

Thematic Evaluation of *Supply Chain Outcomes in the Food System in Eastern Africa from 2016 to 2021*

Decentralized Evaluation Terms of Reference

WFP Regional Bureau Nairobi



World Food
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Table of Contents

Table of Contents	1
1. Background	2
1.1. INTRODUCTION.....	2
1.2. Context	2
2. Reasons for the evaluation	6
2.1. Rationale	6
2.2. Objectives	6
2.3. Stakeholder Analysis	7
3. Subject of the evaluation	8
3.1. Subject of the Evaluation.....	8
3.2. Scope of the Evaluation	11
4. Evaluation approach, methodology and ethical considerations	12
4.1. Evaluation Questions and Criteria	12
4.2. Evaluation Approach and Methodology.....	13
4.3. Evaluability assessment.....	15
4.4. Ethical Considerations	15
4.5. Quality Assurance	16
5. Organization of the evaluation	17
5.1. Phases and Deliverables.....	17
5.2. Evaluation Team Composition.....	17
5.3. Roles and Responsibilities.....	18
5.4. Security Considerations	18
5.5. Communication	19
5.6. Budget	19
Annex 1: Context per countries in RBN	20
Annex 2: Preliminary Stakeholder Analysis	30
Annex 3: Map	32
Annex 4: Timeline	33
Annex 5: Role and Composition of the Evaluation Committee	35
Annex 6: Role and Composition of the Evaluation Reference Group	37
Annex 7: Bibliography	40
Annex 8: Food System Framework	42
Annex 9: WFP Value Chain	43
Annex 10: WFP Ethiopia Food Systems Strategy	44
Annex 11: WFP RBN Draft Theory of Change Supply Chain	45
Annex 12: WFP Kenya Theory of Change Food Systems	46
Annex 13: WFP Somalia Theory of Change Kismayo Port	47
Annex 14: WFP Tanzania Theory of Change Lake Victoria	48
Annex 15: Acronyms	49

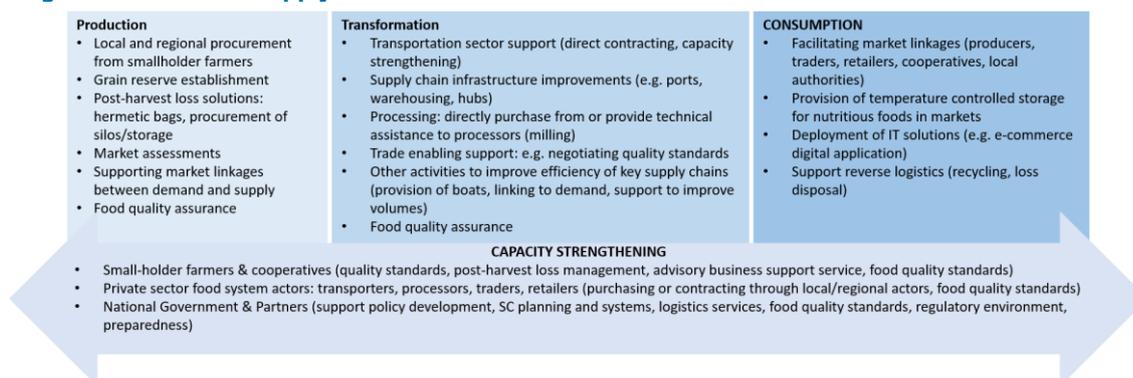
1. Background

1. These terms of reference (ToR) were prepared by the World Food Programme (WFP) Regional Bureau in Nairobi (RBN) based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These ToR are for the final thematic evaluation of **WFP Supply Chain Outcomes in the Food System in the Eastern Africa region**, covering nine country offices (CO) (**Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, Uganda**). This evaluation is commissioned by WFP Regional Bureau for Eastern Africa in Nairobi (thereafter RBN) and will **cover the period from January 2016 to December 2020**. The evaluation will take place **from August to December 2021**.
3. The subject of the evaluation includes a **wide range of supply chain activities** implemented by procurement and logistics teams, in collaboration with programmes, within WFP RBN and nine of its COs. At country level, these activities are anchored within Country Strategic Plans (CSPs), and serve to operationalize programmatic priorities, and are often integrated with specific programme modalities and activities to achieve target CSP outcomes. At a regional level, RBN has begun looking at these activities more holistically to strengthen its overall impact on increasing access to and availability of affordable quality nutritious foods. A newer emphasis in achieving this goal is through strengthening country food systems and local economies. At a lower level, activities are viewed to be more directly contributing to the following outcomes: supply chain resilience and competitiveness, as well as reducing food loss/waste.
4. While activities and overall focus differ by country, activities generally fall within three categories: production, transformation, and consumption (see summary description table below and section 3 for more details) and contribute to higher level outcomes in different ways. Across these activities and above-mentioned outcomes, WFP has begun adopting a food systems lens, which ultimately entails designing and implementing activities in a way that takes into consideration how interventions integrate and effect with the actors, linkages, and dynamics across the food system from production through consumption. For WFP, the below activities are critical points of intervention that leverage supply chain expertise towards addressing key food systems issues. During the inception phase, activities to be considered by the evaluation will be further prioritized.

Figure 1: Illustrative Supply Chain-focused Activities



1.2. CONTEXT

5. WFP RBN oversees ten low-, and middle-income countries in the Eastern Africa region: Burundi, Djibouti, Ethiopia, Eritrea, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda.¹ With some of WFP largest and most complex operations, RBN assists over 30 million people. Aligned with nationally selected Sustainable Development Goals (SDG), in particular SDG 2 on ending hunger and SDG 17 on revitalizing global partnerships for implementation of the SDGs, RBN's operations encapsulate key thematic areas, such as Emergency Preparedness and Response, Food Systems, and Social Protection. In 2020, RBN received a total budget of USD \$2.9 billion.
6. Eradicating hunger and malnutrition are one of the great challenges of our time, and the East African region is one of the most food insecure regions of the world. The region is faced by complex shocks ranging from conflicts, economic, and climate shocks such as drought, floods that are cyclical in nature, and desert locust infestation, all of which had weakened food systems'

¹ While Eritrea is a country within the RBN region, there is currently no operational footprint and this country will not be a focus of the evaluation.

resilience and increased food insecurity. More than 18.7 million people were categorised as food insecure in the region in 2019. Climate change shocks and health crises, land degradation, conflict and economic disparity, population growth and urbanization, technology and digitalization, represent the key drivers and challenges that supply chain need to consider and overcome.

7. Food systems² – the production, distribution and consumption of food – are not meeting the needs of large sections of society. Improving the performance of food systems and their ability to cater even for the poorest is key to achieving Zero Hunger, as flawed or broken food systems can affect food security in a number of ways. They can drive prices up, making it difficult to afford nutritious food, or prevent smallholder farmers from making good profits from their crops. Across the world, food systems face myriad problems, a few primary examples include:
 - The “last mile” problem – The vast majority of the hungry poor are isolated – geographically, economically, socially and politically – and hard to reach. Even when nutritious food is available, it is often too expensive.
 - The “bad year” or “lean season” problem – When crops fail, or during the lean months between harvests, poor families in both urban and rural areas lack the resources to meet their food needs and are forced to adopt detrimental strategies to cope, including eating less, and less nutritious, food.

The “good year” problem – Even a plentiful harvest can have its downsides. Inadequate capacity to store, market and transport food surpluses causes food prices and quality to drop. Farmers are unable to put their produce for sale at a premium when demand is highest, food is wasted and spoiled, and market volatility is sharpened.
8. In the region, food systems are not supportive of dietary diversity and access to nutritious foods and there is overreliance on unsustainable crop varieties and imports. Limited infrastructure and uncompetitive, vulnerable supply chains, limited market access for smallholder farmers, and high food waste and loss represents the key challenges experienced in the region³.
9. Food availability in the Eastern Africa region is influenced by several factors such as domestic food production, commercial food imports and exports, the amounts delivered through food assistance programmes and amounts held by governments and other entities. Available information indicates an overall food deficit situation with considerable variation across the countries (see below a summary for each country and more details for each country on the context can be found in **Annex 1**). The gap in deficit countries is filled mostly by Uganda and Tanzania as well as by oversea imports. In the region, Uganda is a major food producer and supplier while most countries have high dependence on food imports, especially for Djibouti, Ethiopia and Somalia.
10. These problems may affect women more, in part because many traders are female and they may be excluded from decision-making processes. Countries across the region experience gender inequalities which affect food security of men and women. A recent report measured gender equality along four dimensions namely self-sufficiency, decision-making ability, freedom from violence and unpaid labour in a number of countries.⁴ In Kenya, for instance, women experience lower levels of empowerment as compared to men.
11. The vast scale of humanitarian assistance required in fragile settings is due in part to the compounded disruptions and inefficiencies in food systems caused by climate change and/or resulting from protracted conflict. COVID-19 has also been a shock multiplier driving vulnerabilities, risks, and needs to historic levels. In the Eastern Africa region, it is estimated that the number of food insecure people in the region will increase to more than 41 million,⁵ in part due to COVID-19. Particularly for supply chains, global and local demand shifts and supply delays and interruptions have affected regional and local food systems. According to a study conducted by Boston Consulting Group, some staple crop prices have increased (19% for dry maize in Kenya, and 20% for teff in Addis), Global disruptions have also led to shortages or delays for critical inputs, driving up prices, while household incomes reduce and demand patterns shift.⁶

Country Context Information:

12. **Burundi** is a land-locked and one of the poorest countries in the world. More than 50% of the population is chronically food insecure. **The total annual production of food would only cover for 55 days per person per year** (*Food And Agriculture Organisation (FAO), Dec 2017*). The high population density, as well as the influx of returnees from Tanzania and refugees from the Democratic Republic of Congo (DRC), contributes to competition and disputes over scarce natural resources. Over 90 percent of the population depends on agriculture for their livelihood.

² In its simplest definition, the food system consists of *everyone and everything involved in producing, distributing, or consuming food*. It comprises “all of the people and activities that play a part in growing, transporting, supplying, and, ultimately, eating food. These processes also involve elements that often go unseen, such as food preferences and resource investments.” Source: High Level Panel of Experts Food Systems Framework, 2017.

³ WFP, *Food Systems in Fragile Settings: Identifying gaps and opportunities to support access to improved diets. Fill the Nutrient Gap Report*, July 2020

⁴ <https://www.wfp.org/publications/power-gender-equality-food-security>

⁵ WFP, UN Habitat, “Impact of COVID-19 on Livelihoods, Food Security, & Nutrition in East Africa,” 2020, https://docs.wfp.org/api/documents/WFP-0000118161/download/?_ga=2.205712657.364549341.1626080424-839920464.1603866585

⁶ Boston Consulting Group, “East Africa’s Rebound: How businesses can emerge stronger from COVID-19, and how governments can support them,” <https://media-publications.bcg.com/East-Africa-Rebound.pdf>.

13. **Djibouti** is a low-middle income country and the most food deficit country in the Horn of Africa. Despite recent economic growth, poverty rates stand at 79 percent. The climate is hot and dry, desert-like arid, characterized by less than 200 mm of rainfall per year which hinders agricultural production. As a result, **the country has to import 90 percent of its food commodities which makes it highly dependent on international market prices**. The port of Djibouti is a secure regional hub for the transshipment and relay of goods, connecting Asia, Africa and Europe intersect. It currently meets 95 percent of neighbouring countries' maritime transport needs and plays a crucial role in providing a humanitarian hub for regional crisis response for WFP and its humanitarian partners.
14. **Ethiopia** has made important development gains over the past two decades, reducing poverty and expanding investments in basic social services. However, food insecurity and under-nutrition still hinder economic growth⁷. The country is home to the second largest refugee population on the continent, hosting over 750,000 registered refugees from Eritrea, Somalia, South Sudan and Sudan. Recurrent drought, flash floods and failed harvests have left a negative legacy on many families, who have lost livestock and other productive assets. Also, the security in Tigray remained unstable and unpredictable as of June 2021. The situation is particularly volatile in rural areas where large numbers of people are believed to have fled. Due to the conflict, farmers missed the harvest season and with regional trade blocked, the local markets are close to collapsing. The Government estimates that 5.2 million people are in urgent need of food assistance in the Tigray Region. As such, **Ethiopia is one of WFP's largest supply chain operations**.
15. **Kenya**, a lower-middle-income economy is transforming rapidly. However, social, and economic inequalities persist and more than one third of Kenyans live below the poverty line. **Agriculture remains the main economic driver, although 80 percent of the land is either arid or semi-arid**. Rapid population growth, climate change, stagnating agricultural production, gender inequalities and underperforming food systems are the most significant challenges to food and nutrition security. The most severe living conditions exist in the arid north, which is underdeveloped, drought prone and affected by frequent tribal conflicts. Kenya hosts a large population of refugees, highly dependent on international assistance.
16. **Rwanda** is a small, landlocked country and **one of the most densely populated countries in Africa**. Since the 1994 genocide, the Government of Rwanda has recorded significant achievements in poverty reduction, gender equality, environmental sustainability, food production, education and public health, in line with the Millennium Development Goals. However, 38.2 percent of the population continues to live below the poverty line and almost one fifth is food insecure.
17. **Somalia** continues to make progress to recover from decades of conflict, underdevelopment, and instability since the re-establishment of the Federal Government in 2012. However, climatic shocks combined with persistent conflict, gender inequality and protracted displacements continue to exacerbate food insecurity. Systemic problems such as limited investments, infrastructure and regulatory frameworks, as well as climate variability, **limit the potential of Somalia's food systems to ensure access to and consumption of nutritious food**. As of May 2018, 2.7 million people cannot meet their daily food requirements today and require urgent humanitarian assistance, with more than half a million on the brink of famine.
18. **South Sudan**: the civil war that has been tearing South Sudan apart since December 2013 is causing widespread destruction, death and displacement. 1.47 million people are internally displaced and another 2.2 million are refugees in neighbouring countries. A collapsing economy, reduced crop production and **dependence on imports** seriously undermine people's ability to secure sufficient nutritious food all year round, putting millions of lives at risk. In 2017, famine was declared in two counties. As of January 2020, 7.5 million people are in need of humanitarian assistance.
19. **Sudan**, in 2019, faced a **worsening economic crisis**, including high inflation and rising prices for essential items such as food, medicine and other commodities. After months of civil protest, a Transitional Government was formed in September 2019. However, a large number of displaced people, including refugees from neighbouring countries, a volatile economic situation, increased climate variability, environmental degradation, disease outbreaks, malnutrition, gender inequality, and the risk of relapse back into potential conflict present significant hunger challenges. The conflict in the Tigray region of Ethiopia that escalated early November 2020 has led people to flee across the border into eastern Sudan to seek safety. According to UNHCR, over 56,000 people had arrived in Kassala, Gedaref and Blue Nile states (as of 5 January 2021).
20. **Uganda** is a land-locked country in East Africa and **produces more food than it consumes**. Yet, poverty still limits people's access to nutritious food, especially in the north and east of the country. A fast-growing population – expected to reach 100 million by 2050 – and the presence of the world's third largest refugee population pose further challenges to the country's ability to achieve Sustainable Development Goal 2 on Zero Hunger. Uganda hosts more refugees than any other country in Africa, including people who have fled from South Sudan, DRC and Burundi. The Government gives refugees plots of land to cultivate, to encourage their self-sufficiency. However, as the number of refugees – especially from South Sudan – grows, these plots become gradually smaller.
21. Because of the nature of WFP's work, our partnerships, programmes and capacities stretch across food systems, and are especially strong within the "midstream" – where food is transported, stored, handled, processed, wholesaled and retailed. Supply Chain is the backbone of WFP's operations, enabling the organization to deliver life-saving assistance to 30 million people in the Eastern Africa region. This is made possible by an array of complex and diverse functions – spanning end-to-end

⁷ As per the 2020 Humanitarian Development Plan (HRP), an estimated 8 million people require food assistance

planning, food and services procurement, food safety and quality, logistics, in-house shipping, aviation and cash-based transfers (CBT) and markets. Supply Chain also extends its expertise to partners and the wider humanitarian community, through the provision of common services, helping them to achieve their operational goals. As of October 2020, 256,000 metric tons of food were procured in the region. Out of the food utilised by the Country offices in RBN in 2020 (excluding in-kind donation), 37% were purchased locally and regionally.

