



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

CENTRAL AFRICAN REPUBLIC: AN EVALUATION OF WFP'S INTERIM COUNTRY STRATEGIC PLAN (2018–2022)

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1. Background

1. These Terms of Reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these ToR is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The ToR 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 the WFP portfolio 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

3. 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 (CSP) and 2) to provide accountability for results to WFP stakeholders. Evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.
4. For countries where a country-led strategic review cannot be completed, WFP operations in-country are delivered through an Interim Country Strategic Plan that is based on existing strategies, studies, assessments, analysis and data. These Interim CSPs are used as a transition document until a strategic review-informed CSP can be developed. At the discretion of the independent Office of Evaluation, Interim CSP can also be selected for an evaluation to be carried out by the Office of Evaluation under the same quality assurance system for CSPEs.

1.2. Context

General Overview

5. The Central African Republic became an independent nation in 1960. The landlocked country is situated between Chad and Sudan to the north, South Sudan to the east, the Democratic Republic of Congo and the Republic of Congo to the south and Cameroon to the west, occupying a total area of 622,984 square kilometers (240,535 square miles).
6. The Central African Republic has a total population of 4.67 million, growing at 1.5 percent per annum. Fertility rates have slightly decreased in the last three decades, currently being at 4.7 birth per woman, and 0.13 per adolescent girl, while life expectancy at birth in the country is 53 years (2018).¹
7. The Central African Republic is a low-income country with an estimated per capita gross national income (GNI) of USD 476.² The country ranks 187th out of 188 countries in the 2018 Human Development Index.³ Poverty remains high and projections suggest that roughly 71 percent of the population was living below the international poverty line (\$1.90 per day, in terms of PPP) in 2018.⁴ The causes of poverty in the Central African Republic include low productivity, weak markets, gender inequality and cycles of political crises and insecurity that particularly affect women in rural communities.⁵
8. In 2013, a coup involving intense sectarian violence led to 1.2 million people being displaced and a 36 percent collapse in Gross Domestic Product (GDP), which intensified gender and age inequalities. Conflict and displacement resulted in over 60,000 cases of gender-based violence in 2015, including 29,000 cases of sexual violence.⁶

¹ World Bank. <https://databank.worldbank.org/> (consulted on 10 November 2020)

² World Bank. <https://databank.worldbank.org/> (consulted on 10 November 2020)

³ UNDP. Human Development Report 2019.

⁴ World Bank. <https://www.worldbank.org/en/country/centralafricanrepublic/overview> (consulted on 10 November 2020)

⁵ WFP Central African Republic interim Country Strategic Plan (2018-2020).

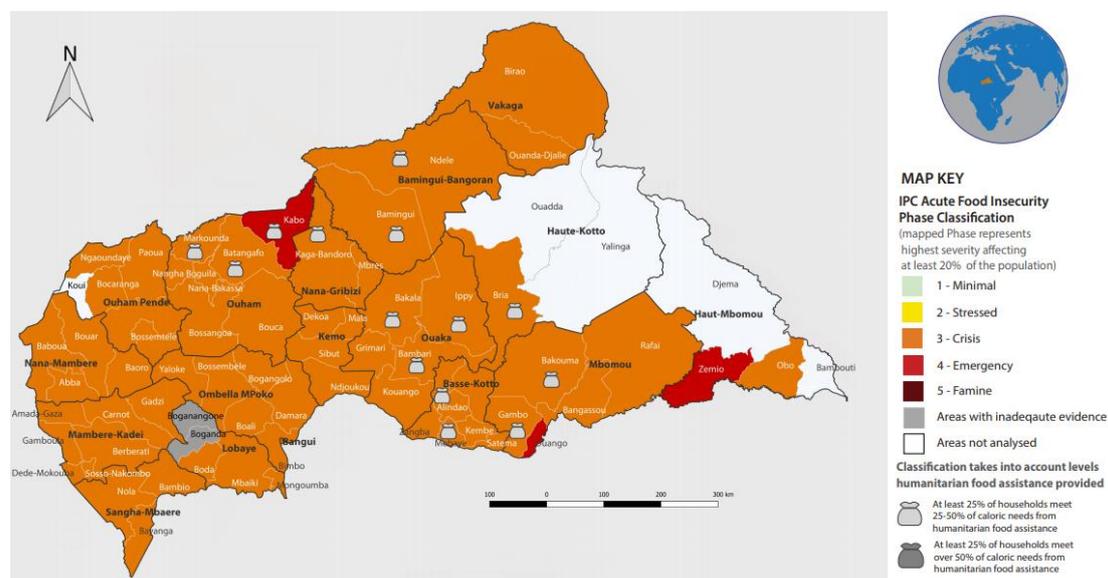
⁶ WFP Central African Republic interim Country Strategic Plan (2018-2020).

9. Although the French Sangaris operation and the United Nations peacekeeping mission (formally known as the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, or MINUSCA) have made progress in restoring security since 2014, and a new president and national assembly were elected in March 2016, the security situation remains volatile.⁷
10. Renewed fighting among armed groups in September 2016, which continued in 2017, has led to the emergence of new hotspots in the northwest, centre and southeast of the country.⁸ Despite a peace agreement signed in February 2019 between the Government and 14 non-State armed groups, violence continues to grip the country.⁹ Presidential, legislative and local elections are planned for December 2020.
11. As of 24 November 2020, there were 4,911 confirmed cases and 63 deaths since the first case of COVID-19 was identified in country in March 2020.¹⁰ Access to the country is possible through commercial passenger flights and land borders (with Sudan and Democratic Republic of Congo). COVID-19 tests are required for incoming passengers, and a mandatory fourteen-day quarantine is in place for any person entering the Central African Republic coming from a location with local transmission of coronavirus. Compliance with measures such as hand hygiene, wearing masks and keeping physical distancing to limit the spread of COVID-19 applies.¹¹

Food and Nutrition Security

12. The Central African Republic ranks 117th out of 117 qualifying countries in the 2019 Global Hunger Index (GHI). With a score of 53.6, the Central African Republic is the only country that is classified as falling into the 'extremely alarming' category.¹²
13. According to the Integrated Food Security Phase Classification (IPC), during the period September 2020 – April 2021 (post-harvest period in most of the agro-climatic zones of the country), 1.93 million people face high levels of acute food insecurity (IPC Phase 3 or above) (Figure 1). The food security situation is expected to deteriorate in the projected period of May to August 2021 (lean season), with 2.31 million people expected to face high levels of acute food insecurity.¹³

Figure 1: Central African Republic, IPC acute food insecurity situation (September 2020 – April 2021)



Source: IPC technical working group, Report issued in September 2020

⁷ WFP Central African Republic interim Country Strategic Plan (2018-2020).

⁸ WFP Central African Republic interim Country Strategic Plan (2018-2020).

⁹ WFP Central African Republic Annual Country Report 2019.

¹⁰ WHO. <https://covid19.who.int/region/afro/country/cf> (consulted on 24 November 2020)

¹¹ WFP. <https://unwfp.maps.arcgis.com/apps/opsdashboard/index.html#/db5b5df309ac4f10bfd36145a6f8880e> (consulted on 24 November 2020)

¹² Global Hunger Index report 2019.

¹³ IPC technical working group, 2020.

http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_CAR_AcuteFoodInsec_2020Sept2021Aug_Snapshot_English.pdf

14. The prevalence of undernourishment in the total population increased from 39.5 percent in 2004–2006, to 59.6 percent in 2016–2018.¹⁴ According to the 2019 *The State of the World's Children* report¹⁵, during the 2013–2018 period, 40 percent of children under-five were stunted, 8 percent suffered of moderate or severe wasting, and 2 percent were overweight, while anaemia among women was recorded at 46 percent in 2016.
15. According to UNAIDS estimates, in 2019 the national HIV prevalence among adolescents and adults aged 15–49 was 3.5 percent. Prevalence among women was higher compared to men (4.2 versus 2.8 percent).¹⁶ The number of people living with HIV was about 100,000 in 2019, among whom 46 percent were accessing antiretroviral therapy (mostly adult women and children). Among pregnant women living with HIV, 94 percent were accessing treatment or prophylaxis to prevent transmission of HIV to their children. An estimated <1000 children were newly infected with HIV due to mother-to-child transmission. However, deaths associated with AIDS were 1.1 every 1,000 people, with 90,000 new orphans due to AIDS.¹⁷

Agriculture

16. Agricultural activities contributed to 32.4 percent of the country's GDP in 2019.¹⁸ The country has 15 million hectares of arable land, of which only about 800,000 are cultivated each year. The food production system is dominated by small scale producers who cultivate on average 0.53 hectares of land and practice limited irrigation.¹⁹ Smallholder agriculture supports 50 percent of national incomes and provides 75 percent of the food consumed nationally. Women make up 55 percent of rural smallholders.²⁰
17. The Central African Republic crop portfolio is diversified. Food crops grown in the country include cassava, maize, groundnuts, rice, millet, sorghum, and sesame. Cash crops (cotton, coffee and cocoa) and livestock (cattle, sheep, goats, pigs and poultry) are relatively important activities. However, agriculture remains of subsistence nature with low crop yields as a result of a very limited use of cultivation equipment, quality fertilizers and seeds.²¹ In addition, climate change is expected to exacerbate development challenges in the country, impacting agricultural production and food security significantly.²²

Climate Change and Vulnerability

18. The Central African Republic ranks 73rd out of 135 on the Global Climate Risk Index 2018.²³ Records from the start of the 20th century show that the country has been mostly hit by floods (40 percent of average annual natural hazard occurrence), followed by epidemics (27.5 percent), storms (25 percent), wildfire (5 percent) and drought (2.5 percent).²⁴ Floods are also responsible for the largest share of economic and human losses as a result of natural disasters in the country.
19. Access to clean water is especially worrisome in the dry season and during droughts when water resources are scarce. This has adverse impacts on agriculture, public health, sanitation, and food security. The country is vulnerable to many diseases (e.g. typhoid, acute meningitis, diarrheal disease, malaria), with favourable conditions developing for many of these diseases during the dry season.²⁵

Education

20. The Central African education system, which has been weakened for decades, continues to suffer from the consequences of the political military crisis that has been ongoing since 2013. The Government has made little investments in education in recent times. Data from the World Bank indicate that by 2010, expenditures on

¹⁴ FAO. *The State of Food Security and Nutrition in the World*, 2020.

¹⁵ <https://www.unicef.org/reports/state-of-worlds-children-2019>

¹⁶ UNAIDS. <https://www.unaids.org/en/regionscountries/countries/centralafricanrepublic>. (consulted on 26 November 2020)

¹⁷ Ibid.

¹⁸ World Bank. <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=CF> (consulted on 24 November 2020)

¹⁹ FAO and WFP. *Mission FAO/PAM d'évaluation des Récolte et de la sécurité alimentaire en république Centrafricaine*, 2019.

²⁰ WFP Central African Republic interim Country Strategic Plan (2018-2020).

²¹ FAO and WFP. *Mission FAO/PAM d'évaluation des Récolte et de la sécurité alimentaire en république Centrafricaine*, 2019.

²² World Bank, Climate Change Knowledge Portal. <https://climateknowledgeportal.worldbank.org/country/central-african-republic> (consulted on 25 November 2020)

²³ Global Climate Risk Index 2020.

²⁴ World Bank, Climate Change Knowledge Portal. <https://climateknowledgeportal.worldbank.org/country/central-african-republic/vulnerability> (consulted on 25 November 2020)

²⁵ Ibid.

education as a percentage of total government expenditures reached 6.5 percent.²⁶ This represents a 1.1 percent of GDP for the same reference year.²⁷ More up to date data on education expenditure as percentage of total government expenditures and of GDP are not available.

