.	Global Protection Cluster	Since 2011
4. DRC Food Security Outlook	Fewsnet	June 2018-January 2019
5. Food Assistance in DRC - Factsheet	USAID	September 2018
6. DRC Food Insecurity Situation Report	IPC	August 2018-June 2019
7. DRC Food Insecurity levels by region	IPC	August 2018-June 2019

IV. WFP DRC – strategy and operations	Author	Period
1. DRC Interim Country Strategic Plan (ICSP) 2018-2020	WFP	2018-2020
2. DRC ICSP Line of Sight	WFP	2018-2020
3. DRC ICSP Country Portfolio Budget	WFP	2018-2020
4. DRC ICSP Budget Revision (BR) #1 to #5 explanations	WFP	2018-2020
5. DRC ICSP Budget side-by-side comparison	WFP	2018-2020
6. DRC ICSP annual beneficiaries by Strategic Outcome, activity and modality	WFP	Since 2018
7. Country Operation Management Plan	WFP	2018
8. DRC ICSP needs based plan and expenditures after BR#5	WFP	2018-2020
9. DRC 2018 Annual Country Report (ACR)	WFP	2018
10. 2018 planned and actual WFP beneficiaries in DRC (by age, gender, residence status); 2018 actual beneficiaries by location	WFP	2018
11. 2018 DRC output and outcome indicators performance	WFP	2018
V. WFP DRC – other		
1. Budget and expenditures for 2017 operations in DRC	WFP	2017
2. DRC WFP funding since 2017	WFP	2017-2019
3. DRC Country Brief	WFP	January 2019
4. DRC staffing (location and position)	WFP	2016-2019
5. WFP Ebola Response	WFP	2018
6. The cost of hunger in DRC	WFP/NEPAD/ECLAC	2010-2014
7. L3 Activation Decision and extension Memos	WFP	October 2017 and November 2018
8. L3 Tack Force (NFR)	WFP	January 2019

9. Evaluation reports:
    a. DRC Country Portfolio Evaluation (2009-2013)
    b. DRC School Feeding in Emergency (TORs only)
    c. DRC Purchase for Progress (P4P) (TORs only)
    d. Ebola
    e. Protection
    f. Resilience
    g. Humanitarian Principles and access
    h. Nutrition in Sahel
	WFP	Various

10. Internal Audit of WFP operations in DRC	WFP	2012-2013
VI. WFP Global		
1. WFP Strategic Plan 2017-2021	WFP	2017-2021
2. Revised Corporate Results Framework	WFP	2017-2021
3. Policy and Guidance on Country Strategic Plans	WFP	2017-2021
4. Integrated Road Map (brief, guidance, concept note)	WFP	2017-2021
5. Copies of key policies (e.g. gender, humanitarian principles, nutrition, etc.) – see e-library for full list	WFP	Various
6. Copies of internal WFP guidelines, directives, etc.	WFP	Various

Source: OEV with the support of the CO and the RB

Annex 7: Stakeholder analysis

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	The office has a direct stake in the evaluation and will be a primary user of its results in the development of the revised Country Strategic Plan and in programme implementation.	Country office staff will be involved in planning, briefing, workshops/feedback sessions from the inception phase. They will also be interviewed during the main mission, and they will have an opportunity to review and comment on the draft Terms of Reference, Evaluation Report and the management response to the evaluation report presented to the Board.
Regional Bureau	Given its oversight responsibilities, the Regional Bureau has an interest in learning from the evaluation for the specific country covered but also from the applicability of the lessons learned to the rest of the regional portfolio.	Regional Bureau staff will be key informants and interviewed during the inception mission. They will provide comments on the Evaluation Report and SER and will participate in the debriefing at the end of the evaluation mission. They will have the opportunity to comment on the draft terms of reference, on the draft evaluation report and in management response to the evaluation report presented to the Board.
WFP Divisions	WFP technical units, such as those dealing with programme, emergency response, policy, school feeding, nutrition, gender, cash and vouchers, vulnerability analysis, performance monitoring, capacity development, resilience, safety nets and social protection, partnerships and governance, protection, humanitarian principles and access, etc. have an interest in learning lessons relevant to their mandates.	The evaluation will seek information on WFP's approaches, standards and ultimate objectives from all units linked to the main themes of the evaluation.
WFP Executive Board	The Board is interested in the results of the evaluation from an accountability angle but could also benefit from potential wider lessons from the country about evolving contexts and about WFP role, strategy and performance.	The results of the evaluation are presented to the Board, together with management response to the recommendations.
B. Beneficiaries		
By place of residency (in their own normal place of residence, IDPs, refugees, returnees)	As the ultimate recipients of assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.	They will be interviewed and consulted during the field missions, in compliance with WFP's humanitarian principles, access and protection of affected populations.
By gender (male/female)		
By age (adults/children)		