22. Aligned with the 2015 policy recommendations of the Committee on World Food Security, WFP fosters links between smallholders and public and private food procurement, including by purchasing the food used in food assistance from smallholder farmers. **WFP's Local and Regional Food Procurement Policy** aims at enabling WFP to boost its local, regional and pro-smallholder procurement. **WFP's Supply Chain Strategy (2017-2021)** defines the Supply Chain's mission as applying its leadership and expertise to support international, regional and national efforts to eradicate hunger and poverty in all its forms. It will do this not only by delivering food and services for emergencies and other needs, but will work to enable countries to be better able to respond to emergencies on their own. It will also help strengthen local markets to be more efficient and assist its international partners.
23. Outside of WFP, myriad actors engage in and work towards more inclusive, sustainable food systems. As part of the planned Food Systems Summit⁸ in September 2021, organized by Secretary-General Antonio Guterres, national governments, UN agencies, member states, civil society, academia, private sector actors, and others are coming together with renewed energy and focus to discuss and lay out ambitious new actions, innovative solutions, and plans to transform the food systems. In the lead up to the Summit, each country within the RBN region will also be holding national dialogues on the subject.

⁸ Food Systems Summit: <https://www.un.org/en/food-systems-summit>

2. Reasons for the evaluation

2.1. RATIONALE

24. The evaluation is being commissioned for the following reasons:

- a. In 2020, Food Systems was identified as a priority area for WFP RBN. While much of what WFP does could be considered as food systems work, food systems is an important new lens being adopted to better design and learn from WFP programmes and operations, taking into consideration the actors, interlinkages, and dynamics from production through to consumption.
- b. Supply Chain (SC) plays a critical role in operationalizing WFP's vision and planned engagement in food systems, and evidence to inform and strengthen its activities and how it operates is crucial. However, past evaluations of WFP have not explicitly assessed the contribution of WFP supply chain activities beyond its general role to deliver food/cash assistance for WFP programming. As a result, there is a notable gap in evidence and understanding on how supply chain processes and activities contribute to wider outcomes across the food system. RBN has thus commissioned this evaluation to:
 - i. **Better understand the outcomes (positive or negative) of WFP RBN (the regional bureau and its COs) supply chain interventions on increasing access and availability of affordable quality nutritious, the food system more broadly, local economies, and prioritized lower level outcomes (supply chain resilience and competitiveness, and food waste/loss.⁹)**
 - ii. **Inform the potential scale up of successful interventions for greater systems level change**
 - iii. **Support RBN to understand and redefine its capacity strengthening approach towards key supply chain actors, including local market actors and country/local governments**
- c. In September 2021, the **Food Systems Summit** organised by UN Secretary-General Antonio Guterres will take place. While the evaluation evidence will not be available for the Summit, the findings will be used to inform envisioned post-summit follow-up actions. More comprehensively, this evaluation is also needed at this time as the evidence generated will be presented at the **2022 Africa Logistics Conference** where 'building back better' will feature as a key topic.

25. **Who will use the results?** First and foremost, the findings and recommendations from this evaluation will be used by WFP RBN and COs across the region. Second, the WFP Headquarters (HQ) Supply Chain may use the findings to review and enhance the global supply chain approach and advocacy in relation to sustainable food systems. Finally, the findings may also be used by other supply chain actors that WFP works with to enhance their engagement with governments, private sector (transporters, wholesalers, retailers) and smallholder farmers.

2.2. OBJECTIVES

26. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability** – The evaluation will assess and report on results of supply chain activities and how they are contributing to different levels of change. At a high level, the focus is on assessing contribution to the availability and access to affordable nutritious foods, and more broadly to strengthening the food system and local economies. At a slightly lower level, the focus will be on the key RBN priority outcome areas: supply chain resilience and competitiveness, and food loss/waste reduction.¹⁰
 - **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and inform learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems. Findings will be also used to inform how WFP can better scale successful interventions for greater systems level change.
27. For this evaluation, more weight will be given to the learning objectives. As stated above, the main objective is to contribute to filling the existing evidence gap and better understanding its contribution to higher level change within food systems. In addition, learning is a focus because this evaluation will assess activities in a new light, not necessarily how they were initially designed, and because supply chain activities are often not included in existing performance measurement and monitoring systems (objectives, indicators, targets). On this front, the evaluation will also draw recommendations on how to better reflect supply chain activities in WFP CSPs and effectively measure performance/monitor this type of work.

⁹ Achieving this outcome by leveraging and supporting local and regional production/sources is an important aspect for WFP.

¹⁰ It is important to note that these priority areas were recently developed based on a review of WFP supply chain activities and the focus of most ongoing work. These priority areas may not have been explicit during the design and initial implementation of many supply chain activities.

28. As WFP is committed to enhancing Gender Equality and Women’s Empowerment (GEWE) and Human Rights through all its work, another objective of this evaluation will be to assess whether supply chain activities within food systems are equally accessible to men and women as well as people with disabilities and if not, what the barriers are and for whom, and most importantly what could be done to break these barriers.

2.3. STAKEHOLDER ANALYSIS

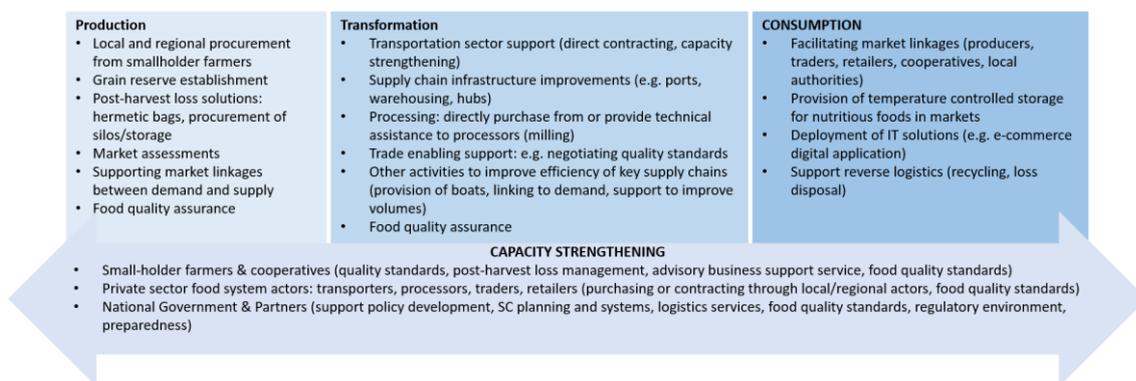
29. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. In addition to RBN and the COs across the region who are the primary internal users, a number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. This includes Supply chain and programme/CBT staff, Government Ministries and male and female food systems actors (e.g. food producers, retailers, traders, transporters, etc.). **Annex 2** provides a preliminary stakeholder analysis showing who the stakeholders are, what their interests are and their likely uses of the evaluation. This analysis will be deepened by the evaluation team during the Inception phase.
30. To ensure accountability to affected populations, WFP is committed to include beneficiaries as key stakeholders in WFP work. WFP is also committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic). In this evaluation, beneficiaries of WFP work are the men and women retailers, transporters, smallholder farmers, and other supply chain actors, as well as national/local government actors that participate in supply chain activities.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

31. The evaluation will focus on the supply chain activities implemented in Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda from January 2016 to December 2020. Please refer to **Annex 3** for a regional supply chain map. Additional operational and programmatic details will be made available at the inception stage of the evaluation.
32. The subject of the evaluation includes a wide range of supply chain-led activities implemented both by procurement and logistics teams within WFP RBN and nine COs from January 2016 through December 2020. Transfers, such as in-kind and cash, are at the core of supply chain work and are a primary mechanism for creating demand and impacting supply of nutritious food in food systems. However, myriad activities supporting and enabling these transfers and other programmatic priorities and impacting the wider food system and local economy are being implemented, but are not currently well recognized, visible, or have an adequate evidence base. These types of supportive, enabling, and related activities led by supply chain units are the subject of this evaluation.
33. An illustrative list of these types of activities is included in Figure 2 and generally fall within three categories: production, transformation, and consumption.
 - Production activities within supply chain focus on food supply, with an emphasis in strengthening local food procurement; storage, food safety & quality assurance, and reducing food loss/waste.
 - Transformation activities focus on how that food moves or is processed before it reaches consumers (transport, trade, national supply chain infrastructure, value addition through processing, etc.).
 - Under consumption, activities focus more directly on enabling consumers to access nutritious diets by ensuring affordable nutritious foods reach markets in adequate quantity and quality; , market actors are connected to and can meet the demand (often support by WFP cash/food transfers) for nutritious foods.
 - Cutting across all these areas are activities focusing on policy development and capacity strengthening to improve the performance of supply chain actors, as well as governments to sustain gains after WFP interventions end and in a way that enhances the food system in each country to become more sustainable, equitable, and inclusive, especially for vulnerable populations at the “last mile.”

Figure 2: Illustrative Supply Chain-focused Activities



34. At country level, these activities are anchored within the CSPs, integrating with wider programming modalities and activities to achieve specified outcomes. At a regional level, through consultation with COs, these activities are now being looked at in terms of higher-level change goals and broader contributions to strengthening food systems.¹¹ As such, activities contributing to priority outcome areas (at various levels) are the focus. Priority outcome areas include: access/availability to nutritious foods, strengthening local economies (especially through supply chain competitiveness and resilience to shocks), and food waste/loss reduction.
35. It must be emphasized that supply chain activities often serve operationalize programmatic priorities and for many activities, both programmatic and supply chain units are involved at certain stages or work in an integrated fashion. This integration makes it difficult at times to clearly distinguish whether an activity is supply chain or programmatic for the subject of the evaluation. As much as possible, however, this evaluation should focus on those activities where supply chain units lead or

¹¹ Adoption of a food systems lens varies by countries and is generally in a nascent state across the bureau. In practice, a food system lens entails designing and implementing activities in a way that takes into consideration how interventions integrate and effect with the actors, linkages, and dynamics across the food system from production through consumption.

aspects of activities where supply chain units bring their expertise and core capabilities to bear as a way to focus and clarify the subject of the evaluation. This is not, however, to ignore important aspects of integration that may be contributing to any identified results. Additionally, as illustrated above, the range and number of activities presents challenges in focusing the subject of the evaluation and has implications for the scope. **To ensure the subject is clear and the scope is feasible, the exact activities and areas of interest will be prioritized during the inception phase.**

36. To give greater context to these activities, at regional level, in 2019, RBN handed over 1,177,835 metric tons (mt) of food commodities to Cooperating Partners to reach a total of 19,193,859 food insecure people, and USD 270 million in CBT was distributed through local retailers¹². As of 2021, WFP engages with 2,671 retailers across the region. As of August 2020, 171,947 mt of food was purchased locally and regionally for a value of USD 75 million. Most of it was coming from Uganda (41%) and Tanzania (30%), while a smaller portion came from South Africa (12%) and Rwanda (8%). In the region, white maize is the top commodity procured in terms of quantity and value (126,332mt for \$38.6m), followed by beans and corn soya blend. RBN moves around 1,300,000mt of food per year throughout the region which corresponds to approximately 43,300 truckloads and engagement with 631 transporters. To accomplish this, RBN at a regional level has supported COs worked to open and optimize important supply chain corridors across countries.¹³

Country	Number of Transporters	Number of Retailers	Mt of Food purchased locally and regionally	
	2021	2021	2016	2020
Burundi	4	NA	4,492 (2%)	2,488 (1%)
Djibouti	34	23	NA	NA
Ethiopia	36	279	74,750 (27%)	5,578 (3%)
Kenya	114	708	14,891 (5%)	3,431 (2%)
Rwanda	13	NA	25,435 (9%)	13,733 (8%)
Sudan	108	173	NA	NA
Somalia	54	1150	4,000 (2%)	NA
South Sudan	136	338	70 (0%)	4,500 (3%)
Tanzania	32	NA	28,500 (10%)	51,216 (30%)
Uganda	100	NA	126,230 (45%)	71,000 (41%)

37. Figure 3 has been developed by WFP Kenya to highlight its conception of food systems and overall approach of supply chain work as a whole. This diagram can be applied to the region, though not all country offices are active in every area.

Figure 3 Kenya Food Systems + Supply Chain Approach



38. At a country level, supply chain activities, grounded in the CSP, support and integrate with programmatic priorities and activities to varying degrees. Across each country, activities focusing in different ways to respond to their unique contexts.