21. Primary school enrolment rate (% gross) was 102 percent in 2016,²⁸ secondary school enrolment 17.1 percent in 2017,²⁹ and tertiary education enrolment 3 percent in 2012.³⁰ However, at the national level, seven out of ten children and adolescents drop out of school. Fewer than three in five finish primary school, and just 6 percent complete secondary education. Central African children affected by the crisis are at high risk of abuse and exploitation, including recruitment into armed groups, crime, sexual exploitation and abuse, early marriage and early pregnancy.³¹

Gender

22. Central African Republic ranks 159th out of 162 countries in the Gender Inequality Index (2018), with a lower 65 percent labour participation rate for women compared to 80 percent for men.³²
23. The Central African Republic is also characterized by high levels of gender discrimination restricted physical integrity under the Social Institutions and Gender Index (SIGI)³³. Although 60 percent of the population is below the age of 24, young women and men have little access to political processes or socio-economic opportunities and have been disproportionately affected by crises.³⁴

Migration, Refugees and Internally Displaced People

24. The 2016 upsurge in violence has led to increased population displacement.³⁵ As of October 2020, the number of internally displaced persons stood at 641,292 individuals, while number of Central African Republic refugees in neighbouring countries is 626,255, the vast majority of which being hosted in Cameroon (49.5 percent), the Democratic Republic of the Congo (27.5 percent) and Chad (15.2 percent).³⁶

Humanitarian Protection

25. In 2018, more than 1,000 protection incidents per month were reported between January and September. At internally displaced persons (IDPs) sites, the presence of armed elements, coupled with very low or almost non-existent security, promiscuity and very precarious conditions has led to several attacks on IDPs. IDPs, returnees and host communities, especially women and children, are exposed to various risks of sexual exploitation and abuse (SEA), early and forced marriage and female genital mutilation.³⁷ The Humanitarian Protection cluster is activated in the county.³⁸

National Policies, priorities, institutional capacities and the SDGs

26. The Government of Central African Republic adopted the 2030 Agenda and Sustainable Development Goals in September 2015. Since 2017, the SDGs are being implemented in the framework of the National Recovery and Peacebuilding Plan (RCPCA, 2017–2021). The overall objective of the RCPCA is to stabilize the security situation, improve the living conditions of the population, reform policies and governance systems to address structural drivers of fragility, and prepare the country to development and national reconciliation.³⁹ It is

²⁶ World Bank.

https://databank.worldbank.org/indicator/SE.XPD.TOTL.GB.ZS?id=c755d342&report_name=EdStats_Indicators_Report&populartype=series (consulted on 24 November 2020)

²⁷ World Bank.

https://databank.worldbank.org/indicator/SE.XPD.TOTL.GD.ZS?id=c755d342&report_name=EdStats_Indicators_Report&populartype=series (consulted on 24 November 2020)

²⁸ World Bank. <https://data.worldbank.org/indicator/SE.PRM.ENRR?locations=CF> (consulted on 24 November 2020)

²⁹ World Bank. <https://data.worldbank.org/indicator/SE.SEC.ENRR?locations=CF> (consulted on 24 November 2020)

³⁰ World Bank. <https://data.worldbank.org/indicator/SE.TER.ENRR?locations=CF> (consulted on 24 November 2020)

³¹ UNICEF. <https://www.unicef.org/child-alert/crisis-central-african-republic> (consulted on 24 November 2020)

³² UNDP. Human Development Report 2019.

³³ OECD. <https://www.genderindex.org/> (consulted on 10 November 2020)

³⁴ WFP Central African Republic interim Country Strategic Plan (2018–2020).

³⁵ WFP Central African Republic interim Country Strategic Plan (2018–2020).

³⁶ UNHCR. <https://data2.unhcr.org/en/situations/car> (consulted on 10 November 2020)

³⁷ OCHA. Humanitarian Responses Plan (January – December 2019), 2018.

³⁸ Global Protection Cluster. <https://www.globalprotectioncluster.org/field-support/field-protection-clusters/> (consulted on 25 November 2020)

³⁹ Central African Republic's National Recovery and Peacebuilding Plan (RCPCA, 2017–2021).

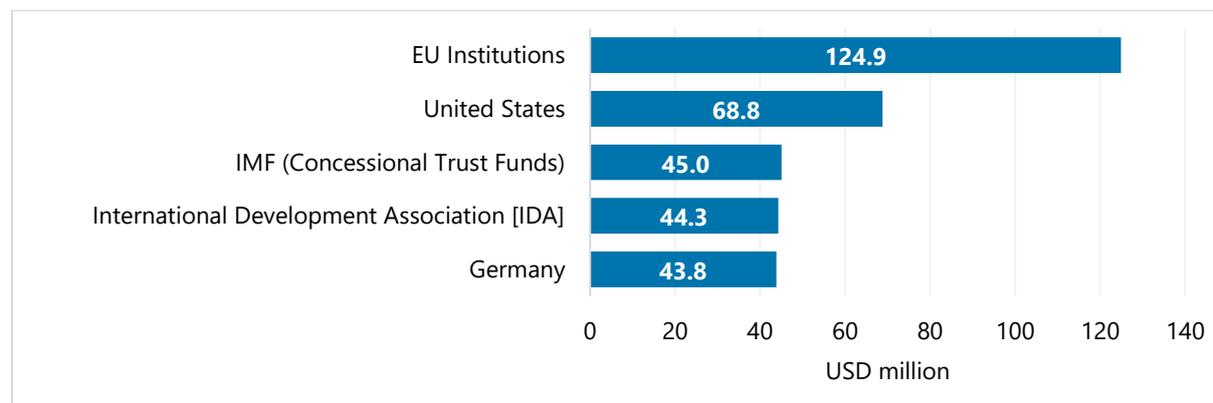
structured around three priority pillars⁴⁰ and 11 strategic objectives and is in line with the SDG five dimensions: people, planet, prosperity, peace and partnership.⁴¹

27. The five-year plan relies on the progressive increase of interventions, along with improvement of the security situation, the gradual redeployment of public administration throughout the country, and the availability of the necessary capacity to implement the plan.⁴² The first three years of the RCPCA were accompanied by a Humanitarian Response Plan (HRP) (2017–2019), which focused on live-saving interventions, severe malnutrition, protection against violence, and provision of basic services in unstable or inaccessible areas.⁴³
28. In June 2018, a voluntary review on the implementation of the 2030 Agenda for Sustainable Development was conducted. The review highlighted a high level of consideration of the SDGs in the RCPCA, with the three pillars of the RCPCA aligned to the SDG targets: Quality Education (SDG 4), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Climate Action (SDG 13), Peace, Justice and Strong Institutions (SDG 16) and Partnership for the Goals (SDG 17). According to the review, the implementation of the RCPCA has enabled the country to make slight progress in the fields of education, economy and justice. However, the county is still facing challenges for the full restoration of state authority, reconciliation and gender equality.⁴⁴

International Development Assistance

29. During the period 2016–2018, Central African Republic received a yearly average 558.1 USD million net Official Development Assistance (ODA). The proportion of net ODA per GDP remained stable, between 27.4 and 27.5 percent during the same period.⁴⁵ The top five ODA funding sources between 2015–2019 were EU institutions, the United States, International Monetary Fund, International Development Association and Germany (
30. Figure 2: Top five donors of Gross ODA to Central African Republic: 2015–2019 yearly average). In 2020, the main humanitarian donors were the United States (43 percent), followed by Germany (13.2 percent), the European Commission (11.9 percent), and the United Kingdom (7.8 percent).⁴⁶

Figure 2: Top five donors of Gross ODA to Central African Republic: 2015–2019 yearly average



Source: OECD website, data extracted on 19/11/2020. Note: ODA 2019 are preliminary data according to OECD Statistics.

31. In terms of funding received over the last years, between 2015 and 2018 ODA resources increased from 486.7 USD million to 655.7 USD million, while humanitarian funding fluctuated between 269 USD million in 2016 and 402.3 million in 2020 (Figure 3: International Assistance to Central African Republic 2015–2020). Humanitarian funding in 2020 focused primarily on food security (24.3 percent), non-specified (23.5 percent), multiple sectors

40 i) restore peace, security and reconciliation; ii) renew the social contract between the state and the population and iii) promote the recovery of the economic and productive sector.

41 République Centrafricaine's Rapport National Volontaire de suivi de mise en œuvre des Objectifs du Développement Durable en 2019

42 Reliefweb <https://reliefweb.int/report/central-african-republic/central-african-republic-national-recovery-and-peacebuilding-plan> (consulted on 26 November 2020)

43 Central African Republic's National Recovery and Peacebuilding Plan (RCPCA, 2017–2021).

44 UN. <https://sustainabledevelopment.un.org/memberstates/centralafricanrepublic> (consulted on 26 November 2020)

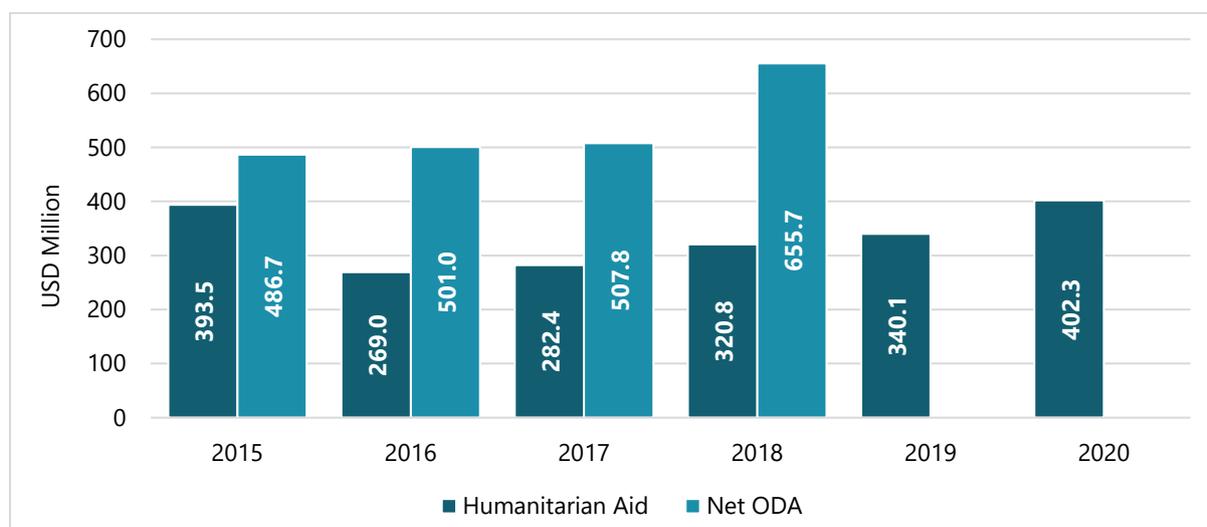
45 OECD.

https://public.tableau.com/views/OECDDACaidataglancebyrecipient_new/Recipients?embed=y&display_count=yes&showTabs=y&toolbar=no&showVizHome=no (consulted on 23 November 2020)

46 OCHA. [Central African Republic 2020 | Financial Tracking System \(unocha.org\)](https://www.unocha.org/central-african-republic/2020) (consulted on 23 November 2020)

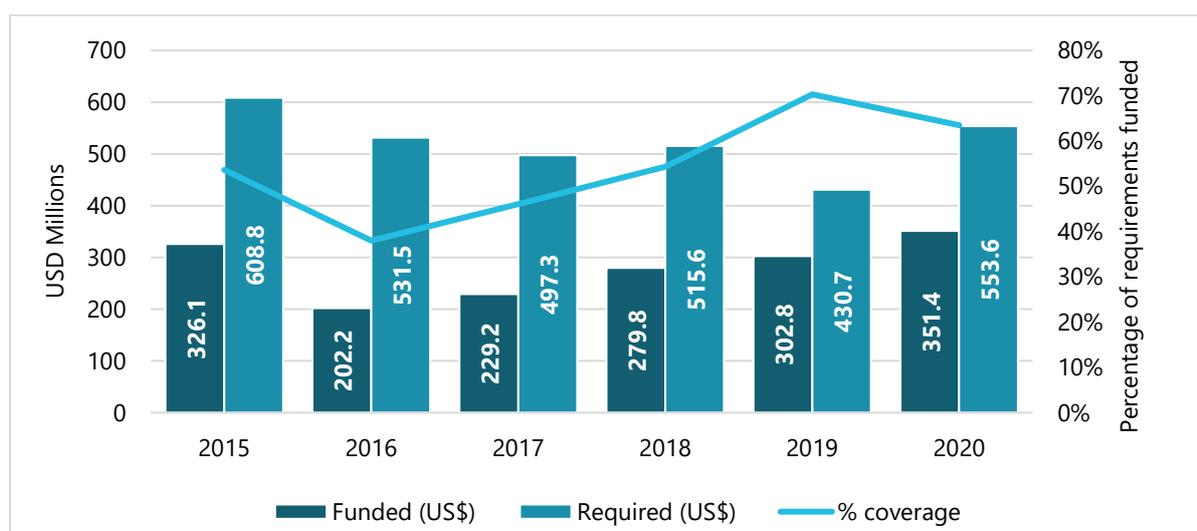
(17.6 percent), health (7.4 percent), nutrition (5.2 percent) and logistics (5.1 percent), with WFP being the largest recipient (22.3 percent of total funding) followed by UNICEF, UNHCR, FAO, IOM and WHO.⁴⁷

Figure 3: International Assistance to Central African Republic 2015-2020



Source: OECD-DAC, UN OCHA – FTS, data extracted on 19/11/2020. Note: no ODA data available for 2019 and 2020.