Stakeholders	Interest in the evaluation	Participation in the evaluation
By modality (in kind, cash)		
By activity (nutrition, general food distributions, etc.)		
By implementing partner type (NGO, government, financial institution, etc.)		
C. External stakeholders		
UN Country Team	The evaluation can be used as input to improve collaboration, co-ordination and increase synergies within the UN system, and its partners. *Relevant stakeholders already identified: MONUSCO, UNHCR, UNICEF, OCHA, FAO, UNDP, UNFPA, WHO, UNIDO, IOM, IFAD, UN HABITAT, UN Women, UNESCO,UN AIDS.*	The evaluation team will seek key informant interviews with the UN and partner agencies that have been most involved with WFP. The country office will keep UN partners informed of the evaluation's progress.
Clusters and working groups	The evaluation can help to clarify WFP's role and positioning in the wider development and humanitarian response. It can also be used as input to improve coordination and avoid overlaps in the assistance delivered by the various actors. *Relevant stakeholders already identified: Logistics Cluster, Emergency and Telecommunications Cluster, Food Security Cluster, Nutrition Cluster, Global Protection Cluster, Global Camp Coordination and Camp Management Cluster, Health Cluster, Cash Working Group, Infant and Young Child Feeding in Emergencies Nutrition Cluster Working Group.*	They will be interviewed and consulted during the inception phase and fieldwork.
Other International Organizations	The evaluation can help to clarify WFP's role and positioning in the wider development and humanitarian response. It can also be used as input to improve coordination and avoid overlaps in the assistance delivered by the various actors. *Relevant stakeholders already identified*: *Worldbank*	They will be interviewed and consulted during the inception phase and fieldwork.
Donors	Donors 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.	They will be interviewed and consulted during the inception mission and the field missions.

Stakeholders	Interest in the evaluation	Participation in the evaluation
	Relevant stakeholders already identified: USA, UK, Germany, Canada, Sweden, EU, Belgium, China, Norway, Switzerland an UNCERF.	
D. National Partners		
National government	The evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability. *Relevant stakeholders already identified: Ministry of Agriculture (food monitoring and early warning), Ministry of Health (infant nutrition), Ministry of Planning (implementation of the Emergency Food Security Assessment), Ministry of the Interior (emergency preparedness), Ministry of Social Protection (SABER exercise)*	They will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Regional government institutions	The evaluation is expected to help enhance and improve collaboration with WFP *Relevant stakeholders to be identified.*	They will be interviewed and consulted during the inception mission and the fieldwork. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Cooperating partners and NGOs	The evaluation is expected to help enhance and improve collaboration with WFP *Relevant stakeholders already identified: Oxfam, AVSI, ADRA, WVI, Christian Aid, CISP, Caritas, WOA, ADSSE, ICRS, MSF.*	They will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Commercial and private sector partners	The evaluation is expected to help enhance and improve collaboration with WFP *Relevant stakeholders to be identified*	A selection of managers and owners will be interviewed.

Source: OEV and information from the ICSP and the 2018 Annual Country Report

Annex 8: Communication and learning plan

When	What	To whom	From whom	How	Why/*What level of communication*
Internal Communication					
Preparation		Country Office (CO), Regional Bureau (RB), Headquarters (HQ)	Evaluation Manager (EM)	Consultations, meetings, email	Review/feedback For information *Consultation*
TOR	Draft ToR Final ToR	CO, RB, HQ	EM	Emails, Web	Review / feedback For information *Operational & Strategic*
Inception	Draft IR Final IR	CO, RB, HQ	EM	Email	Review/feedback For information *Operational & Informative*
Desk review/ Analysis debrief	PPT	CO, RB, HQ	EM	Teleconference with CO, RB and HQ	Sharing preliminary findings. Opportunity for verbal clarification with evaluation team *Operational*
Evaluation Report	D0 ER D1 ER	OEV CO, RB, HQ	ET EM	Email	Review / feedback *Operational & Strategic*
Learning Workshop	D1 ER	CO, RB, HQ	EM	Email; Workshop	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER *Operational & Strategic*
Evaluation Report & Summary Evaluation Report	D2 ER + D0 SER	CO, RB, HQ	EM	Email	Review / feedback (CO, RB, HQ and Executive Management Group) *Strategic*
Throughout	All documents	CO, RB, HQ	EM	Email, interactions	Information about linkage to CSPE Series as opportunities arise *Informative & Strategic*
External Communication					
TOR	Final ToR	Public	OEV	Website	Public information
Evaluatoin Report	Final report SER	Public	OEV	Website	Public information

Management Response	Management Response	Public	WFP Management	Website (included in Final report)	Public information
Evaluation Brief	2-pager brief	Board and Public	OEV	Website	Public information
Executive Board (EB)	SER	Board	OEV and WFP Management	Formal presentation	For consideration
After Executive Board	Innovative communication products	Public and internal stakeholders	OEV and Comms	Videos, Posters, etc	Public information and learning

Annex 9: Evaluation Matrix template

Please fill out one table per each evaluation question. Subquestions are standardized in the ToR. You may add lines for dimensions of analysis as deemed appropriate.

Evaluation Question - text from TORs					
Sub questions	**Dimensions of Analysis**	**Operational Component**	**Lines of inquiry and/ or indicators (as appropriate)**	**Data source**	**Data collection technique**
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

Acronyms

BR	Budget revision (of a CSP/ICSP)
CAR	Central African Republic
CBT	Cash Based Transfers
CO	Country Office
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CERF	Central Emergency Revolving Fund (United Nations)
DRC	Democratic Republic of Congo
EM	Evaluation Manager
HQ	WFP Headquarters
I4S	International Security and Stabilization Support Strategy (also ISSSS)
IDP	Internally Displaced Person
ICSP	Interim Country Strategic Plan
IFAD	International Fund for Agricultural Development
IRM	Integrated Road Map
LTA	Long Term Agreement between OEV and evaluation firms
MONUSCO	Mission de l'ONU la Stabilisation en RDC
M&E	Monitoring and Evaluation
MSF	Medecins Sans Frontieres
NGO	Non-Governmental Organization
OEV	Office of Evaluation
P4P	Purchase for Progress
RB	Regional Bureau
SDGs	Sustainable Development Goals
UNICEF	United Nation Children's Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Programme
WHO	World Health Organization