¹² WFP, WFP East and Central Africa Regional Achievements, Annual Country Report 2019

¹³ Older data, prior 2020 will need to be collected from the COs at the inception phase of the evaluation

- a. **Burundi:** The focus is mainly on capacity strengthening and providing the government, humanitarian and development partners, such as the Burundian Red Cross, with technical support to set up and enhance their logistics strategy, national grain reserves, and rehabilitate storage facilities, infrastructures and roads. For example, WFP works with Ministry of Agriculture, cooperatives and millers to support them in producing quality fortified flour.
- b. **Djibouti:** With the port of Djibouti being a regional hub for transshipment and relay of goods (meets 95% of neighbouring countries' maritime transport needs), it serves as a base for WFP to provide, on request, expertise, service and infrastructure to the humanitarian community (service provision on full-cost-recovery basis), and to strengthen the logistics capacity. Leveraging its expertise, WFP has established a logistics training programme focusing on transport and commodity handling. This initiative helps develop skilled labour in the logistics sector and support the Government's efforts in job creation. As another example, WFP provides silo storage and bulk grain supply chain solutions to governmental and development agencies. In addition, WFP Djibouti provides support to refugees and food-insecure Djiboutian through the delivery of Cash-Based Transfers and as such it engages with 23 retailers.
- c. **Ethiopia:** Ethiopia is one of WFP's largest supply chain operations, managing the movement of over 500,000 mt of food per year to 3,000 distribution points and 26 refugee camps. WFP Ethiopia engages with 279 retailers. One priority is to strengthen and enable the national self-reliance, especially for government and its systems to meet its food needs (both humanitarian and general food needs), by leveraging WFP's operational footprint. For instance, WFP works with the Government on supply chain capacity-strengthening activities, including reducing port congestion with the Ethiopian Maritime Affairs Authority, strengthening the road transport sector with the Federal Road Transport Authority, and supporting the National Disaster Risk Management agency in its implementation of an end-to-end food tracking system. Also, the WFP-managed UNHAS service provides air transport for humanitarian partners and cargo to seven destinations where transport infrastructure does not exist.
- d. **Kenya:** The Government's priorities include strengthening market integration and addressing inefficiencies in supply chains, particularly in remote areas. As such, WFP Kenya aims at increasing resilience by focusing on food systems and by leveraging its supply chain expertise with a strong market-based approach and retail engagement strategy. In Kenya, WFP works with 708 retailers. WFP also works to ensure that government, humanitarian and development partners can benefit from effective and cost-efficient logistics services – including air transport, common coordination platforms and improved commodities supply chains, to address losses, waste and inefficiencies. Partnerships with the private sector is central, especially in the context of Supply Chain innovations with, for instance, the establishment of eco-friendly coolers for fresh produce (zero-energy brick cooler and evaporative charcoal cooler). Strong focus is also on capacity strengthening, including on food safety and quality and on post-harvest loss management.
- e. **Rwanda:** WFP works closely with the government and local factories to support food safety policy, especially with regard to the Aflatoxin level which can affect the quality and the production of the nutritious Super Cereal Plus (SC+) that is sold and used by WFP across the region. On that matter, WFP also works with Food To Market Alliance (FTMA) on innovative solutions to identify and reduce aflatoxin level in agriproducts. For example, WFP provide the Ministry of Agriculture and private sector actors with trainings on warehouse management, stacking techniques and fumigation principles. WFP Rwanda also delivers supply chain services. During COVID19 pandemic, WFP ensured adequate transport and continued food supply at the local markets in and around the refugee camps despite lockdown, restricted movements between districts and financial measures put in place by Government.
- f. **Somalia:** WFP Somalia aims at strengthening food systems by providing technical support to improve food supply chains. WFP acts as a service provider (provision of services, skills, assets and infrastructure) for the rehabilitation and strengthening of food supply chain. Through infrastructure projects, WFP strengthens national capacity to bolster supply chain. For instance, WFP has supported the rehabilitation of the maritime infrastructure, such as Mogadishu port and dredging of Bossaso port, to enhance efficiency by enabling access for larger vessels and brought economic benefits as trade volumes have increased. Efforts are now focused on raising funds to rehabilitate the strategically important southern port of Kismayo. WFP Somalia also leads the e-shop home delivery application covering all key areas of Somalia: local retailers (1150) receive order via the app and WFP-mobilised delivery service providers fetch the order and deliver to consumer households. The project has boosted local markets and supply chains.
- g. **South Sudan:** While insecurity has disrupted food production and supply routes, the operational context is challenging in terms of maintaining the supply chain. 80% of the country is inaccessible by road for half of the year. WFP South Sudan provides air transport and coordinated logistics services to humanitarian partners, including FAO, UNICEF, the Red Cross and non-governmental organizations (NGO) to ensure the delivery of assistance to remote, hard-to-reach areas. Services also include procurement and transportation of humanitarian cargo by road, river, and air across the country; fleet management including vehicle repair and maintenance; and storage and warehouse services. In 2019, WFP saw an increasing demand for support, with services provided valued at USD 6 million, a USD 4 million increase from 2018. This was coupled with a 300 percent expansion to storage space made available to the humanitarian community. WFP South Sudan engages with 338 retailers.
- h. **Sudan:** WFP Sudan aims to enable national institutions to take on a greater role in emergency response and improve their systems and thus reduce food insecurity. This represents an important evolution in focus, from directly delivering assistance to both delivering assistance and supporting partners in their delivery of assistance. Decisions on the sourcing

of food will therefore take into consideration the most feasible transfer modality, regularly evaluating national retail networks and the capacity of the institutions necessary to CBTs (WFP engages with 173 retailers). WFP Sudan aims at continuing to source food, goods and services from both local and international suppliers while increasing the number of qualified and capable vendors and investing in infrastructure. Food purchased in the Sudan might also serve the requirements of the neighbouring countries for which WFP Sudan provides logistics support. Furthermore, WFP Sudan provides the government with technical support to set up and enhance their national grain reserves to boost emergency response capacity.

- i. **Uganda:** Adopting a more holistic approach, WFP Uganda focuses on food systems as a whole and on supply chain gaps. WFP buys more food in Uganda than in any other developing country. The food serves operations in not only Uganda but also other countries in East Africa. In 2018, WFP bought more than 188,000mt of food (maize, beans and sorghum) mainly coming from smallholder farmers (80% - 90%)¹⁴. Also, WFP provides other humanitarian agencies with supply chain services and expertise to support their operations in Uganda and the region. Working with the Ministry of Agriculture and other UN agencies, WFP trains smallholder farmers (including refugees and members of host communities) on ways to increase productivity, diversify crops to enhance nutrition, control quality and access markets. WFP works to increase the capacity of national and subnational institutions to coordinate and manage food security and nutrition programmes and respond to shocks, including through the development of a unified platform to register beneficiaries of government and development partners programmes.
39. At the time of the development of this TOR, there is no regional level theory of change (TOC) for supply chain activities. During the Inception phase, the evaluation team will be expected to review initial thinking around a possible TOC (**Annex 11**) and further strengthen it. At the country level, some specific activity and overarching theories of change exist in a few countries (e.g. Somalia and Kenya) (**Annex 12, 13 and 14**). Thinking around how WFP's operational supply chains and wider support to country and regional supply chains supports the wider food system varies across countries and is in an early stage at the regional level. This evaluation will help deepen this reflect and inform activities moving forward.
 40. Although no specific gender analysis has been used to develop this evaluation ToR and no specific gender analysis has been produced concerning the supply chain activities, the evaluation should mainstream gender perspectives and considerations through all stages of the evaluation and making sure that the most vulnerable women will be considered adequately.
 41. Existing evaluations on the subject is minimal, though results of the delivery of in-kind and case-based assistance are captured to some extent in various programmatic evaluation reports. At a regional level, two evidence exercises, currently in progress, may inform the evaluation team's work during inception phase: The WFP Supply Chain Contribution to Market Development and Food Systems in Southern Africa: A Thematic Evaluation, January 2018-March 2021. The evaluation team may be able to consider some of the initial findings and key recommendations while developing the inception report.¹⁵ Additionally, an evaluation of Kenya's Strategic Objective 2 (a focus on food systems) is also currently underway, with baseline completed and midline currently underway¹⁶. A study on the Economic Impact WFP's Procurement and Logistics in East Africa will also be implemented in parallel to this evaluation that the team may benefit from. Beyond evaluations, myriad analyses and assessments do exist, informing supply chain and food systems work more broadly that can be considered by the evaluation team in the inception phase.

3.2. SCOPE OF THE EVALUATION

42. **Timeframe:** The period covered by this evaluation is WFP RBN supply chain activities implemented from January 2016 through December 2020.
43. **Activities and target groups:** This evaluation will evaluate a select number of supply chain activities (see figure 2 above) implemented both by procurement and logistics team within WFP RBN and its COs. RBN recognizes there are a wide range of activities listed. During inception phase, a feasible number of activities will be prioritized (across the region and for specific COs) during inception phase. Target groups are the beneficiaries/recipients of assistance and capacity strengthening activities, who include men and women retailers, transporters, traders, processors, wholesalers, retailers, and other supply chain actors, as well as national and local government actors that benefit from supply chain activities.¹⁷ Beyond target actors, the evaluation should also focus on the enabling environment, physical infrastructure, and market systems supported by target activities.
44. **Geographical scope:** The evaluation will cover nine countries offices supported by WFP in Eastern Africa, i.e. Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda. It will cover urban, peri-urban and rural areas where supply chain activities have been implemented (see **Annex 3** for regional supply chain map). As this is a broad regional level evaluation, it will not be feasible to go into the same level of depth or analysis for each country. Therefore, a broad regional level complemented by 2-3 focal countries is proposed (exact countries to be determined during the inception phase). This will enable the evaluation to more deeply explore and illustrate trends, challenges, opportunities, or other specifics for select COs or across contexts in a feasible, cost-effective way.

¹⁴ Local and Regional Food Procurement Policy

¹⁵ The final report is expected to be available in August 2021

¹⁶ The Midline Evaluation Report is expected to be available by the end of 2021

¹⁷ The impacts on recipients of assistance are an important consideration, though not the core focus of this evaluation.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

45. The evaluation will address the following key questions, which will be further refined and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of Supply Chain activities towards higher level outcomes and system level changes, with a view to informing future strategic and operational decisions.
46. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Evaluation questions and criteria

Criteria	Evaluation Questions
Relevance/ Appropriateness	<ol style="list-style-type: none"> 1. To what extent are supply chain interventions informed by programmatic nutrition priorities, market assessments, climate change risks, and gender analyses? <ol style="list-style-type: none"> a) To what extent and how have the above analyses been most useful to WFP supply chain teams and activities? 2. To what extent are supply chain interventions relevant and appropriate to local food systems across the different country contexts?
Effectiveness	<ol style="list-style-type: none"> 3. What are the most significant results being achieved by supply chain activities? <ol style="list-style-type: none"> a) To what extent have supply chain interventions contributed to supply chain resilience¹⁸ and competitiveness¹⁹, and food waste/loss? What is the significance or scale of its contribution or results? b) To what extent and how have supply chain activities contributed to a stronger enabling environment (policy/regulatory environment) for supply chains, the wider food system, and local economies? c) What factors, including operational modalities and procedures as well as contextual factors, influence results and how? 4. To what extent do activities effectively support inclusion and representation of women, youth, and vulnerable actors across the supply chain? 5. What routine data or other evidence may help strengthen and inform supply chain activities moving forward towards greater effectiveness, impact, and sustainability?
Effectiveness/ Efficiency	<ol style="list-style-type: none"> 6. How well are supply chain and programme units collaborating to design, plan, and execute activities and programmes? <ol style="list-style-type: none"> a) How does the level of collaboration and integration influence outcomes, if at all? b) Are supply chain capacities and capabilities effectively leveraged to achieve desired outcomes and contribute to wider systems level change? 7. What, if any, efficiency gains have been realized through WFP supply chain interventions? How or why?

¹⁸ Resilience is defined as resilience to shocks, natural or man-made, including climatic shocks, economic shocks, shocks caused by insecurity, and others.

¹⁹ Aspects of supply chain competitiveness may include: cost efficiency, reducing lead times, shortening supply chains, ability of supply chain actors to innovate at scale.

Criteria	Evaluation Questions
Impact (contribution)	<p>8. To what extent and how are supply chain interventions contributing to wider impacts (more resilient and inclusive food system, strengthening local economies, increasing access and availability of affordable nutritious foods)?</p> <p>a) What are the intended and unintended effects of interventions? Are there any differential effects across contexts or for different target audiences, including female or youth supply chain actors?</p> <p>b) What activities or combination of activities most significantly contribute, and why?</p> <p>c) What factors affect (positively or negatively) this contribution?</p> <p>d) What opportunities exist to further strengthen WFP's contribution towards wider impact?</p> <p>9. What effect has the nature and scale of WFP's network of supply chain actors (especially traders, processors, transporters, retailers) had on observed results and dynamics in the food system and local economy?</p> <p>a) Has WFP been able to utilize its scale and position to negotiate the best prices for end consumers?</p> <p>10. How are results (positive or negative) distributed across food system actors? Are certain actors benefitting more than others?</p> <p>a) What equity considerations should be made?</p>
Sustainability	<p>11. To what extent are results from supply chain interventions sustainable?</p> <p>12. To what extent are WFP interventions strengthening capacity of key government institutions and supply chain actors? In what ways?</p> <p>a) How are supply chain activities contributing to the capacity (knowledge, skills, operational capacity) and dynamics between key supply chain actors, including women and youth?</p>

47. In addition to the key questions above, lessons learned should be captured. Key lessons of interest are those that:

- inform supply chain strategy and operations
- enhance achievement of focal outcomes and wider impact on the food system and for focal outcome
- ensure gender equality and women's empowerment and youth engagement throughout the supply chain

4.2. EVALUATION APPROACH AND METHODOLOGY

48. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria above;
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the average decentralized evaluation budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used;
- Adoption of a **utilization-focused approach** is expected, and proposals including **participatory and innovative approaches** is highly encouraged.

49. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory, etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods, etc.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

50. Acknowledging the diversity of activities across the region and scale of the evaluation, mixed method approaches should be proposed and utilized in the most cost-effective way to answer the evaluation questions. The below methods are proposed, but proposals may include other methods considered best to answer the evaluation questions.
- a. **Desk Review and Context Analysis:** A careful documentation analysis of existing data and information from secondary sources (including strategy documents, CSPs, programme or operational documents, procurement and logistics data, market assessments, and others), to assess the supply chain landscape and support analysis of activities in each country/ across the region is expected. All relevant data for many activities is not currently centralized and this will also serve as a method to consolidate relevant data sets and information.
 - b. **Complexity aware methods:** As described in the subject of the evaluation, the nature of the evaluation subject is complex (i.e. regional dimension, varying country contexts, focus on identifying outcomes that may or may not have been explicit at design stage, and higher systems level change goals, etc.). Proposed methods should be sensitive to the nature of this subject. Methods to answer effectiveness and contribution (impact) questions, particularly evaluation questions 3 and 8 could include: Significant Instance of Policy and Systems Improvement, Qualitative Impact Assessment Protocol, Outcome Harvesting, other contribution analysis methods, or some form of Most Significant Change. Other similar methods could also be considered as well.
 - c. **Case Study:** As this is a broad regional level evaluation, it will not be feasible to go into the same level of depth or analysis for each country and for each supply chain activity. Therefore, case study approach for 3-4 countries is proposed (exact countries and exact priority areas/supply chain activities to be determined during the inception phase). This will enable the evaluation to more deeply explore and illustrate trends, challenges, opportunities, or other specifics for select COs or across contexts. A deep dive and comparison analysis between more conflict affected states (e.g. Somalia & South Sudan) and the other more development-oriented countries in the region (e.g. Kenya, Rwanda), for example, could be reflected in the case study approach. The case study approach is likely where any potential survey could take place to remain within budget constraints.²⁰
 - d. **Other qualitative and quantitative methods:** Traditional qualitative methods (Key Informant Interviews, Focus Group Discussions, etc.) and quantitative methods (surveys) can be considered as well for relevant evaluation questions.
51. The methodology proposed should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that any primary data collected is disaggregated by sex and age, as appropriate; and an explanation should be provided if this is not possible. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from the most vulnerable groups and equity-sensitive ways before fieldwork begins. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
52. An Evaluation Committee and Evaluation Reference Group will be employed to ensure independence and impartiality. Furthermore, an Evaluation Manager will be selected who has not been involved in supply chain activity design or implementation.
53. The following potential risks to the methodology have been identified:
- a. Lack of outcome level objectives and relevant monitoring data for measuring progress against higher level objectives for all interventions. As mentioned above, most interventions were designed with specific operational objectives and monitored according to traditional operational metrics. Higher-level outcomes have only recently become a focus and thus there may be challenges in obtaining some data or information related to focal outcomes. To mitigate this, the evaluation team may have to allocate additional time to process operational data or collect additional data that may not have been collected during activity implementation. Proxy measures or additional data triangulation to inform findings, conclusions, and recommendations may be needed.
 - b. Access to some sites or beneficiaries may be limited due to COVID-19, political (or other) unrest, and natural disasters in focal countries or sites.

²⁰ As an example, a potential survey could focus on income and efficiency gains for transporters in a sampled country. Wherever possible, existing survey data should be utilized. In parallel with this evaluation, an economic impact study (utilizing advanced modelling techniques) of supply chain activities across the region will take place. There may be opportunities for the evaluation to draw upon or benefit from this study.

- i. As a result of COVID-19 and associated travel restrictions, international consultants may face travel restrictions and quarantine measures to enter certain RBN COs. Face-to-face interviews may also not be possible for certain countries.
 - ii. To mitigate this risk, the evaluation team needs to ensure the methodology is feasible and flexible, developing different scenarios (with a best-case scenario, and inclusion of potential scenarios based on whether international movements remain allowed). National team members may need to lead on the primary data collection, supported by international team members remotely who will attend on-line interviews with WFP and key regional and national stakeholders (United Nations, donors, Government officials, cooperating partners), where possible. Any key informant guiding questions should be simplified to the extent possible ensuring they remain manageable. Remote data collection or alternative data collection methods should also be considered.
 - iii. WFP RBN and the Evaluation Manager will provide an update on the ethical and political situations in RBN COs, including recent COVID-19 regulations and restrictions.
54. During the inception phase, the evaluation team should expand on the methodology presented and develop a detailed evaluation matrix.

4.3. EVALUABILITY ASSESSMENT

55. The evaluation team will have access to a great number of quantitative data on procurement (quantities, commodities, location and type of stakeholders), as well as on transportation (origin, destination, expenses, network, stakeholders). Additional data, such as monitoring data, project reports, sales data will be available from the SC Dashboard in DOTS²¹, as well as in the Country Office Monitoring and Evaluation Tool (COMET), and SCOPE²². Information will be available both on a regional perspective and will be able to be disaggregated at the country level. Gender disaggregated data will also be shared when available. The complete list of available data will be shared with the evaluation team during the kick-off meeting.
56. Among the main limitations in terms of data, qualitative information is limited, and primary data collection will be needed. Additionally, no TOC or logical framework exists. However, a preliminary TOC has been developed for this evaluation (**annex 11**), but needs further refining. The Evaluation team will be able to draw on examples of TOCs from specific SC interventions in Tanzania, Somalia, and an integrated programmatic/supply chain TOC from Kenya. Traditional outcome indicators have not yet been developed and do not yet guide current operations, however, there are specific Key Performance Indicators (KPI) developed to measure data reliability, corridors utilization, transport performance, food loss and performance, funds management and fleet management. Finally, the level of quality of data and information, as well as the sources available, can differ from one country to another.
57. Concerning the quality of data and information, the evaluation team should:
- Critically assess data availability and reliability as part of the inception phase expanding on the information provided. This assessment will inform the data collection and the choice of evaluation methods.
 - Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

58. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities. Ethical considerations, particularly with regard to data collection during the COVID pandemic (such as the use of remote data collection when possible, use of a local company with national enumerators, etc.) should be well developed during the inception phase.
59. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
60. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Supply Chain activities nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide

²¹ WFP's new data platforms that supports evidence-based decision-making and launched in 2019.

²² SCOPE is WFP's beneficiary and transfer management platform that supports the WFP programme intervention

by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team will also be expected to sign a data protection agreement.

4.5. QUALITY ASSURANCE

61. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
62. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. 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.
63. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
64. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
65. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),^[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
66. 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.
67. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.
68. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
69. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

^[1] [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

70. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. **Annex 4** presents a more detailed timeline.

Table 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	1st May – 6th August	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation Manager
2. Inception	9th August – 17th September	Inception mission Inception report	Evaluation Team
3. Data collection	20th September – 15th October	Fieldwork Exit debriefing Preliminary Findings brief for the Food System Summit	Evaluation Team
4. Reporting	18th October – 24th December	Data analysis and report drafting Learning workshop Comments process Evaluation report	Evaluation Team
5. Dissemination and follow-up	27th December – 21st January	Management response Dissemination of the evaluation report	Evaluation Team and Evaluation Manager

5.2. EVALUATION TEAM COMPOSITION

71. The evaluation team is expected to include 2 to 4 members, including the team leader and evaluation specialists. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. Given current COVID-19 travel restrictions, there is a strong case for having strong regional or national consultants on the team. At least one team member should have WFP experience, and the team should have experience in supply chains and food systems.

72. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- Evaluation design and application of different methods;
- Strong expertise on Food security and food systems in the context of Eastern Africa and strong understanding of food supply chains and what influences efficiency, effectiveness and loss. Strong knowledge of WFP humanitarian and development contexts, and strong understanding of supply chain, market development and the retail sector in East African countries;
- Gender expertise/good knowledge of gender issues in food security, as well as Food Systems;
- All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with the Eastern Africa region.
- The evaluation will be conducted in English and all products initially developed in English. Intermediate knowledge (level B) in French is also desired, but not mandatory, for the French speaking countries in the region.

73. The team leader will have more than 15 years of expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
74. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
75. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Aude Mommeja, WFP RBN Evaluation Manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

76. The RBN **management (Director or Deputy Director)** will take responsibility to:
 - Assign an evaluation manager for the evaluation: Aude Mommeja, Regional Evaluation Specialist
 - Compose the internal evaluation committee and the evaluation reference group (see below)
 - Approve the final ToR, inception and evaluation reports
 - Approve the evaluation team selection
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
 - Organize and participate in two separate debriefings, one internal and one with external stakeholders
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
77. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.
78. An internal **evaluation committee (EC)** is formed to help ensure the independence and impartiality of the evaluation. The evaluation committee will oversee the evaluation process, make key decisions and review evaluation products. Annex 5 provides further information on the composition of the evaluation committee.
79. **An evaluation reference group (ERG)** is formed as an advisory body with representation from WFP RBN, WFP COs, partner agencies, governments and implementing partners (Annex 6 provides further information on the composition of the ERG). The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.
80. **RBN COs** will be responsible for facilitating access to key documents and to key internal and external stakeholders in collaboration with the evaluation manager.
81. **The Office of Evaluation (OEV)** is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function (wfp.decentralizedevaluation@wfp.org) and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required.

5.4. SECURITY CONSIDERATIONS

82. **Security clearance** where required is to be obtained from RBN and targeted COs
 - Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.

- 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 situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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, especially to safeguard women’s security in the field. 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.

83. To avoid any security incidents, the evaluation manager is requested to ensure that:

- The WFP country office 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 team members observe applicable United Nations security rules and regulations – e.g. curfews, COVID-19 National rules etc.

5.5. COMMUNICATION

84. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should emphasize transparent and open communication with key stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The Evaluation Manager will develop a specific communication plan, aligned with the Evaluation Communication Strategy, that will be developed and shared with the evaluation team during the inception phase. It will include and details specific communication methods, as well as roles and responsibilities among the EC and ERG members, COs and RBN colleagues. The communication plan will identify the users of the evaluation to involve in the process and to whom the report should be disseminated. It will indicate how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
85. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
86. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the report will be made public.
87. In addition to the final evaluation report, a PowerPoint presentation and an Evaluation Brief will be expected from the ET to support dissemination.

5.6. BUDGET

88. The evaluation will be co-financed by the RBN Supply Chain and RBN Evaluation Units’ funds.
89. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). The total budget for the evaluation will be released in tranches against the high quality and timely delivery of specific key deliverables. The proposals will be assessed according to technical and financial criteria. Firms are encouraged to submit realistic, but competitive financial proposals. The budget is inclusive of all travel, subsistence and other expenses; including any workshops or communication products, and translation costs that need to be delivered.
90. Please send any queries to Nikki Zimmerman, Regional Evaluation Officer (nikki.zimmerman@wfp.org), and Aude Mommeja (aude.mommeja@wfp.org), Evaluation Manager for this evaluation.

Annex 1: Context per countries in RBN

In this annex, more details are provided on the context of each country in RBN, especially on gender inequality, national policies and plans, and on WFP's priorities and activities. Information comes from the Country Strategy Plans and the Country briefs.

Burundi	
Country Context	
<p>Burundi is a land-locked country, exposed to natural disasters that disturb agricultural production and thus affect the food security of the population and the fragile economy. Burundi ranks 184th of 188 countries in the 2016 human development index and 108th of 159 in the gender inequality index.</p> <p>With an estimated population of 11.7 million people in 2017, Burundi has the second highest population density in sub-Saharan Africa. Population growth of 3.1 percent per year is among the highest rates in the world and aggravates pressure on land. More than 45 percent of Burundians are children under 15 years of age.</p> <p>The majority of the population lives below the poverty line, particularly in rural areas. Poor people are heavily reliant on the agriculture and informal employment sectors, which are characterized by unreliable production and income. In the 2014 global hunger index, Burundi has the highest hunger score in the world. Agricultural productivity is the lowest in the subregion, at 3.6 mt/ha. 4 4.</p> <p>The country's hilly topography and high elevation make the population particularly vulnerable to natural risks and disasters. The National Strategy for Risk Prevention and Disaster Management (2012–2015) reported that the major risks are droughts, flooding of swamps and lowlands and mudslides.</p> <p>From 2015, because of extreme climate events among other factors, several internal and external displacements occurred within the Burundian population. Internal displacement amounts to 150,000 people, 5 of whom half are women. Since 2017 a gradual return to places of origin has been observed.</p> <p>Women still face major challenges in attaining socio-economic empowerment. Women usually work for free on family holdings and have limited access to appropriate production and conservation technologies. Gender-based violence is widespread, affecting one out of two women. Survivors of gender-based violence often face exclusion, discrimination or stigma, discouraging them from reporting and therefore receiving the assistance they need.</p>	
Key country and national actors' priorities	
<p>The country's Poverty Reduction Strategy Paper II (PRSP II) for 2012–2016 has been extended to 2018 and is anchored in Burundi Vision 2025. It provides a common framework based on four pillars: consolidating good governance and promoting gender equality; generating sustainable growth that creates jobs; improving access to and the quality of basic social services and strengthening social safety nets; and promoting development through sustainable environmental and land management.</p> <p>Various policies deriving from PRSP II contribute to the achievement of Sustainable Development Goal (SDG) 2. The Government prioritizes transformation of the food system from subsistence farming to market-oriented agriculture to ensure adequate food security and incomes for households while managing natural resources in ways that are integrated and sustainable. In the health sector, reduction of chronic malnutrition among children under 5 is a priority. Development work should use gender-transformative approaches to promote the establishment of an enabling environment for gender equality.</p>	
WFP activities in the country	
As of May 2021, Burundi Country Office has:	<p>In Numbers</p> <p>2,734 mt of food assistance distributed</p> <hr/> <p>USD 297,364 cash transferred under assistance to refugees and IDPs</p> <hr/> <p>US\$ 14.6 m net funding requirements for the next six months (June - November 2021)</p> <hr/> <p>660,992 people assisted in May 2021</p>

Djibouti

Country Context

Djibouti is one of the smallest countries in Africa, with a total land area of 23,200 km², of which less than 1,000 km², or – 0.08 percent of the total, is arable. Agricultural production meets only 10 percent of food needs, making Djibouti largely dependent on imports. Djibouti is subject to recurring climate shocks, including floods and droughts, and frequent influxes of refugees from neighbouring countries. Djibouti is a low-middle-income country with a population of 957,000, of whom 80 percent live in urban areas, mainly the city of Djibouti. It ranks 172nd of 189 countries on the Human Development Index. Despite recent rapid growth, poverty and unemployment remain high: 20.8 percent of the population is classified as extremely poor and living below the international poverty line of USD 1.90 per day.

The labour market is characterized by gender inequality. Unemployment is increasing and is currently 62.8 percent among young people, 68.6 percent among women and 54.6 percent among men. The gap between men and women reflects the lack of work opportunities for women and structural discrimination. Economic gender inequality is high. Women's per capita income is less than half of men's and their participation in the labour force is 36 percent, compared with 68 percent for men. Decent work for women would be a major factor in their empowerment and would contribute to zero hunger.

Djibouti's port – the principal cargo transit point for Ethiopia, providing a key link for commercial transport routes to the Horn of Africa, including those that are part of the Belt and Road Initiative. Recent investments in ports and railways are intended to enhance Djibouti as a regional trade and logistics hub. The port also plays a critical logistics role in large-scale emergency responses, such as that for Yemen. While the recent rapprochement between Ethiopia and Eritrea might result in the creation of another outlet to the Red Sea for Ethiopia, it is unlikely that Ethiopia will cease using Djiboutian ports altogether. The development of infrastructure around the Doraleh Container Terminal should ensure that Djibouti's ports remain central to Ethiopia's maritime trade and retain their role as international trading hubs.