Figure 4: Central African Republic: Funding against response plan and appeals, 2017-2020 (sub-components of total Humanitarian Aid)

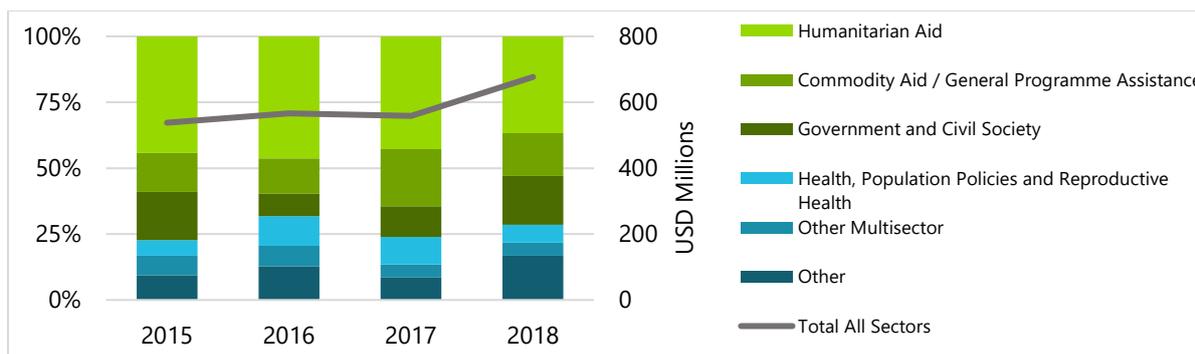


Source: OCHA FTS website, data extracted on 19/11/2020

32. ODA funding in the period 2015 – 2018 focused primarily on humanitarian aid (42 percent), followed by commodity aid/ general programme assistance (16 percent) and support to government and civil society (14 percent) (Figure 5: ODA Disbursements to Central African Republic over the main sectors (2015-2018).

Figure 5: ODA Disbursements to Central African Republic over the main sectors (2015-2018)

⁴⁷ OCHA. [Central African Republic 2020 | Financial Tracking System \(unocha.org\)](https://www.unocha.org/central-african-republic/2020/financial-tracking-system) (consulted on 23 November 2020)



Source: OECD website, data extracted on 19/11/2020. Note: ODA 2019 preliminary data not included.

United Nations Development Assistance Framework

33. The United Nations Development Assistance Framework Plus (UNDAF+) covers the period 2018–2021 and leverages the expertise, capacity and resources of the United Nations to support the Government’s priorities. The UNDAF+ is implemented with the Delivering as One (DaO) approach, which mandates the United Nations (Country Team and MINUSCA) to plan, implement and report as One.⁴⁸
34. The UNDAF+ is aligned with the National Recovery and Peacebuilding Plan of the Government of Central African Republic (2017–2021), and both prioritize three pillars: (i) Support peace, security, and reconciliation, (ii) Renew the social contract between the state and the population, and (iii) Promote economic recovery and boost productive sectors of the Central African Republic. These priorities reflect learning from the inter-agency humanitarian evaluation (IAHE) of the response to the crisis in the Central African Republic 2013 - 2015.⁴⁹
35. The UNDAF+ includes a strategy for harmonizing with the Humanitarian Response Plan (2017–2019) through a system of humanitarian and development assistance, aiming to reduce vulnerability, risks and humanitarian needs.⁵⁰
36. The WFP Central African Republic Country Office has extended the ICSP (2018–2020) by two years to align with the National Recovery and Peacebuilding Plan (2017–2021) of the Government and with the new United Nations Sustainable Development Cooperation Framework (UNSDCF 2023-2027).

⁴⁸ United Nations Development Assistance Framework Plus (2018–2021).

⁴⁹ WFP Central African Republic interim Country Strategic Plan (2018–2020).

⁵⁰ United Nations Development Assistance Framework Plus (2018–2021).

2. Reasons for the Evaluation

2.1. Rationale

37. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim 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 expected to inform the design of CSPs. As stated in the Introduction section, at the discretion of the independent Office of Evaluation, Interim CSPs (ICSPs) can also be selected for an evaluation to be carried out by the Office of Evaluation under the same quality assurance system used for CSPEs. In the case of Central African Republic, the decision to undertake an evaluation was made on the basis of the extension of the ICSP to the duration of a full CSP (5 years). The Central African Republic ICSP evaluation (ICSPE) is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the ICSPE evidence on past and current performance in the design of the CO’s new CSP – scheduled for Executive Board’s consideration in November 2022.

2.2. Objectives

38. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Central African Republic and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholder Analysis

39. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE or ICSPE are the WFP Country Office, the relevant Regional Bureau (Dakar) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Central African Republic, local and international NGOs, the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the ICSPE is found in Annex 4.

40. The ICSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups.

41. The Government of Central African Republic is an important partner of WFP in the implementation of its ICSP. In particular, the evaluation will seek to engage with the Ministry of Economy, Planning and International Cooperation, the Ministry of Agriculture and Rural Development, the Ministry of Public Health, and the Ministry of National Education, Higher Education and Research, as well as with a range of local non-governmental organizations (NGOs) and civil society and academic institutions as relevant. National stakeholders are expected to have an interest in the results of the evaluation, as the exercise aims to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.

42. On the other hand, key international stakeholders of the ICSP include the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Children’s Fund, the United Nations High Commissioner for Refugees, the World Health Organization, the Scaling Up Nutrition initiative, the World Bank, international non-governmental organizations, and key donors of WFP interventions such as the United States of America, Germany, Japan, Canada and the European Commission. International partners of WFP in the Central African Republic have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in that WFP activities are coherent and effective. The evaluation can represent an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.

43. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a Learning Workshop towards the end of the reporting phase. A matrix of stakeholders with their respective interests and roles in the ICSPÉ is found in Annex 4.

3. Subject of the Evaluation

3.1. Subject of the evaluation

44. The WFP Interim Country Strategic Plan for CAR was approved by the Executive Board in November 2017 for an initial duration of 3 years (2018-2020). Through its ICSP, WFP aims at contributing to the National Recovery and Peacebuilding Plan 2017–2021 and the draft United Nations Development Assistance Framework Plus (2018–2021), which both prioritize three pillars: peace, security and reconciliation; renewing the social contract between the state and its citizens; and ensuring economic recovery and revitalizing productive sectors. Similarly, the ICSP is intended to be aligned with the 2017–2019 Humanitarian Response Plan.
45. Under the RCPCA and UNDAF+, both the Government and the United Nations prioritize the establishment of agile mechanisms for an effective and coordinated response to emergencies while addressing the longer-term, structural zero hunger challenges of malnutrition, low agricultural productivity and weak markets in the Central African Republic. In this context WFP – as co-lead of the food security cluster with the Food and Agriculture Organization of the United Nations (FAO) – is engaged in the coordination of the food assistance response through the food security cluster and hosts the secretariat of the food security cluster.⁵¹
46. The ICSP is articulated around five strategic outcomes and associated activities, presented in the below table.

Table 1: Overview of Focus Areas, Strategic Outcomes, Activities and Modalities of Intervention

Focus Area	Strategic Outcome	Activity	% of NBP ⁵² (2018 – 2022)
CRISIS RESPONSE	Strategic outcome 1: <i>Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises.</i>	Activity 01: Provide general food distributions, nutritious food and/or cash-based transfers to refugees, IDPs, returnees and crisis-affected host communities.	67.0%
		Activity 02: Distribute emergency school meals to primary school children from crisis-affected families in targeted localities	3.0%
		Activity 13: Provide specialised nutritious food (BSFP) for the prevention of MAM among children aged 6 to 59 months in crisis affected areas	1.6%
		Activity 14: Provide an integrated assistance package for the treatment of malnutrition to children 6 to 59 months, PLW/Girls and provide food by prescription to ART patients in crisis affected areas,	3.1%
RESILIENCE BUILDING	Strategic outcome 2: <i>Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girls, and malnourished anti-retroviral treatment patients living in target regions, have an improved nutritional status in line with national targets by 2020.</i>	Activity 03: Implement Blanket Supplementary Feeding Programme (BSFP) for the prevention of MAM among children aged 6 to 23 months	2.4%
		Activity 04: Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6 to 59 months, PLW/G and provide food by prescription to ART clients	0.7%
		Activity 05: Provide capacity strengthening to health district authorities, health centre staff and community health workers (CHW) in programme design, implementation and monitoring to deliver the SUN agenda	0.1%
		Activity 06: Provide nutritious school meals to school children in targeted areas	1.4%
RESILIENCE BUILDING	Strategic outcome 3: <i>Food-insecure women and men living</i>	Activity 07: Provide smallholder farmers with transfers to support asset creation and technical	6.1%

⁵¹ WFP Central African Republic interim Country Strategic Plan (2018-2020).

⁵² Needs-based plan.

	<i>in targeted areas have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020.</i>	assistance to increase their access to markets, including purchases from WFP supported school meals	
ROOT CAUSES	Strategic outcome 4: <i>National and subnational institutions have strengthened capacities to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2020.</i>	Activity 08: Provide capacity strengthening in zero hunger policies, strategic planning and delivery of programmes to public officials	0.3%
		Activity 09: Provide capacity strengthening to the government to establish a national social safety net platform in collaboration with World Bank and MINEPC, informed by national and sub-national Zero Hunger data, monitoring and accountability systems	0.2%
CRISIS RESPONSE	Strategic outcome 5: <i>The humanitarian community (partners and donors) has enhanced capacity to reach and operate in areas of humanitarian crisis all year-round.</i>	Activity 10: Provide common ETC services to government, UN and NGO partners, to run effective field operations and provide for staff security	1.2%
		Activity 11: Provide Humanitarian Air Services to all partners until appropriate alternatives are available	10.0%
		Activity 12: Provide bilateral logistics services to partners for 'in country' supply chain for three health programmes (Malaria, TB & HIV/AIDS) in the Central African Republic.	2.4%
		Activity 15: Provide common logistics and coordination services through Logistic Cluster to UN and NGO partners to ensure the delivery of humanitarian assistance	0.5%

Source: OEV, based on WFP CSP Data Portal and Budget revision #05

47. The ICSP underwent five budget revisions (BRs). Some of the most significant changes introduced by such revisions are presented below:

- BR #03 (May 2018)⁵³ aimed to increase the resources needed to respond efficiently and rapidly to the additional humanitarian needs resulting from the resurgence of armed conflicts across the country (including in Bria, Alindao, Bangassou, Zemio, and Paoua). The response was intended to be channelled primarily through the augmentation of Activity 1 (provision of general food distributions, nutritious food and/or cash transfers to refugees, IDPs, returnees and crisis-affected host communities), as well as Activity 3 (Blanket Supplementary Feeding (BSF) for children aged 6 to 23 months). The revision also included a new activity (Activity 12 under Strategic Outcome 5) for the provision of logistics services to the Global Fund's Malaria, Tuberculosis and HIV Programmes. Through BR #03, the ICSP budget was increased from approximately 287 million USD to approximately 335 million USD, and the planned number of total beneficiaries from 1.29 to 1.66 million.
- BR #04 (August 2019) intended to introduce a reinforcement of its emergency posture, following recommendations from the December 2018 WFP headquarters/regional bureau high-level mission which re-assessed the political, strategic and operational context in the country. WFP planned to scale-up its nutritional response, and activities repositioned as lifesaving under Strategic Objective 1. WFP aimed to strengthen prevention of malnutrition in all its forms with focus on the first 1000 days from conception, through early childhood linking with quality acute malnutrition treatment for children 6 to 59 months and PLW. Through BR #04, the ICSP budget was increased from approximately 335 million USD to approximately 547 million USD, and the planned number of total beneficiaries from 1.66 to 2.01 million.
- BR #05 (September 2020) extended the duration of operations for two additional years (1 January 2021-31 December 2022). This extension aimed at aligning the WFP project cycle with the future United Nations Sustainable Development Cooperation Framework (2023–2027) and the Government National Recovery

⁵³ NB: the BR #03 was originally approved as BR #02, due to the fact that one technical BR was not previously counted in internal WFP systems. The same retroactive shift in numbering applied to subsequent budget revisions.

and Peacebuilding Plan (2023–2027). WFP intended to use the next two years to transition to a full country strategic plan in 2023. Through this revision, WFP planned to: i) shift its nutrition intervention toward the prevention of stunting through both preventive supplementary feeding and social and behaviour change communication initiatives; ii) scale up its resilience-building activities in the form of home-grown school feeding, smallholder agricultural market support and livelihood creation through food assistance for assets (FFA); iii) gradually scale-down general food distributions, emergency school feeding and malnutrition treatment activities under Strategic Outcome 1; iv) enhance capacity strengthening through the provision of technical support on food and nutrition security analysis, emergency preparedness and policy development in the areas of food security, nutrition and social protection. Through BR #05, the ICSP budget was increased from approximately 547 million USD to approximately 926 million USD over the 5-year period, and the planned number of beneficiaries decreased from 2.01 to 1.17 million. The Country Office plans to carry out assessments during the last quarter of 2020 to guide appropriate programming decisions to respond to COVID-19 related changes.