Djibouti hosts 27,803 refugees and asylum seekers from Eritrea, Ethiopia, Somalia and, most recently, Yemen, who are unable to meet their basic food and nutrition needs without WFP assistance.

Key country and national actors' priorities

In August 2014 the Government launched Djibouti Vision 2035, a new model for economic development, aimed at reducing absolute poverty by one third by 2035. Its five pillars, each aligned with specific SDGs, are national peace and unity (SDG 16); good governance (SDG 16); a diversified economy (SDGs 8 and 15); consolidation of human capital (SDGs 3 and 4); and regional integration (SDGs 7, 8, 9 and 17). Vision 2035 is the Government's first attempt to implement a long-term strategy for poverty reduction and sustainable development.

A national social protection strategy was approved by the Government in October 2017, followed by a national social protection policy in 2018. In 2015 the Government launched the national family solidarity programme (Programme national de solidarité famille, or PNSF), a safety-net programme that provides a basic income to households that are vulnerable to poverty, food insecurity and malnutrition through quarterly unconditional cash-based transfers. The Ministry of Social Affairs is responsible for the implementation of all social protection projects.

Since 2017 the Government is increasingly committed to promoting women's entrepreneurship to advance their economic empowerment, but this commitment has not yet translated into related national-level policies or strategies.

WFP activities in the country

As of May 2021, Djibouti Country Office has:

In Numbers

187mt of food assistance distributed

USD 104,169 cash-based transfers made

USD 2.7 m six months (May - October 2021) net funding requirements

70,660 people assisted in May 2021



Ethiopia

Country Context

Ethiopia has a highly diverse population of 102 million people: 49.82 percent are women and girls and 50.18 percent men and boys. Annual population growth is 2.6 percent. About 42 percent of Ethiopians are under 15 years of age. Eighty-three percent live in rural areas and depend on rainfed agriculture for their livelihoods.

Ethiopia has invested heavily in infrastructure, agriculture, education, health, disaster risk management and safety nets. These investments have led to significant progress in economic and social development including increased life expectancy, reductions in income poverty and malnutrition, increased school enrolments and expanded access to health services, fresh water and improved sanitation.

Despite these gains, however, major challenges remain. Eighty-seven percent of the population is “multidimensionally poor”, suffering from some combination of food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities. These challenges are experienced differently among different population groups owing to gender and other systemic inequalities. In particular, pastoral and lowland areas, mainly in the regions of Afar, Oromia and Somali, lag behind on nearly all social indicators.

Gender inequalities resulting from harmful cultural practices and structural and social discrimination contribute to poor health, nutrition, education and livelihood opportunities for women and girls. Compared with men and boys, women and girls are strongly disadvantaged in all sectors.

Historic reforms in the political sphere, security institutions and the economy have met with broad popular support. However, long-suppressed ethnic differences are being expressed, often violently, leading to rising tensions, mass population displacements and serious humanitarian crises that are stretching the resources and capacities of the Government and its partners. Long-standing and widespread vulnerability to a range of shocks is high. In 2020, 1.8 million Ethiopians (50.1 percent of whom are women and girls and 49.9 percent men and boys) are internally displaced as a result of conflict, drought and flooding, and 1 million returning internally displaced persons require humanitarian assistance. National elections scheduled for late 2020 or early 2021 will be decisive to the country’s political destiny and will require careful management.

Ethiopia maintains open borders for people fleeing conflict in neighbouring countries and, with support from the international community, hosts 735,000 refugees in 26 camps. The refugees originate from Eritrea, Somalia, South Sudan, the Sudan and elsewhere; 50.1 percent of them are women and girls and 59 percent children. Ethiopia launched a Comprehensive Refugee Response Framework, which includes the provision of work permits, the right to live outside camps, civil registration and improved access to education for refugees.

As a landlocked country Ethiopia lacks direct access to seaports. Road and storage infrastructure have expanded significantly but remain inadequate. Seasonal congestion and slow bureaucratic processes persist. These challenges increase risks and costs for the Government and other public and private stakeholders.

Key country and national actors’ priorities

The CSP has been developed alongside the Government’s Ten-Year Perspective Plan (2020–2030) and HGER, the next phase of the PSNP (Phase V) and the new UNSDCF for Ethiopia.

The ten-year perspective plan (for July 2020–June 2030) represents the Government’s long-term vision for development as Ethiopia moves towards middle-income status. Eight broad priority areas have been identified: macroeconomic reform, structural transformation, industry, infrastructure, energy, human development, urban development and housing, and population. The plan details six thematic pillars guiding investment: quality growth, productivity and competitiveness, sustainable macroeconomic growth, green growth and climate change, institutional transformation, and private sector development and engagement. Nine priority sectors have been identified: agriculture, manufacturing, tourism, minerals, urban development, innovation and technology, infrastructure, energy, and logistics.

The HGER is an essential element of the Government’s long-term vision and has the aim of providing an enabling environment for establishing the private sector as the engine of economic growth for a middle-income economy that is inclusive and pro-poor. The HGER builds on the significant socioeconomic progress that Ethiopia has registered in the past while also addressing the persistent gaps in development outcomes and access to social services in comparison with benchmarks from other lower-middle-income countries. 39. Five objectives have been identified for addressing structural issues and sustaining rapid and inclusive economic growth, thereby setting the country on a path to prosperity: build a resilient and diversified middle-income economy; eradicate

extreme poverty and hunger; build human capacities; build a modern policy and institutional framework that an emerging economy requires; and build an efficient, resilient and well-functioning financial market.

Impact of Covid-19

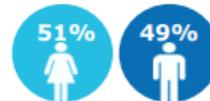
Like all affected countries, Ethiopia faces significant humanitarian and development risks linked to these unprecedented phenomena, with major implications for vulnerable people throughout the country. The urban poor, destitute, homeless and those working in informal sectors of the economy are likely to be highly affected. Women make up 65 percent of the informal workforce, and they are the most severely impacted.

WFP activities in the country

As of April 2021, Ethiopia Country Office has:

In Numbers

2 million people assisted



US\$ 728,340 cash transferred made

US\$ 395.5 million (May - October 2021)
net funding requirements

21,050 mt of food assistance distributed

Kenya

Country Context

Kenya is transforming rapidly. A decade of stability and consistent economic growth resulted in the achievement of lower-middle-income status in 2014. Social, economic and gender inequalities persist, however; 39 percent of working-age Kenyans are unemployed, for example, and most of the unemployed are under 35. Over one third (35.6 percent) of the population of 48.5 million lives below the international poverty line. Lack of access to adequate food remains a major challenge, resulting in significant undernutrition and food insecurity, particularly in arid and semi-arid lands, which are underdeveloped and drought-prone and often suffer from conflicts between communities over limited natural resources.

Agriculture remains the main economic driver, although 80 percent of the land is either arid or semi-arid. Kenya's fast-growing population – increasing by 2.9 percent per year – and increasingly frequent climate shocks are contributing to natural resource scarcity and land degradation. Inefficient value chains do not respond to the needs of smallholder farmers and poorer consumers.

Kenya hosts a large population of refugees (nearly 500,000), mainly in camps in remote, food-insecure counties. Unable to work or move freely, refugees are highly dependent on international assistance. Global acute malnutrition among refugees in 2017 is 9.7 percent in the Dadaab refugee camp, 10.6 percent in the Kakuma refugee camp and 5.8 percent in the Kalobeyei integrated settlement. Stunting in most camps is below 20 percent. An anaemia prevalence of more than 40 percent in all camps is of great public health significance.

Devolution is a major thrust in the country's 2010 Constitution and has led to the establishment of 47 elected county governments. The counties are enhancing accountability and improving public service delivery at subnational levels but many still lack capacity and resources for planning, budgeting and implementing programmes, including for nutrition and food security. Kenya has not yet achieved the two thirds gender rule, which is a constitutional requirement that no more than two thirds of the members of elective public bodies be of the same gender.

Smallholders account for 75 percent of agricultural output and 70 percent of market supplies. Women provide 80 percent of farm labour and manage 40 percent of smallholder farms, but own only 1 percent of agricultural land and obtain only 10 percent of agricultural credit. Yields of several staple crops have declined because of land degradation, high costs of inputs and services, overdependence on rainfed production and post-harvest losses of 20–30 percent for cereals and 40–60 percent for fruits and vegetables. Livestock productivity is affected by scarcity of water and pasture, limited extension services and weak value chains.

Food systems are threatened by pressure on land and natural resources, exacerbated by population growth and increasingly frequent climate shocks. However, there is potential for improving soil and water conservation and unlocking abundant natural resources, including substantial surface and groundwater in arid and semi-arid lands. Commodity value chains are generally underdeveloped. A rapidly growing urban population presents an incentive for strengthening nascent commercial food chains, which would benefit producers, traders and consumers.

Key country and national actors' priorities

The Government's "Big Four" priorities are food and nutrition security; manufacturing (blue economy, agroprocessing, leather and textiles); affordable housing; and universal health care. To achieve its commitment to 100 percent food and nutrition security the Government will enhance large-scale production, drive smallholder productivity and reduce the cost of food.

The Government has made efforts to support gender mainstreaming. The Constitution adopts a people-centred and human rights-based approach to governance. However, the enabling legal frameworks for institutionalizing gender equality and women's empowerment at the county level remain inadequate.

WFP activities in the country

As of April 2021, Kenya Country Office has:

In Numbers

9,513 mt of food commodities distributed

US \$ 3.2 m cash-based transfers made

US \$ 118.1 m six months (May–October 2021) net funding requirements

846,060 people assisted in April 2021



Rwanda

Country Context

Since the 1994 genocide, the Government of Rwanda has recorded significant achievements in poverty reduction, gender equality, environmental sustainability, food production, education and public health, in line with the Millennium Development Goals. In the post Millennium Development Goal era, the Government is committed to implementing the 2030 Agenda and addressing the significant challenges that remain and has prioritized achievement of the Sustainable Development Goals (SDGs) as a central element in its development strategies.

Rwanda is a low-income, least-developed country with a population of 11.2 million people, of whom 52 percent are women and girls and 48 percent men and boys. The population is growing at 2.4 percent per year and the country has one of the highest population densities in sub-Saharan Africa. Rwanda ranks 159th of 188 countries on the Human Development Index and 84th of 159 on the Gender Inequality Index; 44.9 percent of the population lives below the income poverty line.^{3,4} Undernourishment affects 4.8 million people (41 percent of the population) and approximately one fifth of the population is food-insecure.

The topography of Rwanda – mostly high-altitude, rugged and mountainous – constitutes a considerable challenge for the largely agrarian population. Rwanda is at risk of natural and human-caused shocks such as destructive weather events caused by climate change, including droughts, floods and landslides, and environmental degradation and economic crises that impede socio-economic progress.

Rwanda currently hosts 175,000 Congolese and Burundian refugees and asylum seekers, of whom 79 percent reside in camps and the remaining 21 percent are urban refugees. Many refugees have been present in the country for decades, with limited prospects for repatriation in the immediate future. The "forgotten crises" in these neighbouring countries, where protracted volatility is exacerbated by political instability, may lead to further arrivals of refugees.

National agricultural output has increased steadily over the last decade, but its share of gross domestic product declined from 37 percent in 2000 to 33 percent in 2017 as a result of strong comparative growth in other sectors. Low crop yields and animal productivity are hampering food security improvements, especially among subsistence farmers. Thus, support for smallholders has become an increasingly important focus of the Government and development partners, and there is a particular need for further investments that support productivity, post-harvest handling and proper functioning of food markets. Women, who account for 80 percent of the smallholder workforce, remain key players in the agriculture sector, producing food for domestic consumption and for markets, but they experience discrimination as a result of social norms and power imbalances that undermine, for instance, their land rights and access to financial, extension and other services. This in turn tends to prevent women from contributing to their own livelihoods and national production.

Key country and national actors' priorities

In addition to the Vision 2020 and Vision 2050 development plans, the Government's 2017– 2024 National Strategy for Transformation (NST) embraces the SDGs and focuses on three pillars: social transformation, economic transformation and transformational governance. The social transformation pillar is aimed at reducing poverty, promoting resilience and eradicating malnutrition; in the economic transformation pillar the priority is support for the smallholder farmer sector, including through improved post-harvest handling and enhanced access to well-functioning markets; and the aim of the transformational governance pillar is to consolidate good governance and justice as building blocks for equitable and sustainable national development.

The Government prioritizes gender equality and women's empowerment by promoting women's socio-economic and political participation in the realization of national goals, as detailed in the cross-sector National Gender Policy, which promotes gender mainstreaming in order to achieve gender equality and equity as prerequisites for sustainable development.

WFP activities in the country

As of March 2021, Rwanda Country Office has:

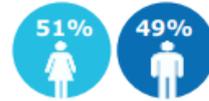
In Numbers

665.027 mt of food assistance distributed

USD 439,849 cash-based transfers made

USD 7.2 m six months (April -September 2021) net funding requirements, representing 30 percent of total requirements.

224,597 people assisted
In March 2021



Somalia

Country Context

Over the past two decades, Somalia has endured persistent periods of conflict, political instability, and environmental and economic shocks, resulting in widespread hunger and malnutrition. Over half of the country's 12.3 million people live below the poverty line of USD 1.9 per day. Conflict, drought and floods have triggered large-scale displacements: 2.6 million Somalis are displaced and an additional 1 million are refugees in neighbouring countries. Since 2012, Somalia has evolved from a "failed" state to a "fragile" state with the establishment of the Federal Government of Somalia. Significant progress continues with the founding of permanent political institutions and a federal institutional structure. These developments, however, have not yet delivered benefits for the majority of the Somali people. Cycles of conflict, drought and floods and the resulting damage to infrastructure left many without access to basic public services, now being progressively re-established.

Inequality is high. Internally displaced person (IDP) settlements fare the worst, with poverty rates of over 70 percent. Between 70 and 80 percent of IDPs and refugees are women and children. Gender inequality in Somalia is the fourth highest in the world, with high levels of gender-based violence, harmful practices such as girl marriage, the under-representation of women in decision-making bodies and discriminatory customs relating to the production, procurement, purchase and preparation of food. School enrolment and educational attainment are low and access to education is skewed in favour of boys, who constitute 56 percent of children enrolled in primary school. Only 17 percent of children living in rural areas and IDP settlements are enrolled in primary school. Somalia also has a growing population of young people for whom unemployment is a concern.