48. In 2019, WFP assisted approximately 1.19 million beneficiaries in Central African Republic, corresponding to 87 percent of planned 1.37 million beneficiaries for the same year. Of the actual beneficiaries, 62 percent were female⁵⁴. A more detailed breakdown of beneficiaries of WFP ICSP in Central African Republic is found in Annex 8.
49. The Level 3 (L3) emergency response declared by the Emergency Relief Coordinator (ERC) in December 2013 triggered an Inter-Agency Humanitarian Evaluation (IAHE)⁵⁵, which was conducted in the course of 2015. While the evaluation found that the inter-agency humanitarian response made major contributions to the provision of basic services, reinforcing protection and delivering assistance to around two million people in need, it also identified a number of gaps, including, among others: i) lack of a strategic vision for solutions, resilience, early recovery, or national response capacity; ii) difficulties in the application of the Humanitarian Programme Cycle (HPC) model; iii) insufficient scale of targeting and funding compared to actual needs; iv) poor application of the Inter-Agency Standing Committee Accountability to Affected People (AAP) commitments. According to the Central African Republic ICSP document, learning from the IAHE was reflected in the National Recovery and Peacebuilding Plan (RCPCA, 2017–2021) prepared by the Government with the United Nations and donor counterparts.
50. In June 2015 the L3 emergency was deactivated and a Level 2 (L2) emergency response was activated. The deactivation of the L3 emergency did not imply any change in the gravity of the situation, the extent of the response effort, nor the priority of the response operation for WFP. Rather, the decision recognized that the surge capacity generated by the corporate response was embedded within the capacities of the West Africa Regional Bureau (RBD) and the Country Office with routine support from Rome HQ as needed.⁵⁶
51. In 2017, OEV conducted an evaluation of the Central African WFP portfolio covering the period 2012 to mid-2017.⁵⁷ The evaluation found that, during the assessed period, the “reactive” approach - mainly focused on responding to emergency needs through food distributions and school feeding - was relevant and appropriate, and that the ICSP developed in 2017 constituted an important step towards re-calibrating the balance between emergency response and supporting early national recovery for greater effectiveness in a still volatile context. According to the evaluation, the scale of activities was highly dependent on security levels, local capacities (health systems, education, governance bodies, police, etc.) and funding. Vouchers, gradually introduced from 2015, appeared to offer an effective alternative when market and security conditions allowed. Emergency school meals were perceived as contributing to a sense of normality and social cohesion, but coverage was limited, and the quality of education was hindered by many factors. The evaluation also found that while interventions focused on treating moderate acute malnutrition and preventing acute malnutrition and were adapted to changing needs over time, they did not tackle the much more widespread chronic malnutrition.
52. The Country Portfolio Evaluation’s (CPE) recommendations focused on the following areas: i) support to partners directly involved in the re-establishment of peace (e.g. UNICEF, UNDP or MINUSCA Civil Affairs, etc); ii) examining the donor landscape, assessing the range of donors and donor appetite to fund recovery activities; iii) enhancing the use of food security information and monitoring tools and taking the lead in

⁵⁴ WFP Central African Republic Annual Country Report, 2019. <https://www.wfp.org/operations/cf01-central-african-republic-interim-country-strategic-plan-2018-2022>

⁵⁵ <https://interagencystandingcommittee.org/working-group/documents-public/inter-agency-humanitarian-evaluation-iahe-response-central-african>

⁵⁶ Executive Director Decision Memorandum, 5 June 2015.

⁵⁷ <https://www.wfp.org/publications/central-african-republic-evaluation-wfps-portfolio-2012-2017>

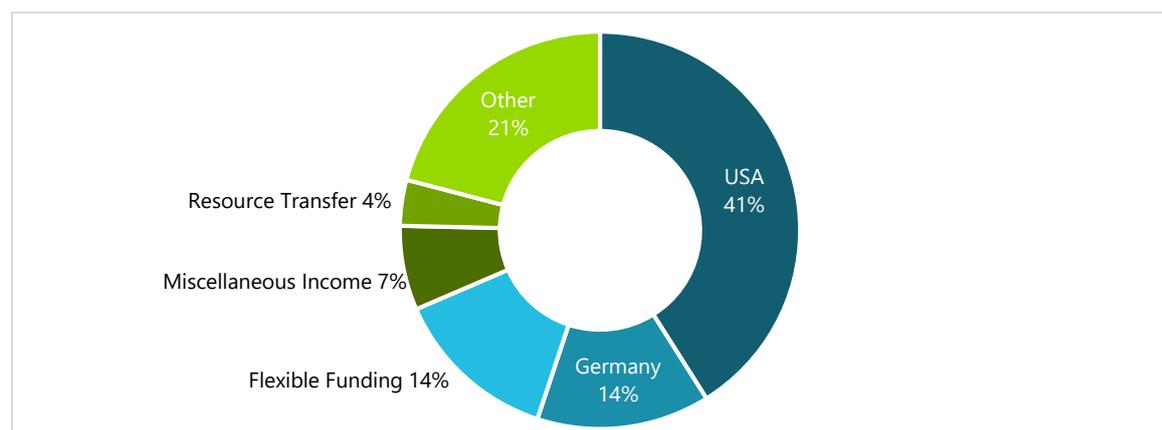
assisting Government to develop a national Food Security Information Strategy; iv) developing an evidence-based operational strategy to integrate gender in programming; v) coherence between WFP and UNICEF MAM and SAM targeting respectively; vi) expansion of programming capacity and scale up the voucher modality; vii) engaging in a staffing review, based on the staff needed to deliver against the new Country Strategic Plan; and viii) management of the corridor Douala-Bangui.

53. Learning from the Country Portfolio Evaluation was expected to inform the implementation of the ICSP and triggered the Gender-focussed thematic decentralized evaluation (DE)⁵⁸ commissioned by the Country Office in 2018. The DE concluded that WFP's approach in CAR align in a coherent and relevant manner with the national and international political and legal environment governing gender. However, the evaluation found gaps between the CO's ambitions in terms of gender equality, the activities implemented by the Country Office and the outcome indicators related to Gender and Protection. The evaluation found it difficult to conclude that the activities assessed had contributed to gender equality and the empowerment of women.
54. Key recommendations from the 2018 DE included: i) strengthen in-house capacity and skills in the areas of Protection and Gender; ii) tailor Protection Indicators and data collection & analysis tools to the Central African context; iii) develop a multi-year Gender strategy specific to the context of the Central African Republic; iv) strengthen the capacity of the teams in charge of specific activities and NGO partners; v) reinforce understanding of gender in each of the intervention contexts through qualitative analysis; vi) enhance consultation and coordination with other stakeholders on the themes of Gender & Food Security; vii) strengthen the monitoring and evaluation system on gender.

Donors

55. As of November 2020, the overall ICSP needs-based planned budget was at approximately 926 million USD, with absolute funding level at approximately 343 million USD, i.e. 37 percent.^{59, 60}
56. As illustrated in figure 6, the top 5 bilateral donors contributing to the ICSP were the United States of America (41 percent of total received funds), Germany (14 percent), Japan (3 percent), Canada (3 percent) and the European Commission (3 percent), while a significant allocation of contributions came from flexible funding (14 percent) and miscellaneous income (7 percent).⁶¹
57. As of November 2020, donor earmarking of confirmed contributions has been mainly at activity level (more than 96 percent) and very seldomly at country or Strategic Objective levels (Table 2). As illustrated in table 3, crisis response absorbs the vast majority of contributions (84.3 percent), followed by resilience building (9.6 percent).

Figure 6: Central African Republic ICSP (2018 – 2022), main donors and funding sources, November 2020



Source: Factory, data extracted on 19/11/2020

⁵⁸ <https://www.wfp.org/publications/central-african-republic-gender-evaluation>

⁵⁹ WFP. Factory report "Central African Republic Resource Situation, data extracted on 23/11/2020

⁶⁰ Allocated contributions: these include confirmed contributions with exchange rate variations, multilateral contributions, miscellaneous income, resource transferred, cost recovery and other financial adjustments (e.g. refinancing). It excludes internal advance and allocation and contributions that are stipulated by donor for use in future years.

⁶¹ WFP Central African Republic Resource Situation (23 November 2020), <https://www.wfp.org/operations/cf01-central-african-republic-interim-country-strategic-plan-2018-2022>

Table 2: Central African Republic ICSP (2018 – 2022) Summary by donor allocation level, November 2020

Donor Earmarking level	Confirmed Contributions (USD)	% of Total Contributions
Country Level	1,070,011	0.3%
Strategic Outcome Level	10,668,672	3.2%
Activity Level	322,872,202	96.5%
Sum	334,610,884	100%

Source: IRM analytics, data extracted on 19/11/2020. Note: confirmed contributions values do not include indirect support costs.

Table 3: Central African Republic CSP (2018 – 2022) Summary of allocated contribution by focus area, November 2020

Focus Area	Confirmed Contributions (USD)	% of Total Contributions
Crisis Response	282,101,853	84.3%
Resilience Building	32,048,589	9.6%
Root Causes	1,536,102	0.5%
Not assigned	18,924,340	5.6%
Sum	334,610,884	100%

Source: IRM analytics, data extracted on 19/11/2020. Note: confirmed contributions values do not include indirect support costs.

Table 4: Cumulative Financial Overview (USD), November 2020

Strategic Outcome	Needs based plan US \$ million (2018 - 2020)	% of SO needs-based plan on total	Actual Allocated resources US \$ Million	% of SO allocated resources on total
SO1	384,147,599	70.6%	225,877,144	64.5%
SO2	19,887,789	3.7%	15,401,864	4.4%
SO3	18,425,659	3.4%	11,750,911	3.4%
SO4	1,679,050	0.3%	1,103,748	0.3%
SO5	62,437,037	11.5%	59,381,135	17%
Non-SO Specific	0	0%	1,012,733	0.3%
Total Direct Operational Cost	486,577,134	89.5%	314,527,535	89.8%
Grand Total (Total Direct Operational Cost + DSC + ISC)	543,733,711	100%	350,146,418	100%

Source: IRM analytics, data extracted on 19/11/2020. Note the Grant Total refers to Allocated Resources, i.e. sum of Allocated Contributions, Advance and Allocation.

Staffing

58. As of November 2020, the Country Office had 308 staff, of which 29 percent were female and 73 percent were short-term. In addition to the Country Office in Bangui, WFP operates with six sub-offices in Bambari, Bossangoa, Bouar, Bria, Kaga-Bandoro and Paoua, and one new field office in Birao. Annex 1 presents a map with WFP sub-offices in the country.

3.2. Scope of the Evaluation

59. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2017-early 2021. Within this broader timeframe, the evaluation will look at how the ICSP builds on or departs from the previous activities, assess if the envisaged strategic shift has taken place and what were the consequences, and build on the CPE (2012-2017) to enable the assessment of key changes in the approach moving from project-based to country level strategic planning. The unit of analysis is the ICSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the ICSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions (BR).

60. The evaluation will focus on assessing WFP contributions to ICSP strategic outcomes, establishing plausible 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 analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the national government and the international community.
61. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. It will also consider how substantive and budget revisions (if any) and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the ICSP.

4. Evaluation Approach, Methodology and Ethical Considerations

4.1. Evaluation questions and criteria

62. The evaluation will address four main questions common to all WFP CSPEs/ICSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the ICSP and country context, including as relates to assessing the response to the COVID-19 crisis.

EQ1 – 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	<i>To what extent is the ICSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</i>
1.2	<i>To what extent did the ICSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?</i>
1.3	<i>To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the ICSP considering changing context, national capacities and needs - in particular in response to the COVID-19 pandemic?</i>
1.4	<i>To what extent is the ICSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</i>
EQ2 – What is the extent and quality of WFP’s specific contribution to ICSP strategic outcomes in Central African Republic?	
2.1	<i>To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?</i>
2.2	<i>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)?</i>
2.3	<i>To what extent are the achievements of the ICSP likely to be sustainable?</i>
2.4	<i>In humanitarian contexts, to what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?</i>
EQ3: To what extent has WFP’s used its resources efficiently in contributing to ICSP outputs and strategic outcomes?	
3.1	<i>To what extent were outputs delivered within the intended timeframe?</i>
3.2	<i>To what extent was coverage and targeting of interventions appropriate?</i>
3.3	<i>To what extent were WFP’s activities cost-efficient in delivery of its assistance?</i>
3.4	<i>To what extent were alternative, more cost-effective measures considered?</i>
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?	
4.1	<i>To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the ICSP?</i>

4.2	<i>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the ICSP?</i>
4.3	<i>To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</i>
4.4	<i>To what extent did the ICSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?</i>
4.5	<i>What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?</i>

63. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability, as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Populations (AAP) and contribution to gender equality of WFP's response.
64. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
65. Themes / lines of enquiry which could be of particular interest to this ICSP identified at TOR stage are:
- How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the ICSP? (This is a compulsory theme across all 2021 (I)CSPEs)
 - How relevant and effective is WFP in addressing malnutrition through its emergency response?
 - How effective are the targeting mechanisms in identifying and reaching the most vulnerable people?
 - Is the prioritization of WFP interventions appropriate, in a context of relative under-resourcing of the ICSP?
 - Are there specific contributions of WFP interventions to environmental sustainability?
 - To what extent are humanitarian protection principles embedded in WFP interventions?
 - What have been specific contributions of WFP in the context of inter-agency humanitarian coordination in the country?
 - Following-up on the conclusions of the 2018 thematic decentralized evaluation on Gender, are there specific contributions of WFP interventions to gender equality results, as related to food security and nutrition?

4.2. Evaluation approach and methodology

66. 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 analysing 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).
67. 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.

68. 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 SDGs, 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.
69. To operationalize the above-mentioned systemic perspective, the ICSPE 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 desk review, semi-structured or open-ended interviews, surveys, 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.
70. 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 programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
71. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational components, 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 key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. 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 inception stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
72. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
- the quality of the gender analysis that was undertaken before the CSP was designed.
 - whether the results of the gender analysis were properly integrated into the CSP implementation.
73. The gender-related dimensions of analysis may vary, depending on the nature of the CSP outcomes and activities being evaluated. The ICSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.
74. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups
75. Considering the COVID-19 pandemic, OEV decided to adopt a remote approach for the inception phase, whereby briefings and interviews will be done virtually. Depending on how the country and global contexts evolve, during the data collection phase primary data should be collected through in-country fieldwork, as it would normally be the case. In case of international travel restrictions related to the ongoing pandemic, at a minimum, there should be field visits conducted by those team members not affected by travel restrictions, taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations.
76. The evaluation will anyway draw on all available secondary sources, including project documents and budget revisions, previous evaluations and reviews, annual country reports, donor reports, relevant thematic studies

and available monitoring data. Primary data collection may include face-to-face or virtual interviews with key informants, focus group discussions with partners and beneficiaries. The feasibility of spending part of the in-country mission (e.g. 1 or 2 weeks) in field sites will need to be assessed during the inception phase, based on the agreed methodology and security considerations. Remote interviews and focus groups and, eventually, electronic surveys may be considered as alternative tools.

77. In light of the above, technical and financial offers for this evaluation should consider two scenarios for the data collection phase: a) an in-country mission in Central African Republic conducted by the full team; b) a mixed approach with part of the team conducting primary data collection in presence, and other evaluators from the team (e.g. those affected by international travel restrictions) adopting a remote approach. In any case, should the contextual and security situation allow it, the aim would be to hold the final learning workshop in Bangui, with October 2021 as tentative timeline.

4.3. 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*

78. Several issues could have implications for the conduct of the ICSP evaluation. At this stage, the following potential evaluability challenges have been preliminarily identified:

- the ICSP does not have an explicit theory of change. Analysis on the contribution of WFP activities and their outputs to the outcomes set out in the ICSP can be a challenge. Additional challenges may include systematic study and evaluation of efficiency, sustainability of WFP outputs and results, gender, resilience, humanitarian principles and protection issues.
- since the start of the ICSP, four versions of the ICSP logical framework have been entered in the corporate system. As of November 2020, 171 indicators (42 outcome indicators, 10 cross-cutting indicators and 119 output indicators) are present in the ICSP logical framework.⁶² Of these, 31 outcome indicators, 7 cross-cutting indicators and 71 output indicators were included across all logical framework versions (see Annex 5 **Error! Reference source not found.**). Data gaps occur for all fifteen ICSP activities, especially at output level, for indicators that go beyond measuring the number of beneficiaries reached and the quantity of assistance provided. Out of the fifteen activities, activity 8 and 9 under SO4 (covering the domains of institutional capacity strengthening and service provision) are those with more evident data gaps, both at outcome and output level. This may suggest a need for primary data collection in the course of the evaluation, which would be elaborated in the inception report. The evaluability assessment is based on 2018 and 2019 data. Data for 2020 will be available from the second quarter of 2021.
- the time frame covered by the evaluation. to be on time to feed into the next CSP, the CAR ICSP is conducted during the penultimate year of the cycle, which will exclude coverage of WFP performance during the last 1.5 years or so of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes.
- while targets, baseline and follow-up data disaggregated by sex is generally available for reporting, availability and regularity of disaggregated data such as per locality or other categories including residential status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution. Collection of data at household - rather than individual - level and disaggregation by sex limited to disaggregation of data by sex of the household head might represent another analytical challenge. Availability of national level data in some thematic areas may also be limited.
- the security situation of the country and the specific structural limitations with regard to data collection. Specifically, the CAR operational context is characterized by long distances, poor infrastructure, absence of commercial air operators and insecurity.⁶³ These factors, which usually restrict humanitarian access, communications and logistics support to large parts of the country, may have implications for the

⁶² COMET Logical Framework version CF 01 (2018 – 2020) v 4.0 as of 19 November 2020

⁶³ WFP Central African Republic interim Country Strategic Plan (2018-2020).

coverage of field visits during the main mission. Such challenges might be exacerbated by the ongoing COVID-19 pandemic and related restrictions or specific arrangements, including interpersonal distancing. In general terms, unforeseen developments and events in the country may affect the data collection.

- sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites, e.g. schools should also be taken into consideration. It is worth noting that, in 2017, the Country Portfolio Evaluation found that "Outcomes were difficult to measure owing to limitations on access to sites outside the main cities and a lack of reliable data".

79. 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.

80. The evaluation team will need to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the ICSP.

81. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

Table 5: National and Humanitarian Data

Area	Survey	Leading/ Coordinating Entity	Last conducted
Food Security	<i>Mission FAO/PAM d'évaluation des Récoltes et de la Sécurité Alimentaire</i> (Crop and Food Security Assessment Mission (CFSAM))	FAO and WFP	2019
	<i>Évaluation Nationale de la Sécurité Alimentaire (ENSA)</i>	WFP	2019
	<i>Évaluation Nationale des Marchés</i>	WFP	2019
Education	<i>Analyse des barrières d'accès à l'éducation</i>	REACH	2020
Nutrition	<i>Enquête Nationale Nutritionnelle SMART RCA 2019</i> (Nutrition SMART Survey)	UNICEF	2019
	<i>Prévalence de l'Infection VIH et Facteurs Associés en République Centrafricaine en 2010</i> (Prevalence of HIV infection and associated factors in CAR)	Ministry of Economy, Planning and International Cooperation, Institute of Statistics, Economic and Social Studies	2012
Protection	<i>Aperçu des besoins humanitaires</i> (Humanitarian Needs Assessment)	OCHA	2020
	Joint Assessment Mission (JAM)	UNHCR and WFP	2019
Population	<i>Recensement Général de la Population et de l'Habitation</i> (Population and Housing Census)	Institute of Statistics, Economic and Social Studies	2003

4.4. Ethical considerations

82. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants

(including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. In fact, as the evaluation will use significant WFP resources and take time from stakeholders which could otherwise have been used elsewhere, it is essential that the evaluation's utility is assured for all stakeholders involved. This will require a significant effort from both the evaluation team and WFP to deliver a timely and relevant evaluation, to communicate the results in an appropriate manner and to follow up on the recommendations. The evaluation firms are encouraged to propose an appropriate approach to communicating back the evaluation results to national stakeholders including affected populations.

83. The team and EM will not have been involved in the design, implementation or monitoring of the Central African Republic Interim CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.

4.5. Quality assurance

84. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis 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 (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
85. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.
86. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on WFP website alongside the final evaluation report.

5. Organization of the Evaluation

5.1. Phases and deliverables

87. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the ICSPE. Annex 3 presents a more detailed timeline. The CO and RB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the ICSPE can be used effectively.

Table 6: Summary timeline – key evaluation milestones

Main Phases	Tentative key dates	Tasks and Deliverables
1. Preparatory	31 January 2021 31 January 2021 28 February 2021	Final ToR Summary ToR Evaluation Team/Firm selection & contract
2. Inception	13-24 March 2021 25 March – 13 April 2021 21 May 2021	HQ remote briefing CO and RB remote briefings Inception report
3. Evaluation, including fieldwork	21 June – 13 July 2021	Evaluation mission, data collection and exit debriefing
4. Reporting	August-September 2021 8 October – 3 November 2021 mid-late October 2021 8 December 2021 January-February 2022	Report drafting Comments process Learning workshop Final evaluation report Summary evaluation report editing
5. Dissemination	January-February 2022 March-October 2022 November 2022	Management response Executive Board Preparation Wider dissemination

5.2. Evaluation team composition

88. The ICSPE will be conducted by a gender balanced team of three international consultants (including a junior researcher) and two national consultants with relevant evaluation experience and technical expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (French and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in either French or English and be fluent in the other language. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in central African humanitarian and development contexts, and good knowledge of the WFP food and technical assistance modalities.

Table 7: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in evaluating implementation of strategic plans and CO positioning, including related to humanitarian assistance • Strong experience with evaluations in lower-income countries, and in humanitarian and development contexts • Relevant knowledge and experience in humanitarian contexts, preferably in central Africa, and with key players within and outside the UN System; • Strong presentation skills and ability to deliver on time • Fluency and excellent writing skills in either French or English, fluency in the other language • Prior experience in WFP evaluations is strongly preferred
Humanitarian assistance	<ul style="list-style-type: none"> • Unconditional transfers • Food security and nutrition information systems (including early warning and nutrition surveillance) • Inter-agency coordination and service/platforms provisions • Technical expertise in cash-based transfer programmes
School meals	School based programmes, including emergency school feeding
Nutrition-specific interventions	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition
Smallholder farmers support	Technical expertise in smallholder farmer support and training programs and proven track record of evaluation of such activities
Institutional capacity strengthening	Experience with evaluation of interventions related to support to policy coherence and support to government in the fields of social safety nets, early recovery support, emergency school feeding programs, smallholders' productivity support, and national data and information systems.
Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency • Gender equality and empowerment of women • Humanitarian Principles and Protection • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. Roles and responsibilities

89. This evaluation is managed by the WFP Office of Evaluation (OEV). Filippo Pompili, Evaluation Officer, has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. 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 briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft 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. Michael Carbon, Senior Evaluation Officer, will provide second level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products and present the ICSPE to the WFP Executive Board for consideration in November 2022.
90. An internal reference group composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Central African Republic; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Marie-Claire Gatera, M&E Officer, has been nominated the WFP CO focal point and will assist in communicating with the EM and ICSPE team, and to set up meetings and coordinate field visits. 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 the responses of the stakeholders.

5.4. Security considerations

91. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the Evaluation Manager will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. 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.