From mid-2015, severe drought conditions, conflict, increased displacement, lack of access to basic services and the absence of a formal social protection system caused an acute food and nutrition crisis that brought Somalia to the brink of famine in 2017. Scaled-up humanitarian assistance and some seasonal improvements helped to avert famine, but humanitarian and recovery needs are expected to remain high. The latest drought caused an estimated USD 3.25 billion in damage and losses, resulting in a recovery process that is likely to last many years. 8 With historical trends showing droughts occurring regularly at intervals of 2–3 years in the deyr season and 8–10 years in consecutive deyr and gu seasons, alongside annual flooding during the rainy season, it is expected that seasonal hardships will be extended and that recovery will be hindered in the absence of resilience strengthening measures.

Key country and national actors' priorities

The NDP is the overarching framework for development priorities in Somalia. It has a strong focus on poverty reduction and is built on six pillars: consolidating peace, security and the rule of law; institution building; inclusive

and sustainable economic growth (targeting the private sector and agriculture, livestock and fisheries); social and human development (targeting health, nutrition and education); infrastructure rehabilitation; and building national resilience. The cross-cutting themes of the plan are gender, youth, capacity development, human rights, and the environment. The priorities for establishing a social protection framework and safety-net system to reach the most vulnerable are outlined in the resilience-building chapter of the plan.

WFP activities in the country

As of May 2021, Somalia Country Office has:

In Numbers

US\$ 19.3 million assistance delivered through cash-based transfers

3,831 mt of in-kind food assistance distributed

US\$ 237.4 million six months net funding requirements representing 59 percent of the total **US\$ 403 million** for the next six months (June–November 2021)

2.5 million people assisted in May 2021



South Sudan

Country Context

After five decades of war, South Sudan became independent on 9 July 2011. A subsequent power struggle descended into widespread armed conflict; a peace agreement based on power sharing was signed in August 2015, and in April 2016 the President and the leader of the Sudan People’s Liberation Movement in Opposition formed the Transitional Government of National Unity. In July 2016, however, clashes between these forces in Juba reignited fighting, causing the deaths of hundreds of people, with widespread destruction, displacement and rape.

An economic crisis is being driven by the rapidly depreciating South Sudanese pound, shortages of hard currency, declining oil production and prices and dependence on imports. Insecurity regularly interrupts trade. Public service salaries are not paid for months at a time, decimating public administrative staff and depriving households of income. The urban poor are increasingly destitute and desperate.

Cultural norms and the decades of violence drive gender inequalities: men control most productive assets and powers, domestic violence is common and adolescent girls are often married to polygamous men. Maternal mortality is the highest in sub-Saharan Africa, and 80 percent of women are illiterate. There are significant differences in the ways that violence, displacement and food insecurity affect women, girls, men and boys. Gender-based violence and the forced recruitment of boys into military forces are common.

Conflict, insecurity and economic decline have taken an enormous toll in deaths, displacement and trauma. The peace agreement is not perceived as fully inclusive, and political and armed groups are mobilizing. Two million people are internally displaced, of whom 214,000 continue to shelter in sites protected by the United Nations Mission in South Sudan (UNMISS), and an additional 1.8 million people are refugees in neighbouring countries. Traditional livelihoods are being disrupted, and hunger and malnutrition are at historic high levels. Susceptibility to disease has increased, particularly with regard to malaria, cholera, kala-azar – visceral leishmaniasis – and measles. The Government has changed the number of states within the country and frequently appoints new authorities, adding to the political and administrative complexity.

South Sudan is prone to seasonal flooding and drought. Heavy rains from late April cause flooding in low-lying areas, disrupting agriculture and making 80 percent of roads impassable. Below-average and sporadic rainfall causes water shortages, poor harvests and livestock losses.

South Sudan has vast arable land areas, oil reserves, water resources and large cattle and fish stocks, but the absence of political and economic stability impedes sustainable progress towards humanitarian and development objectives. The lack of transport, communications infrastructure, market integration and investment in agriculture, combined with gender inequality, further impede progress.

Key country and national actors’ priorities

At independence, the Government developed the South Sudan Development Plan (2011–2016), followed by a 3 years extension, focusing on governance, economic development, social and human development, and conflict prevention and security. Conflict reversed initial gains and prevented further progress. The Government and opposition have developed separate strategies for addressing humanitarian priorities, including developing

frameworks for the return, resettlement and reintegration of refugees and internally displaced persons (IDPs). The crisis situation has limited the opportunities for implementing these strategies.

WFP activities in the country

As of May 2021, South Sudan Country Office has:

In Numbers

29,200 mt of food and nutrition assistance distributed*

USD 3 m in cash-based transfers made*

USD 140.3 m six months (June to November 2021) net funding requirements

2.6 m people assisted*
*in April 2021



Sudan

Country Context

The Sudan is a lower middle-income country currently experiencing its most stable period in 15 years. The partial lifting of economic sanctions has opened new opportunities for social and economic development. This, coupled with a reduction in the number of new internally displaced people (IDPs) and a stronger vision for peace in Darfur, provides a solid foundation for a shift from humanitarian assistance to assistance based on the nexus between humanitarian assistance, development and peacebuilding. The Sudan, however, remains characterized by macroeconomic instability, gender inequality, high rates of malnutrition and food insecurity. These internal challenges contribute to the country ranking 165th of 188 countries in the Human Development Index and 140th of 159 in the Gender Inequality Index, with serious gaps in most socio-economic indicators.

Two thirds of the population lives in rural areas, with the Sudan's economy heavily dependent on agriculture. The sector accounts for 40 percent of gross domestic product (GDP) and employs 45 percent of the labour force. While significant gender disparities in labour force participation exist, recent analysis of gender and food security indicates progress towards gender equality. Agriculture, particularly for smallholders, is mostly rain-fed, making increasing climate variability a key concern for the economy, livelihoods and food security. Agricultural productivity is low due to poor farming practices, major post-harvest losses, persistent gender gaps and conflict.

Since late 2017, the Sudan has experienced an elevated degree of economic instability. The monetization of fiscal deficits, loose monetary policy, devaluation of the Sudanese pound, the reduction of fuel subsidies and the elimination of wheat subsidies have contributed to rapid inflation. In addition, the capacity of government institutions to tackle the emerging challenges of economic instability, climate variability and conflict is limited.

The Sudan's extensive stretches of marginal land, low productivity and high dependency on natural resources make the country's food systems extremely vulnerable to climatic shocks, resulting in inter- and intra-seasonal disruptions. Furthermore, during the annual lean season (April–October), a large segment of the population relying on subsistence livelihoods, particularly women and the families they support, cannot meet their basic requirements for food and other necessities due to a lack of economic opportunities. These groups are particularly vulnerable during poor harvest years, leading to a further deterioration of livelihoods, adoption of negative coping mechanisms⁴² and the exacerbation of conflict. Consecutive bad years have a cumulative impact on vulnerable groups.

Agriculture employs half of the labour force, with women making up approximately 65 percent of the agricultural labour force. Agriculture is the primary source of food and income for the households engaged in the sector, and is strongly linked to and dependent on other sectors, notably trade and industry. Smallholder farmers produce 70 percent of staple food crops and are thus crucial to the achievement of SDG 2; however, they are among the most vulnerable population groups. Variable weather and limited competitiveness in the sector contribute to substantial fluctuations in food quality and quantity annually. Options for high-quality storage to stabilize food supply and income across good and bad years are limited, as are mechanisms to minimize post-harvest losses. Even in a good production year, farmers often fail to maximize profits due to inadequate agricultural management practices and indebtedness; this is especially the case for women smallholders, who often have limited access to financial and non-financial services.

Key country and national actors' priorities

National priorities of specific relevance to SDG 2 are highlighted in the ZHSR and include:

➤ increasing economic access to food by creating and improving rural livelihood opportunities that benefit women and men equitably through training, financial services and investment while also supporting national

efforts to prevent emergencies, maintain stable access to food and strengthen the national capacity to respond to emergencies;

> increasing agricultural productivity and food supply by supporting financial services to expand the output of small-scale producers, particularly women, diversifying crops and livestock and improving the availability of water through water harvesting, irrigation and dams;

> developing sustainable food systems and practices by developing a national resilience programme to enhance food security in the medium-term, to be part of and operated simultaneously with a long-term strategy addressing the underlying and basic causes of hunger and malnutrition and issues of equality and inclusion; and

> supporting food production capacities by identifying ways to increase smallholder farmer production and reducing food costs by improving farmers' physical access to markets and market costs and efficiency, with a focus on women farmers.

WFP activities in the country

As of May 2021, Sudan Country Office has:

In Numbers

4.2 million people assisted
in May 2021*



25,815 mt of food and nutrition assistance distributed*

USD 1.3 million of cash-based transfers*

USD 72.5 million six months net funding requirements
(June – November 2021)

Uganda

Country Context

Uganda is a landlocked low-income country ranking 163rd of 188 in the 2015 Human Development Index, 87th of 118 in the 2016 Global Hunger Index and 121st of 159 in the 2015 Gender Inequality Index. After 20 years of armed conflict in the north, peace and stability were largely restored in 2006. The fast-growing population is estimated at 39 million and will reach 100 million by 2050; 70 percent of Ugandans are under 24. Conflict in Burundi, the Democratic Republic of the Congo and South Sudan poses challenges to the achievement of development priorities. By 2017 Uganda was the third largest refugee hosting country, with 1 million refugees living in settlements, most of whom are women and children. Urban areas are now home to 20 percent of the population; the figure is expected to be 30 percent by 2035.

There are significant differences in food and nutrition security among women, men, boys and girls, the old and the young and in different regions. Lack of disaggregated data hinders identification of the underlying causes and the design of suitable interventions.

Key country and national actors' priorities

Vision 2040, which is aligned with the African Union Agenda 2063, sets out the aim of achieving lower-middle-income status by 2032 and upper-middle-income status in 20 years. National Development Plan II (2015/16–2019/20) (NDP II) envisages a competitive economy, gender equality, high employment and inclusive growth. Priority sectors for investment include agriculture, tourism, minerals, infrastructure and human capital development with equitable outcomes regarding age, gender and locality. NDP II includes the Settlement Transformation Agenda for refugee host areas, which integrates refugees into development planning and focuses on the needs of host communities.

The Northern Uganda Social Action Fund III focuses on three development components: livelihood support, community infrastructure repair and institutional capacity development. For farmers, the Government is promoting access to social and infrastructure services through public-private partnerships, technology through agricultural extension services and access to credit

WFP activities in the country

As of January 2021, Uganda Country Office has:

In Numbers

7,890 mt of food assistance distributed

USD 6.3 million in cash transfers made

USD 108 million six months (January – June 2021) net funding requirements

1,216,180 people assisted
in January 2021



Annex 2: Preliminary Stakeholder Analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in RBN (Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda)	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its food systems and supply chain programmes. The country offices will be involved in using evaluation findings for programme implementation, advocacy and/or in deciding on the next programme and partnerships.
Regional bureau for Eastern Africa (RBN)	Key informant and primary stakeholder - Responsible for both oversight and technical support for country offices, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply the learning to other country offices and for advocacy purposes. The evaluation findings will be useful to the RBN Programme functions to inform Food System and Supply Chain strategy and programme design and to determine how RBN can improve and scale its impact, fundraise and build in evidence generation, and strengthen WFP impact and innovation in the region. Other Regional Bureaux than RBN will also be interested in these findings as well.
WFP HQ divisions	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning, accountability and fund-raising purposes.
WFP Office of Evaluation (OEV)	Primary stakeholder – The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	Primary stakeholder – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Beneficiaries	Key informants and primary stakeholders - In this evaluation, beneficiaries of WFP work are the men and women retailers, transporters, smallholder farmers, and other supply chain actors; as well as national/local government actors who participate in supply chain activities. Indirectly, beneficiaries are also individuals and communities ultimately accessing and consuming nutritious foods.
Government of RBN COs (Agriculture, Transport, Infrastructure, Trade/EABC, Customs, Port authorities)	Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to supply chain resilience and efficiency (which impact on trade), capacity development, handover and sustainability will be of particular interest. Governments of RBN COs will have interest on the impact of Supply Chain efficiency gains on trade and how to increase trade, impact on food quality and safety, and impact on Food System resilience.

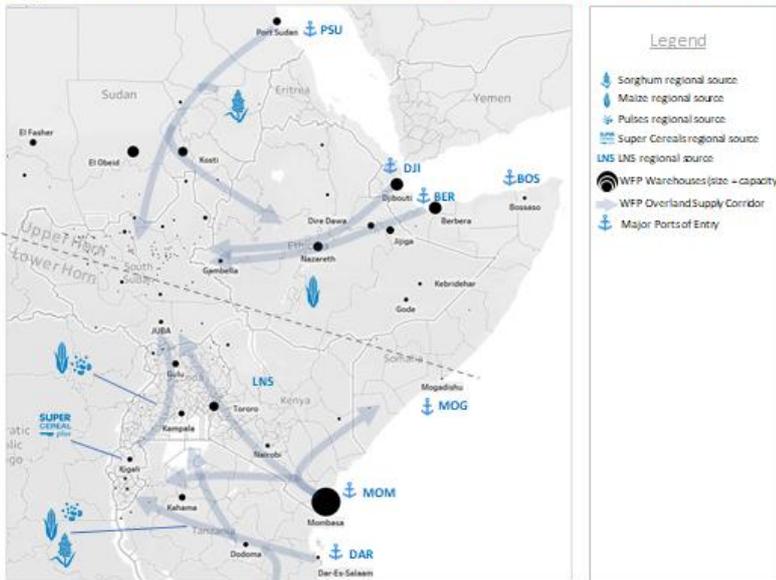
<p>United Nations country team (UNCT)</p>	<p>Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. The UNCT's will have additional interest in the evaluation findings. Food Systems may be a particular emphasis in upcoming United Nations Sustainable Development Cooperation Frameworks (UNSDCF) (the new iteration of former United Nations Development Assistance Frameworks – UNDAFs).</p>
<p>Non-governmental organizations (NGOs)</p>	<p>Key informants and primary stakeholder - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.</p>
<p>Donors (USAID, Netherlands, Scandinavian donors)</p>	<p>Secondary stakeholders - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Findings may also influence future funding priorities.</p>
<p>Private Sector (processing, transport, warehousing, wholesalers, traders, retailers, etc.)</p>	<p>Key informants and primary stakeholder – Actors from the Private Sector are WFP partners for the implementation of some SC activities, and may also be recipients of capacity strengthening or other support from WFP. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.</p>