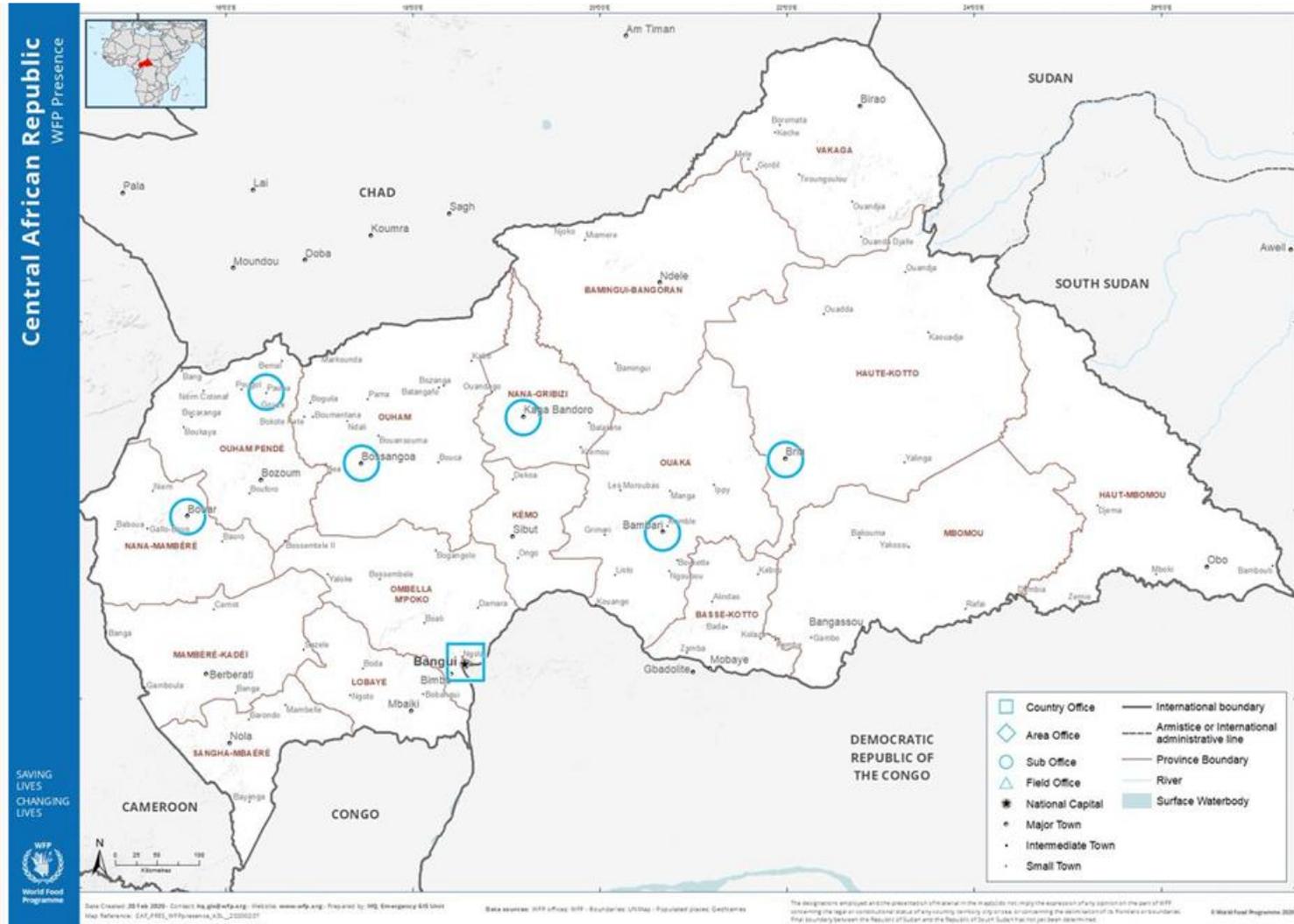
92. All evaluation products will be produced either in French or English. If the report is initially drafted in English, it will be translated in French by the evaluation firm so that it can be shared in French with national stakeholders before the stakeholder workshop. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A Communication and Knowledge Management Plan (see Annex 9) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. Budget

93. The evaluation will be financed through the ICSP budget.

Annexes

Annex 1: Central African Republic, Map with WFP Offices (2020)



Source: WFP GIS unit. NB: the map does not display the field office of Birao in the north.

Annex 2: Central African Republic Fact Sheet

	Parameter/(source)	2017	2020	Data source	Link
General					
1	Human Development Index (1)	0.367	(2018) 0.381	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Asylum-seekers (pending cases) (5)	570	(2019) 311	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
3	Refugees (incl. refugee-like situations) (5)	10,027	(2019) 7,170	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
4	Returned refugees (5)	78,618	(2018) 35,182	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
5	Internally displaced persons (IDPs)	688,700	(2019) 669,906	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
6	Returned IDPs (5)	89,019	(2018) 306,246	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography					
7	Population, total (millions) (2)	4,596,028	(2019) 4,745,185	World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	50.44	(2019) 50.44	World Bank	https://data.worldbank.org/country
9	% of urban population (1)	41	(2019) 41.4	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update https://data.worldbank.org/country/jordan?view=chart
10	Total population by age (1-4) (millions) (6)	n.a	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	n.a	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	n.a	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
13	Total Fertility rate, per women (10)	4.75	4.75	UNFPA	https://www.unfpa.org/data/world-population-dashboard

14	Adolescent birth rate (per 1000 females aged between 15-19 years (9)	(2009) 229	n.a	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy					
15	GDP per capita (current USD) (2)	451	(2019) 468	World Bank	https://data.worldbank.org/country
16	Income Gini Coefficient (1)	(2005 – 2013) 56.2	(2018 data refers to 2008) 56.2	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	0.33	(2019) 1.15	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	23.6	(2018) 27.5	OECD/DAC	https://public.tableau.com/views/OECDDACAidataglan%20cebyrecipient_new/Recipients?embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	not reported	not reported	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	32.79	(2019) 32.42	World Bank	https://data.worldbank.org/country
Poverty					
21	Population vulnerable to/near multidimensional poverty (%) (1)	13.1	(2019) 13.1	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
22	Population in severe multidimensional poverty (%) (1)	54.7	(2019) 54.7	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health					
23	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	(2015) 27	(2017) 25	UNICEF SOWC 2017 and 2019	https://www.unicef.org/sowc/
24	Healthy life expectancy at birth (total years) (2)	52.24	(2018) 52.8	World Bank	https://data.worldbank.org/country
25	Prevalence of HIV, total (% of population ages 15-49) (2)	3.8	3.5	World Bank	https://data.worldbank.org/country

26	Current health expenditure (% of GDP) (2)	5.82	not reported	World Bank	https://data.worldbank.org/country
Gender					
27	Gender Inequality Index (rank) (1)	156	(2018) 159	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
28	Proportion of seats held by women in national parliaments (%) (2)	8.57	8.57	World Bank	https://data.worldbank.org/country
29	Labor force participation rate, female (% of female population ages 15+) (modelled ILO estimate) (2)	64.57	64.39	World Bank	https://data.worldbank.org/country
30	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	82.02	81.00	World Bank	https://data.worldbank.org/country
Nutrition					
31	Prevalence of moderate or severe food insecurity in the total population (%) (7)	n.a.	n.a.	The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/
32	Weight-for-height (Wasting - moderate and severe), (0–4 years of age) (%) (3)	(2011-2016) 7	(2013–2018) 8	UNICEF SOWC 2017 and 2019	https://www.unicef.org/sowc/
33	Height-for-age (Stunting - moderate and severe), (0–4 years of age) all children (%) (3)	(2011-2016) 41	(2013–2018) 40	UNICEF SOWC 2017 and 2019	https://www.unicef.org/sowc/
34	Weight-for-age (Overweight - moderate and severe), (0–4 years of age) (%) (3)	(2011-2016) 2	(2013–2018) 2	UNICEF SOWC 2017 and 2019	https://www.unicef.org/sowc/
35	Mortality rate, under-5 (per 1,000 live births) (2)	110.8	(2019) 103.7	World Bank	https://data.worldbank.org/country
Education					
36	Adult literacy rate (% ages 15 and older) (1)	(2016) 36.8	(2018) 36.8	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

37	Population with at least secondary education (% ages 25 and older) (1)	21.8	(2018) female 13.4 male 31.1	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	School enrolment, primary (% gross) (2)	(2016) 102	not reported	World Bank	https://data.worldbank.org/country
39	Attendance in early childhood education - female (%) (3)	(2016) 6	(2010-2018): 6	UNICEF SOW 2017 and 2019	https://www.unicef.org/sow/c/
40	Secondary school enrolment, net percent of secondary school-age children, 2017	(2009-2019) 0.62		UNFPA	https://www.unfpa.org/data/world-population-dashboard

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA.

Annex 3: Timeline

Steps		Action by	Tentative key dates
Phase 1 – Preparation			
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	15 December 2020
	Comments on draft ToR received	CO	8 January 2021
	Proposal Deadline based on the Draft ToR	LTA	15 January 2021
	LTA Proposal Review	EM	20-29 January 2021
	Final revised ToR sent to WFP Stakeholders	EM	31 January 2021
	Contracting evaluation team/firm	EM	End of February 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	1-13 March 2021
	HQ Inception Briefings	EM & Team	13-24 March 2021
	CO and RB Inception Briefings	EM + TL	25 March - 13 April 2021
	Submit draft Inception Report (IR)	TL	26 April 2021
	OEV quality assurance and feedback	EM	3 May 2021
	Submit revised IR	TL	10 May 2021
	IR Review and Clearance	EM	17 May 2021
	IR Clearance	DDoE	21 May 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet	EM	24 May 2021
Phase 3 – Data Collection, including Fieldwork ⁶⁴			
	In-country Data Collection	Team	21 June – 13 July 2021
	Exit Debrief (ppt)	TL	13 July 2021
	Preliminary Findings Debrief	Team	31 July 2021
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	30 August 2021
	OEV quality feedback sent to TL	EM	15 September 2021
Draft 1	Submit revised draft ER to OEV	TL	22 September 2021
	OEV quality check	EM	22-29 September 2021
	Seek clearance prior to circulating the ER to IRG	DDoE	30 September – 7 October 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	8 October 2021
	Learning workshop (in country or remote)	CO/TL/RB/EM	mid/late October 2021
	Consolidate WFP comments and share with Team	EM	3 November 2021
	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments	ET	17 November 2021
Dr	Review D2	EM	17-23 November 2021

⁶⁴ Minimum 6 weeks should pass between the submission of the Inception report and the starting of the Data collection phase.

Steps		Action by	Tentative key dates
	Submit final draft ER to OEV	TL	30 November 2021
Draft 3	Review D3	EM	1-7 December 2021
	Seek final approval by DDoE	DDoE	8 December 2021
SER	Draft Summary Evaluation Report	EM	14-31 January 2022
	Seek DDoE clearance to send SER	DDoE	1 February 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from DDoE	DDoE	15 February 2022
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	March-October 2022
	Presentation of Summary Evaluation Report to the EB	DoE/DDoE	November 2022
	Presentation of management response to the EB	RD/ CPP	November 2022

Annex 4: Preliminary Stakeholder Analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the inception and data collection phase. They will have an opportunity to review and comment on the draft ER as part of the Internal Reference Group, participate in both the debriefing at the end of the data collection phase and the learning workshop, and prepare management response to the ICSPE.	Senior management, programme officers, staff from other sectors as relevant, including staff working in the Clusters where WFP participates/ leads (i.e. Food Security Cluster, Global Protection Cluster, Logistics and Emergency Cluster, Emergency Telecommunications Cluster)
Regional Bureau in Dakar	Regional Bureau in Dakar (RBD) have an interest in learning from the evaluation results as these can inform regional plans and strategies.	RBD staff will be key informants and interviewed during the inception and data collection phase. They will participate in the debriefing at the end of the data collection phase and in the learning workshop. They will have an opportunity to provide comments on the draft ER as part of the Internal Reference Group, and on the management response to the ICSPE prepared by the CO.	Regional Bureau Senior staff from Programme, Monitoring, Evaluation and other sectors as relevant.
HQ Divisions	HQ Divisions and Units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety nets and social protection, partnerships, supply chain,	As applicable, HQ Divisions will be involved in the initial virtual briefings with the evaluation team. The ICSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation. Selected HQ Divisions will also have	Appointed focal points from HQ divisions

	and governance have an interest in lessons relevant to their mandates.	an opportunity to review and comment on the draft ER as part of the Internal Reference Group.	
WFP Executive Board	The Executive Board members have an accountability role, but also an interest in potential wider lessons from the Central African Republic's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2022 session to inform Board members about the performance and results of WFP activities in Central African Republic.	Delegates
External stakeholders			
Affected communities	As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the data collection phase as feasible. Special arrangements may have to be made to meet children.	Beneficiaries of and participants in WFP activities
National and local government institutions	The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	Key staff from the Government, including from the the Ministry of Economy, Planning and International Cooperation, Ministry of Agriculture and Rural Development, Ministry of Public Health, Ministry of National Education, Higher Education and Research
UN Country Team and Other International Organizations	UN agencies and other partners in the Central African Republic have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes.	The evaluation team will seek key informant interviews with the UN and other partner agencies. The CO will keep UN partners, other international organizations informed of the evaluation's progress.	Key staff from UN partners, including from the United Nations Humanitarian Air Service (UNHAS), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), the United Nations Department of Safety

	The ICSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.		and Security (UNDSS), the United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA), the United Nations Population Fund (UNFPA) and the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).
Donors	WFP activities are supported by several donors who 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.	Involvement in interviews and feedback sessions as applicable, and report dissemination.	Representatives from main bilateral donors: United States of America, Germany, Japan, Canada and the European Commission.
Cooperating partners and NGOs	WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.	Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.	Key staff from cooperating partners and NGOs
Private sector, academia, civil society	Current or potential partners from the private sector, academia or civil society may have an interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector, academia or civil society during the data collection phase as applicable.	Key staff from other current or potential partners as relevant, including from the Rural Economy and Food Security Laboratory of the University of Bangui

Annex 5: Evaluability Assessment

Table 1: CSP Central African Republic (2018 – 2022) logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 May 2017	Total nr. of indicators	34	7	72
v 2.0 March 2018	New indicators	-	-	5
	Discontinued indicators	-	-	-
	Total nr. of indicators	34	7	77
v 3.0 March 2019	New indicators	10	3	30
	Discontinued indicators	-	-	-
	Total nr. of indicators	44	10	107
v 4.0 March 2020	New indicators	2	-	13
	Discontinued indicators	4	-	1
	Total nr. of indicators	42	10	119
Total number of indicators that were included across all logframe versions		31	7	71

Source: COMET report CM-L010 (Date of Extraction: 19.11.2020)

Table 2: Analysis of results reporting in Central African Republic Annual Country Reports, 2018 - 2019

		ACR 2018	ACR 2019
Outcome indicators			
	Total number of indicators in applicable logframe	34	44
Baselines	Nr. of indicators with any baselines reported <i>Total nr. of baselines reported</i>	18 81	26 107
Year-end targets	Nr. of indicators with any year-end targets reported <i>Total nr. of year-end targets reported</i>	18 82	28 114
CSP-end targets	Nr. of indicators with any CSP-end targets reported <i>Total nr. of CSP-end targets reported</i>	18 82	2 6
Follow-up	Nr. of indicators with any follow-up values reported <i>Total nr. of follow-up values reported</i>	18 81	31 123
Cross-cutting indicators			
	Total number of indicators in applicable logframe	7	10
Baselines	Nr. of indicators with any baselines reported <i>Total nr. of baselines reported</i>	6 20	4 10
Year-end targets	Nr. of indicators with any year-end targets reported <i>Total nr. of year-end targets reported</i>	6 20	1 1
CSP-end targets	Nr. of indicators with any CSP-end targets reported <i>Total nr. of CSP-end targets reported</i>	6 20	3 9
Follow-up	Nr. of indicators with any follow-up values reported <i>Total nr. of follow-up values reported</i>	6 20	8 22
Output indicators			
	Total number of indicators in applicable logframe	77	107
Targets	Nr. of indicators with any targets reported <i>Total nr. of targets reported</i>	29 29	50 80
Actual values	Nr. of indicators with any actual values reported <i>Total nr. of actual values reported</i>	29 29	20 45

Source: ACRs 2018 and 2019

Annex 6: WFP Central African Republic presence in years pre-ICSP

		2017	2018	2019	2020
Central African Republic natural and man-made disasters, outbreak of conflicts		Renewed fighting among armed groups in September 2016, which continued in 2017.		Peace agreement signed in February 2019. Renewed fighting in mid-2019, September and December, leaving dozens of people killed and thousands displaced.	
WFP interventions	Regional EMOP 200799 (Jan 2015 - Dec 2017)	Activity type: General food distribution; Nutrition; Emergency School Feeding Total requirements: UDS 526,063,346 Total contributions received: USD 315,944,525 Funding: 60.1%			
	SO 200934 (Jan 2016 - March 2018)	Activity type: Regional optimization of supply corridors for the humanitarian response Total requirements: UDS 2,876,673 Total contributions received: USD 1,845,276 Funding: 64.1%			
	SO 200997 (Aug 2016 - March 2017)	Activity type: -Logistics & Emergency Telecommunications Cluster – Total requirements: UDS 5,663,440 Total contributions received: USD 2,746,335 Funding: 48.5%			
	SO 201045 (Jan - Dec 2017)	Activity type: -UNHAS – Total requirements: UDS 15,097,755 Total contributions received: USD 13,342,526 Funding: 88.4%			
	IR-EMOP 201078 (May - Aug 2017)	Activity type: General Food Distribution			
	ICSP (Jan 2018 - Dec 2022)		Activity type: Unconditional resource transfers to support access to food (URT); School meal activities (SMP); Malnutrition Prevention activities (NPA); Nutrition Treatment Activities (NTA); Institutional capacity strengthening (CSI); Asset creation and livelihood support (ACL); Service provision and platforms (CPA) Total requirements: UDS 925,623,055 Total contributions received: USD 343,076,615 Funding: 37.06%		

		2017	2018	2019	2020
Outputs at Country Office Level	Food distributed (MT) 	25,045	32,052	50,398	n.a.
	Cash distributed (USD) 	6,114,989	11,509,216	13,482,397	n.a.
	Actual beneficiaries (number)	886,306	933,927	1,192,850	n.a.

Source: SPRs, ACRs, Factory, data compiled on 17/11/2020

Annex 7: Line of Sight

CENTRAL AFRICAN REPUBLIC ICSP (2018-2022)				
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 3 – Smallholder productivity and incomes (SDG Target 2.3)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
OUTCOME 1: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises	OUTCOME 2: Vulnerable groups, including children, pregnant and lactating women and malnourished ART clients living in target regions, have an improved nutritional status in line with national targets by 2022	OUTCOME 3: Food-insecure women and men living in targeted areas of CAR have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2022	OUTCOME 4: National and subnational institutions have strengthened capacities to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2022	OUTCOME 5: Humanitarian community (partners and donors) have enhanced capacity to reach and operate in areas of humanitarian crisis all year-round
BUDGET SO 1: USD 708,599,946	TOTAL BUDGET SO 2: USD 43,417,821	BUDGET SO 3: USD 56,386,309	BUDGET SO 4: USD 4,462,790	BUDGET SO 5: USD 119,611,924
OUTPUTS: <ul style="list-style-type: none"> Refugees, IDPs, returnees and crisis-affected host communities (Tier 1) in food insecure localities, Northeast and Central regions receive nutritious food or cash transfers (output category A & B) in order to meet their basic food and nutrition needs (SR1) Children of refugees, IDPs, returnees and from crisis-affected host families attending primary schools (Tier 1) receive a nutritious meal every day they attend school (output category A) in order to meet basic food and nutrition needs (SR1) and increase school enrolment (SDG4) Children 6-23 months (Tier 1) receive Blanket Supplementary Feeding (output category A,B,E,E*) in order to prevent malnutrition (SR2) Children 6-59, persons with disabilities, PLW, girls and ART patients (Tier 1) receive a comprehensive package of nutrition services and sensitization on community measures (output category A,B,E*) to prevent and treat malnutrition (SR2) 	OUTPUTS: <ul style="list-style-type: none"> Children 6-23 months (Tier 1) receive Blanket Supplementary Feeding (output category A,B,E) in order to prevent malnutrition (SR2) Children 6-59, persons with disabilities, PLW, girls and ART patients (Tier 1) receive a comprehensive package of nutrition services and sensitization on community measures (output category A,B,E) to prevent and treat malnutrition (SR2) Vulnerable groups (Tier 2) benefit from enhanced capacities of Health Districts (output category C) in delivering SUN agenda in order to prevent malnutrition (SR2, SDG17) School-children (Tier 1) receive nutritious home-grown school meals every day they attend school (output category A,B,N,E*) in order to meet their basic food and nutrition needs (SR1) and increase school enrolment (SDG4) 	OUTPUTS: <ul style="list-style-type: none"> Smallholder households and communities living in at-risk environments (Tier 2) benefit from restored and enhanced productive assets (output category D) in order to improve their productivity and food security (SR3) Women and men smallholders (Tier 2) have increased access to markets (output category C) in order to benefit from local value chains (SR3, SDG5) Smallholder farmers living in at-risk environments (Tier 1) receive conditional transfers (output category A2) in order to support productive assets creation or restoration 	OUTPUTS: <ul style="list-style-type: none"> Vulnerable populations (Tier 3) benefit from national and local social safety nets, including in-kind and cash based transfers and livelihood support in order to improve food security (output category C,I,K,M) (SR5, SDG2) Vulnerable populations (Tier 3) benefit from national data, monitoring and accountability systems that track progress toward SDG2 (output category H) in order to improve their food security (SR5, SDG2) Food insecure and malnourished people (Tier 3) benefit from an enhanced and coherent policy and strategic framework for Zero Hunger (output category C,I,J,M) in order to meet their basic food and nutrition needs (SR5, SDG2) 	OUTPUTS: <ul style="list-style-type: none"> Targeted populations (Tier 3) benefit from common ETC services provided by WFP to partners (output category H), in order to receive humanitarian and development assistance (SR8, SDG2) Targeted populations (Tier 3) benefit from common logistic services provided by WFP to partners (output category H), in order to receive humanitarian and development assistance (SR8, SDG2) Vulnerable populations in targeted areas (Tier 3) benefit from air services provided by WFP to partners (output category H), in order to receive adequate assistance
ACTIVITY 1: Provide general food distributions, nutritious food and/or cash transfers to refugees, IDPs, returnees and crisis-affected host communities	ACTIVITY 3: Implement supplementary feeding for the prevention of stunting among children 6-23 months and PLWs, including social and behaviour change communication (SBCC) and promote good Infant and Young Child Feeding (IYCF) practices	ACTIVITY 7: Provide smallholder farmers with transfers to support asset creation and with technical assistance to increase their access to markets, including purchases from WFP supported school meals	ACTIVITY 8: Provide capacity strengthening with zero hunger policies, strategic planning and delivery of programmes to public officials.	ACTIVITY 10: Provide common ETC services to government, UN and NGO partners, to run effective field operations and provide for staff security
ACTIVITY 2: Distribute emergency school meals to primary school children from crisis-affected families in targeted localities	ACTIVITY 4: Provide a comprehensive package for prevention and treatment of malnutrition to children with MAM Children 6 to 59; PLW, girls and provide Food by prescription to ART patients		ACTIVITY 9: Provide capacity strengthening to the government to establish a national social safety net platform in collaboration with World Bank and MINEPC, informed by national and sub-national Zero Hunger data, monitoring and accountability systems.	ACTIVITY 11: Provide Humanitarian Air Services to all partners until appropriate alternatives are available
ACTIVITY 13: Provide specialized nutritious food (BSFF) for the prevention of MAM among children aged 6 to 59 months in crisis affected areas,	ACTIVITY 5: Provide capacity strengthening to health district authorities, health centre staff and community health workers (CHW) in programme design, implementation and monitoring to deliver SUN agenda			ACTIVITY 12: Provide bilateral logistics services to partners for in country supply chain for three health programmes (malaria, TB and HIV/AIDS)
ACTIVITY 14: Provide an Integrated assistance package for the treatment of malnutrition to children 6 to 59 months, PLW/Girls and provide food by prescription to ART patients in crisis affected areas,	ACTIVITY 6: Provide nutritious school meals to school children in targeted areas (activity category 4; modality: food)			ACTIVITY 15: Provide common logistics and coordination services through the logistics cluster to UN and NGO partners to ensure the delivery of humanitarian assistance
				TOTAL BUDGET: USD 925,623,055

Source: WFP Country office. NB: Line of sight updated as per BR5.

Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned 2018 - 2020 by year, strategic outcome, activity category and gender

Strategic Outcome/Activity Category	2018						2019					
	Planned		Actual		Actuals as a % of planned beneficiaries		Planned		Actual		Actuals as a % of planned beneficiaries	
	F	M	F	M	F	M	F	M	F	M	F	M
SO1: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises												
URT 01: Provide general food distributions, nutritious food and/or cash based transfers to refugees, IDPs, returnees and crisis-affected host communities.	388,354	344,667	453,094	386,950	117%	112%	395,719	354,280	399,766	376,831	101%	106%
SMP 02: Distribute emergency school meals to primary school children from crisis-affected	87,510	77,602	78,778	90,942	90%	117%	84,022	93,272	99,156	112,801	118%	121%
NPA 13: Provide specialised nutritious food (BSFP) for the prevention of MAM among children aged 6 to 59 months in crisis affected areas												
NTA 14: Provide an integrated assistance package for the treatment of malnutrition to children 6 to 59 months, PLW/Girls and provide food by prescription to ART patients in crisis							8,992	6,369	-	-	-	-
Subtotal SO1	475,864	422,269	531,872	477,892	112%	113%	488,733	453,921	498,922	489,632	102%	108%
SO2: Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girl and malnourished ART clients living in target regions, have an improved nutritional status in line with national targets by 2020												
NPA 03: Implement supplementary feeding for the prevention of stunting among children 6-23 months and PLWs, including social and behaviour change	35,359	31,393	30,436	23,829	86%	769%	37,115	32,938	30,696	26,485	837%	80%

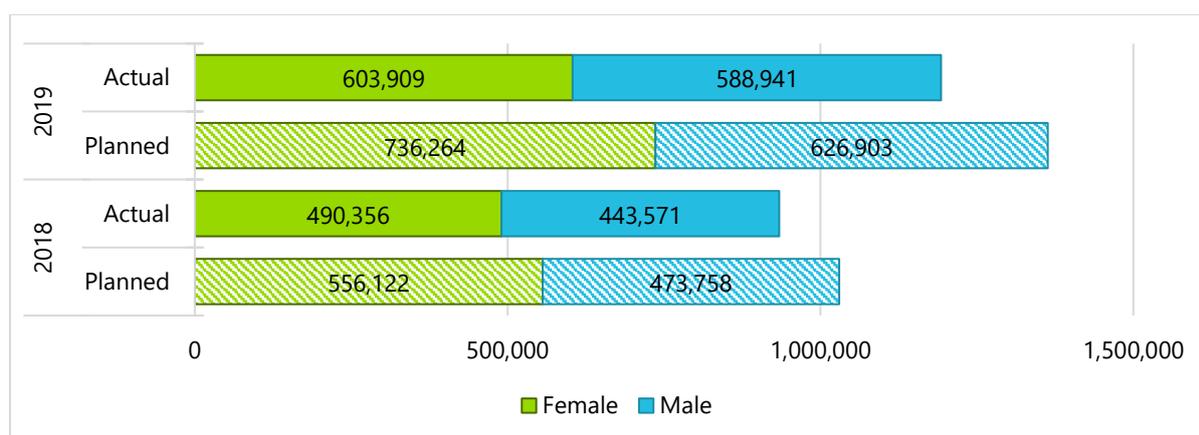
communication (SBCC) and promote good Infant and Young Child Feeding (IYCF) practices.													
NTA 04: Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6 to 59 months, PLW/G and provide food by prescription to ART clients	3,614	2,186	10,260	8,196	284%	375%	70,403	17,543	26,928	22,432	38%	128%	
SMP 06: Provide nutritious school meals to school children in targeted areas	15,443	13,695	3,481	4,791	23%	35%	25,862	28,709	14,850	15,150	57%	52.8%	
Subtotal SO2	54,416	47,274	44,177	36,816	81%	78%	133,380	79,190	72,474	64,067	54%	81%	
SO3: Food-insecure women and men living in targeted areas of CAR have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020													
ACL 07: Provide smallholder farmers with transfers to support asset creation and technical assistance to increase their access to markets, including purchases from WFP supported school meals	100,700	89,300	19,551	16,659	19%	19%	175,273	155,177	81,640	80,971	47%	52%	
Subtotal SO3	100,700	89,300	19,551	16,659	19%	19%	175,273	155,177	81,640	80,971	47%	52%	
Total without overlap	556,122	473,758	490,356	443,571	88%	946%	736,264	626,903	603,909	588,941	82%	94%	

Source: COMET report CM-R020, data extracted on 17/11/2020

Strategic Outcome/Activity Category	2020					
	Planned		Actual		Actuals as a % of planned beneficiaries	
	F	M	F	M	F	M
SO1: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises						
URT 01: Provide general food distributions, nutritious food and/or cash-based transfers to refugees, IDPs, returnees and crisis-affected host communities.	457,324	409,435	n.a.	n.a.	n.a.	n.a.
SMP 02: Distribute emergency school meals to primary school children from crisis-affected	49,761	55,239	n.a.	n.a.	n.a.	n.a.
NPA 13: Provide specialised nutritious food (BSFP) for the prevention of MAM among children aged 6 to 59 months in crisis affected areas	31,974	28,376	n.a.	n.a.	n.a.	n.a.
NTA 14: Provide an integrated assistance package for the treatment of malnutrition to children 6 to 59 months, PLW/Girls and provide food by prescription to ART patients in crisis	82,968	26,732	n.a.	n.a.	n.a.	n.a.
Subtotal SO1	622,027	519,782	n.a.	n.a.	n.a.	n.a.
SO2: Vulnerable groups, including persons with disabilities, children, pregnant and lactating women and girl and malnourished ART clients living in target regions, have an improved nutritional status in line with national targets by 2020						
NPA 03: Implement supplementary feeding for the prevention of stunting among children 6-23 months and PLWs, including social and behaviour change communication (SBCC) and promote good Infant and Young Child Feeding (IYCF) practices.						
NTA 04: Provide a comprehensive package for the prevention and treatment of malnutrition to children with MAM aged 6 to 59 months, PLW/G and provide food by prescription to ART clients						
SMP 06: Provide nutritious school meals to school children in targeted areas	25,599	28,418	n.a.	n.a.	n.a.	n.a.
Subtotal SO2	25,599	28,418	n.a.	n.a.	n.a.	n.a.
SO3: Food-insecure women and men living in targeted areas of CAR have enhanced livelihoods to support the food security and nutrition needs of their households and communities by 2020						
ACL 07: Provide smallholder farmers with transfers to support asset creation and technical assistance to increase their access to markets, including purchases from WFP supported school meals	31,824	28,176	n.a.	n.a.	n.a.	n.a.
Subtotal SO3	31,824	28,176	n.a.	n.a.	n.a.	n.a.

Source: COMET report CM-R020, data extracted on 17/11/2020

Figure 1: Actual versus planned beneficiaries by gender in Central African Republic, 2018 – 2019



Source: ACRs 2018 and 2019

Figure 2: Actual beneficiaries by transfer modality in Central African Republic, 2018 – 2019, by strategic outcome

Strategic Objective		Activity	Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
2018	Total SO1	URT1; SMP2	889,736	120,028	109%	140%
	Total SO2	NPA3; NTA4; SMP6	72,063	8,930	73%	357%
	Total SO3	ACL7	19,604	16,606	13%	42%
	Grand Total		981,403	145,564	92%	114%
2019	Total SO1	URT1; SMP2; NTA4; NPA13; NTA14	846,466	192,810	114%	96%
	Total SO2	NPA3; NTA4; SMP6	121,494	15,047	61%	100%
	Total SO3	ACL7	106,498	56,113	59%	374%
	Total SO4	CPA9				
	Grand Total		1,074,458	263,970	96%	115%

Source: COMET report CM-R002b, data extracted on 18/11/2020

Table 3: Actual beneficiaries by residence status and year

Residence Status	Number of beneficiaries 2018	% 2018	Number of beneficiaries 2019	% 2019
Resident	453,195	99%	490,580	81%
IDPs	465,871	83%	480,300	65%
Refugees	198	2%	2,686	20%
Returnees	14,663	367%	219,285	4142%

Source: ACR 2018, 2019

Annex 9: Communication & Knowledge Management Plan

Phase	What	Which	How & Where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation Team 	<ul style="list-style-type: none"> • Email 	EM/CM		Dec 2020	Jan 2021
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP Technical Staff and Practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		Jan 2021	Feb 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP Technical Staff and Practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		May 2021	Jun 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		Jul 2021	Jul 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP Technical Staff and Practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	Oct 2021	Oct 2021
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff and Practitioners • Donors/Countries • Partners/Civil society/Peers/Networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	Dec 2021	Jan 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff and Practitioners • Donors/Countries • Partners/Civil society/Peers/Networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	From Mar 2022	From Mar 2022

Phase Evaluation stage	What Communication product	Which Target audience	How & Where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP Country/Regional office/local stakeholders • WFP Technical Staff and Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	From Mar 2022	From Mar 2022
Dissemination	ED Memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	From Mar 2022	From Mar 2022
Dissemination	Talking Points/Key messages	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP Technical Staff and Practitioners • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From Mar 2022	From Mar 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP Technical Staff and Practitioners • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From Mar 2022	From Mar 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Evaluation management Group (EMG) • Division Directors, Country Offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	From Mar 2022	From Mar 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff and Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Email 	CM	EM	From Mar 2022	From Mar 2022
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/Civil society/Peers/Networks 	<ul style="list-style-type: none"> • Cards 	CM		From Mar 2022	From Mar 2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff and Practitioners • Donors/Countries • Partners/Civil society/Peers/Networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	From Mar 2022	From Mar 2022

Annex 10: Template for evaluation matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation 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 ICSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.2 To what extent did the ICSP 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 ICSP in light of changing context, national capacities, and needs, in particular in response to the COVID-19 pandemic?					
1.4 To what extent is the ICSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Central African Republic?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
2.1 To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the ICSP likely to be sustained?					
2.4 In humanitarian contexts, to what extent did the ICSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to ICSP 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?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
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?					
Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the ICSP?					
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 ICSP?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the ICSP?					
4.3 To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the ICSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the ICSP?					

Annex 11: Approved ICSP document

https://docs.wfp.org/api/documents/WFP-0000071610/download/?_ga=2.14502001.718614884.1605513823-1666898341.1535006567

Annex 12: Proposed members of the Internal Reference Group

Central African Republic Country Office	
Country Director	Peter SCHALLER
Evaluation focal point / M&E Officer	Marie-Claire GATERA
Deputy Country Director	Aline RUMONGE
Deputy Country Director	Racky FALL
Head of Programme	Wilfred NKWAMBI
Dakar Regional Bureau	
Senior Regional Programme Advisor (ad interim)	Muriel CALO
Sr Regional VAM Officer	Olo SIB
Regional Monitoring Advisor	Moustapha TOURE
Sr Regional Livelihoods/Resilience Officer	Volli CARUCCI
Regional School Feeding Officer	Abdi FARAH
Sr Regional Nutrition Adviser	Katrien GHOOS
Sr Regional Emergency Preparedness and Response Officer	Alexandre LECUZIAT
Sr Regional Supply Chain Officer	Isabelle MBALLA
Regional Gender Officer	Ramatoulaye DIEYE
Regional Humanitarian Protection Officer	Rachida AUAMEUR
Regional Partnerships Officer	Jennifer JACOBI
HQ	
Global Emergency Telecommunications Cluster	Caroline TEYSSIER
Gender Division	Zuzana KAZDOVA
Nutrition Division	Siti HALATI

Annex 13: Terms of Reference for the (I)CSPEs

Internal Reference Group

1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.
- Suggest key references and data sources in their area of expertise.
- Participate in field debriefings (optional).
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in national learning workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may also be included in the

IRG, depending on the CSPE context and the availability of expertise at RB level⁶⁵ (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country Office	Regional Bureau	Head Quarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation focal point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core Members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and DRD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

5. Approach for engaging the IRG:

The OEV Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and thematic

⁶⁵ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

The final version of the CSPE ToRs will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in section 3 of this ToR, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

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Annex 15: Acronyms

AAP	Accountability to Affected Populations
ACL	Asset creation and livelihood support
ACR	Annual Country Report
BR	Budget Revision
BSFP	Blanket Supplementary Feeding Programme
CBT	Cash Based Transfer
CO	Country Office
CPA	Service provision and platforms
CPP	Corporate Planning and Performance
CSI	Institutional capacity strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DaO	Delivering as One
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EQ	Evaluation Question
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GHI	Global Hunger Index
GNI	Gross National Income
HQ	Headquarters
HRP	Humanitarian Response Plan

IAHE	Inter-Agency Humanitarian Evaluation
ICSP	Interim Country Strategic Plan
ICSPE	Interim Country Strategic Plan Evaluation
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRG	Internal Reference Group
LTA	Long Term Agreement
MAM	Moderate Acute Malnutrition
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
NBP	Needs Based Plan
NGO	Non-governmental organization
NPA	Malnutrition Prevention activities
NTA	Nutrition Treatment Activities
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PPP	Purchasing Power Parity
RB	Regional Bureau
RBD	Regional Bureau Dakar
RCPCA	National Recovery and Peacebuilding Plan
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SEA	Sexual Exploitation and Abuse
SER	Summary Evaluation Report
SGBV	Sexual- and Gender-Based Violence

SIGI	Social Institutions and Gender Index
SMP	School meal activities
SO	Special Operation
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfers to support access to food
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review