Annex 3: Map



RBN | Regional Corridors

Regional Sources of Commodities, Port of Entries, Major warehouses and Overland Corridors

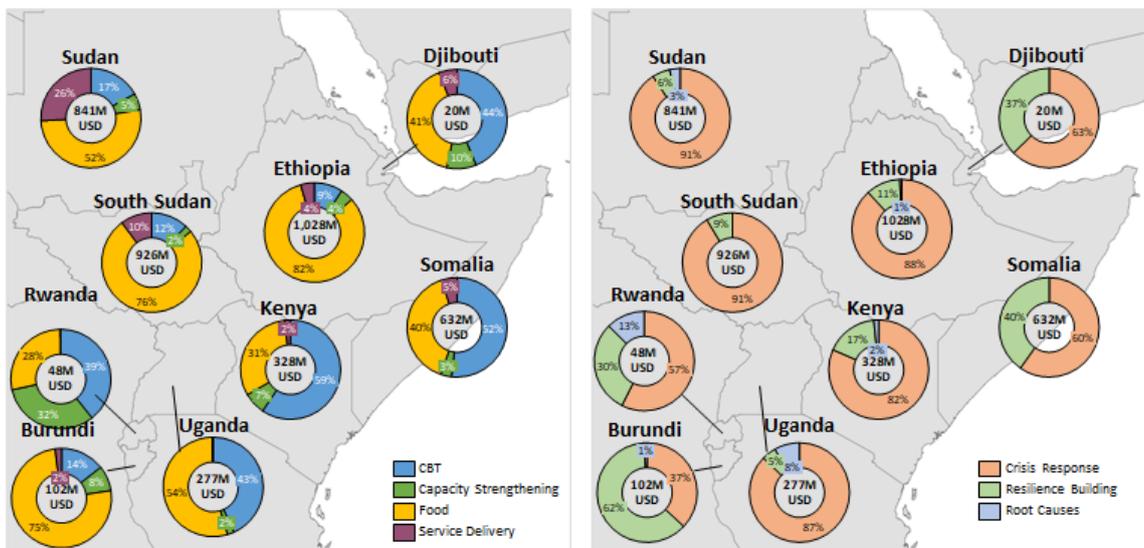


Source: RBN Logistics | Last Update: 21/04/2021



RBN | Programmatic Portfolio 2021

Breakdown of the Needs Based Plan 2021 per Modality & Focus Area (FCR, USD)



Source: Pipeline, DOTS

Last Update: 21/04/2021

Annex 4: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		Up to 7 weeks
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	15 th June
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	2 nd July
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	9 th July
EM	Start identification of evaluation team	9 th July
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	14 th July
EC Chair	Approve the final ToR and share with ERG and key stakeholders	14 th July
EM	Assess evaluation proposals and recommends team selection	30 th July
EM	Evaluation team recruitment/contracting	6 th August
EC Chair	Approve evaluation team selection and recruitment of evaluation team	6 th August
Phase 2 - Inception		Up to 6 weeks
EM/TL	Brief core team	9 th August
ET	Desk review of key documents	25 th August
ET	Draft inception report	25 th August
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	1 st September
ET	Review draft IR based on feedback received by DEQS, EM and REO	3 rd September
EM	Share revised IR with ERG	3 rd September
ERG	Review and comment on draft IR	10 th September
EM	Consolidate comments	13 th September
ET	Review draft IR based on feedback received and submit final revised IR	15 th September
EM	Review final IR and submit to the evaluation committee for approval	16 th September
EC Chair	Approve final IR and share with ERG for information	17th September
Phase 3 – Data collection		Up to 4 weeks
EC Chair/ EM	Brief the evaluation team at CO	20 th September
ET	Data collection	15 th October
ET	In-country debriefing (s)	15 th October
Phase 4 - Reporting		Up to 10 weeks
ET	Participatory data sense-making session and Learning workshop	18 th October
ET	Draft evaluation report	12 th November
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	19 th November
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	26 th November
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	26 th November
ERG	Review and comment on draft ER	8 th December
EM	Consolidate comments received	8 th December
ET	Review draft ER based on feedback received and submit final revised ER	17 th December

EM	Review final revised ER and submit to the evaluation committee	20 th December
EC Chair	Approve final evaluation report and share with key stakeholders for information	24th December
Phase 5 - Dissemination and follow-up		Up to 4 weeks
EC Chair	Prepare management response	31 st December
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	21 st January

Annex 5: Role and Composition of the Evaluation Committee

See [TN on Evaluation Committee](#)

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Deputy Regional Director (DRD) who will be the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

- The Deputy Regional Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretariat)
- RBN Head of Supply Chain and Logistics
- RBN Head of Procurement
- RBN Head of Programme or programme officer(s) directly in charge of the subject(s) of evaluation
- RBN Food System specialist
- Regional evaluation officer (REO)

Input by Phase and Estimated time per EC member (excluding the Evaluation manager)

Phase 1: Planning (1/2 day)

- Nominates an EM
- Decides the evaluation budget
- Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation

Phase 2: Preparation (½ to 1 day)

- Reviews the TOR on the basis of:
 - The external Quality Support advisory service feedback;
 - ERG comments;
 - The EM responses documented in the comments matrix;
- Approves the final TOR.

Phase 3: Inception (2 days)

- Briefs the evaluation team including an overview of the subject of the evaluation.
- Informs the design of the evaluation during the inception phase as key stakeholders of the evaluation.
- Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team noting that the EC should not influence which sites are selected.
- Reviews the draft IR on the basis of the external Quality Support advisory service feedback

Phase 4: Data Collection and Analysis (2 days)

- Are key informants during the data collection
- Act as sources of contextual information and facilitating data access as per the needs of the evaluation.
- Attend the validation/debriefing meeting, and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage.
- Facilitate access to stakeholders and information as appropriate
- Attend debriefing meeting with Evaluation Team.

Phase 5: Report (2 days)

- Review the draft ER on the basis of:
 - The external Quality Support advisory service feedback
 - ERG comments

- o The Evaluation team responses documented in the comments matrix
- Approve the final ER.

Phase 6: Disseminate and Follow-up Phase (1 day)

- Facilitate preparation of the management response to the evaluation recommendations
- Approve the Management Response
- Disseminate evaluation results
- Make the report publicly available
- Is finally responsible to ensure periodic follow up and updating of the status of the implementation of the recommendations.

Procedures of Engagement

- The Chair of the Committee will appoint members of the evaluation committee
- The EM will notify the members of the time, location and agenda of meetings at least one week before the meeting, and share any background materials for preparation.
- Approval can be made via email on the basis of submission to the EC chair after endorsement by all EC members
- EC meetings will be held face-to face and/or via electronic conference call/Skype and/or email depending on the need, the agenda and the context

Annex 6: Role and Composition of the Evaluation Reference Group

See [TN Evaluation Reference Group](#)

Purpose and role: The evaluation reference group (ERG) 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 decentralized evaluations.

The overall purpose of the evaluation reference group 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.

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

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- 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 or 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 learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition

Regional bureau
Core members: <ul style="list-style-type: none">• Deputy Regional Director• Evaluation Manager• Regional Evaluation Officer• RBN Head of Supply Chain and Logistics• RBN Head of Procurement• A member of the Regional Programme Unit (cash-based transfers/nutrition)• Regional Gender Adviser
Country office
Core members: <ul style="list-style-type: none">• Head of Supply Chain Unit• Head of Procurement Unit• Other CO staff with relevant expertise in cash-based transfers, nutrition and resilience• Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile)
Headquarters (optional)
<ul style="list-style-type: none">• Representative of WFP Headquarter's Supply Chain• Representative of WFP Headquarter's Procurement

Input by Phase and Estimated time per EC member (excluding the Evaluation manager)

Phase 2: Preparation (1 day)

- Review TOR and provide feedback ensuring that the TOR will lead to a useful evaluation output and provide any additional key background information to inform the finalization of the TOR.
- Identify source documents useful to the evaluation team.
- Attend ERG meeting/conference call etc.

Phase 3: Inception (1 day)

- Meet with evaluation team (together and/or individual members). The ERG is a source of information for the evaluation, providing guidance on how the evaluation team can design a realistic/practical, relevant and useful evaluation.
- Assist in identifying and contacting key stakeholders to be interviewed, identifying and accessing key documentation and data sources, and identifying appropriate field sites. This is important in their role of safeguarding against bias.
- Review and comment on the draft Inception Report (see inception report Template, Quality Checklist, and Comments Matrix).

Phase 4: Data Collection and Analysis (1.5 days)

- Act as key informant during the data collection stage.
- Assist the evaluation team by providing sources of information and facilitating data access.
- Attend the validation /debriefing meeting conducted by the evaluation team at the end of the fieldwork.

Phase 5: Report (2+ days)

- Review and comment on the draft evaluation report (see evaluation report Template, Quality Checklist, and Comments Matrix), specifically focusing on accuracy and on quality and comprehensiveness of evidence base against which the findings are presented, and conclusions and recommendations are made.

- o Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic and actionable.
- o The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been accepted.

Phase 6: Disseminate and Follow-up Phase (2 days)

- Disseminate final report internally and on websites of ERG members as relevant;
- Share as relevant evaluation findings within respective units, organizations, networks and at key events;
- Provide input to management response and its implementation (as appropriate).

Procedures of Engagement

- The EM will notify the ERG members the time, location and agenda of meeting at least one week before the meeting, and share any background materials for preparation
- ERG meetings will be held via electronic conference call/Skype.
- The ERG will meet at least once per quarter.
- ERG members, representing their organizations will also be interviewed by the evaluation team during the inception and data collection phases. This will be indicated in the evaluation schedule, and ideally confirmed prior to the commencement of the data collection phase.
- For each of the key evaluation products (Terms of Reference, Inception Report, Evaluation Reports), the ERG members will provide feedback electronically to the EM. For the Inception Report and Evaluation Report, the EM will consolidate all feedback for forwarding to the Evaluation Team and will ensure that these have been appropriately responded to by incorporating them in the reports or providing rationale where feedback is not incorporated.

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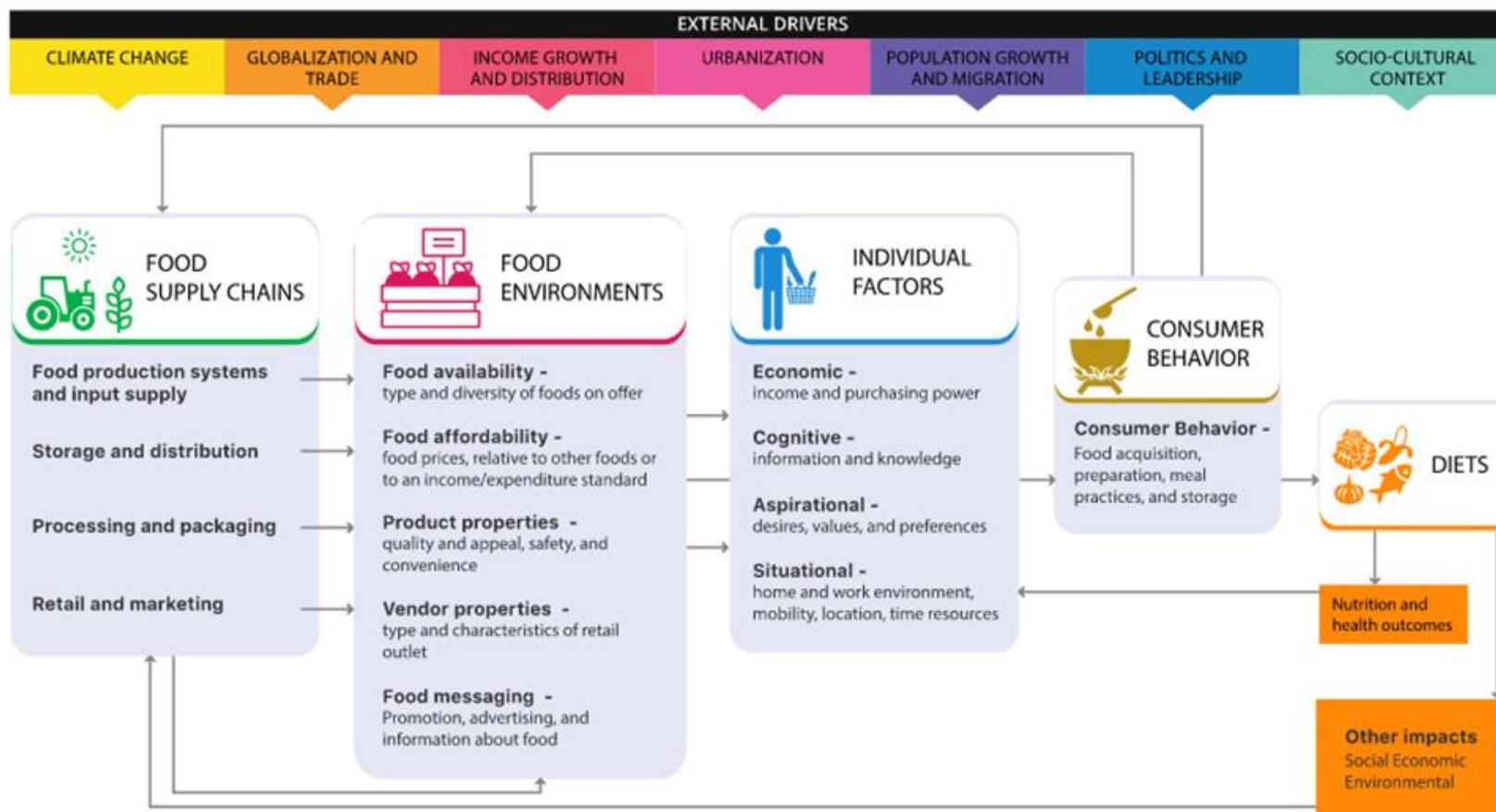
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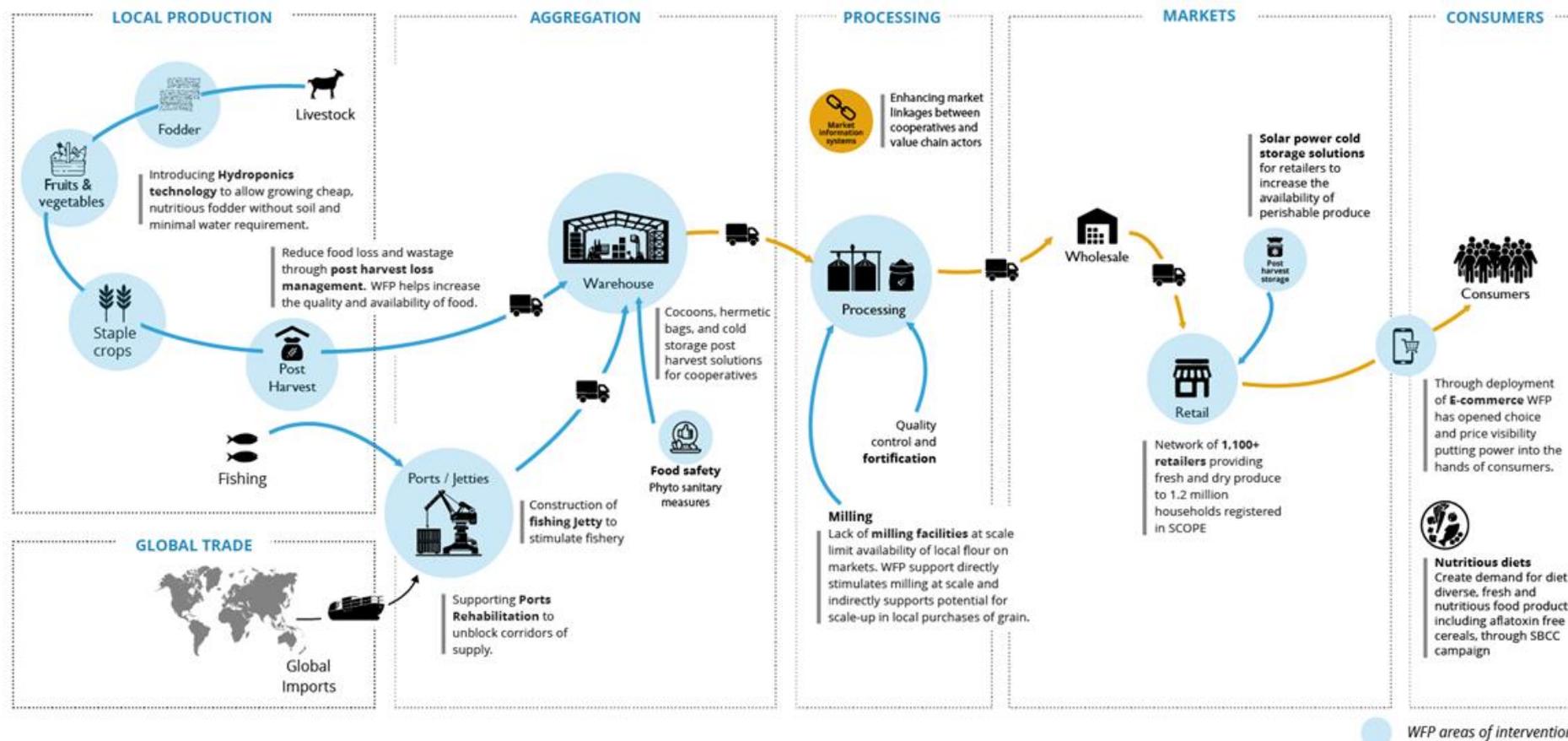
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Annex 8: Food System Framework



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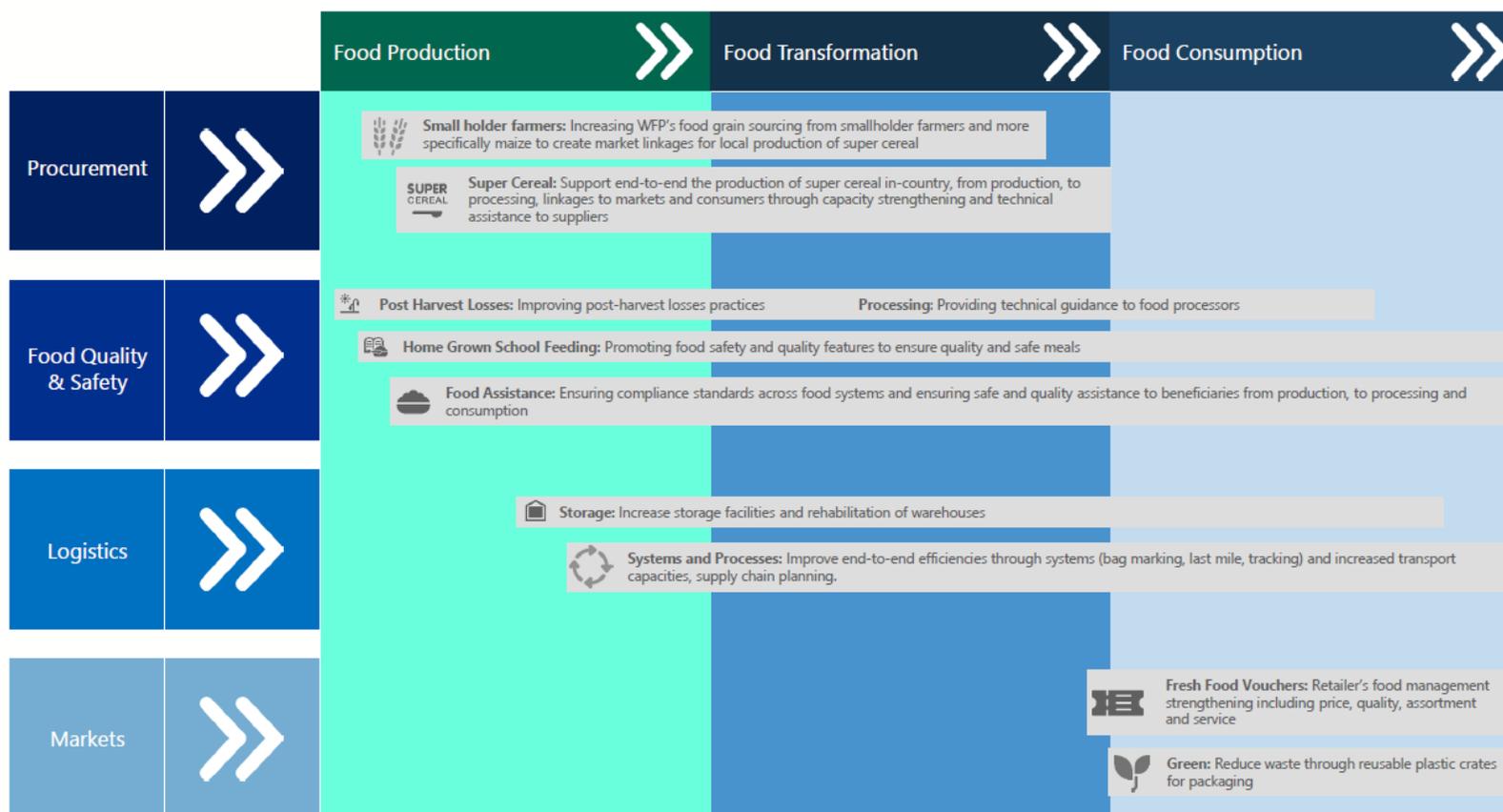
Annex 9: WFP Value Chain



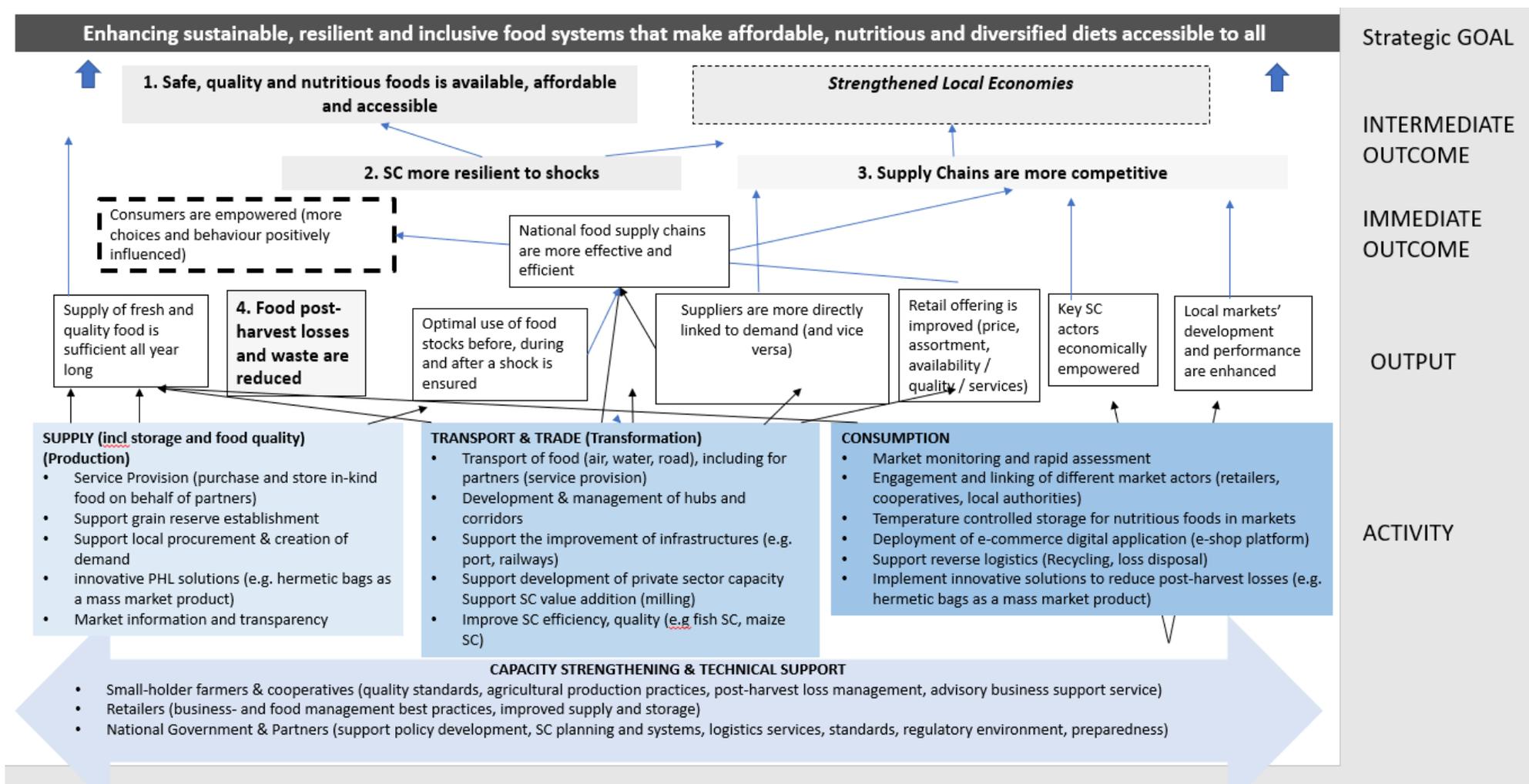
Source WFP RBN, April 2021

Annex 10: WFP Ethiopia Food Systems Strategy

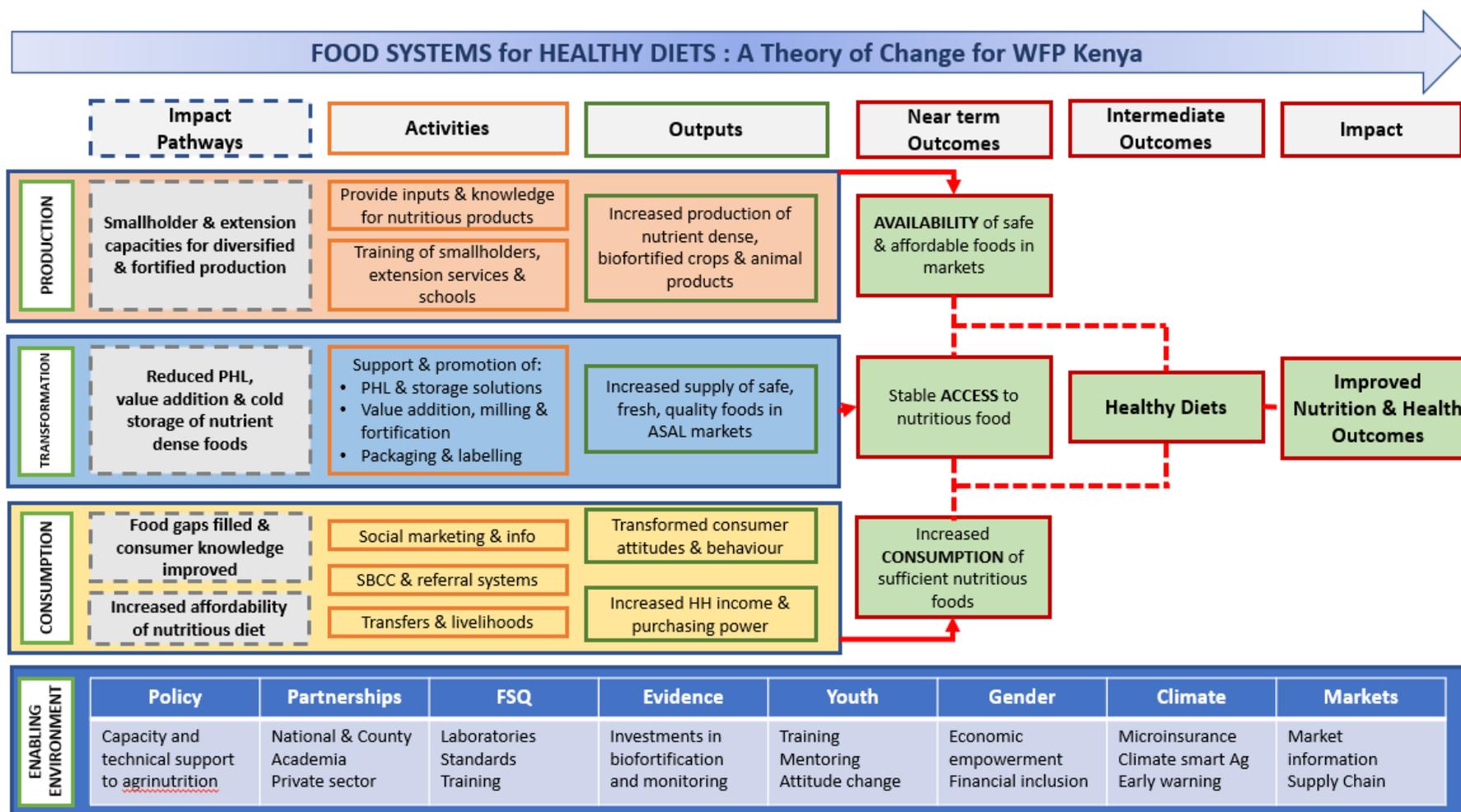
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Annex 11: WFP RBN Draft Theory of Change Supply Chain

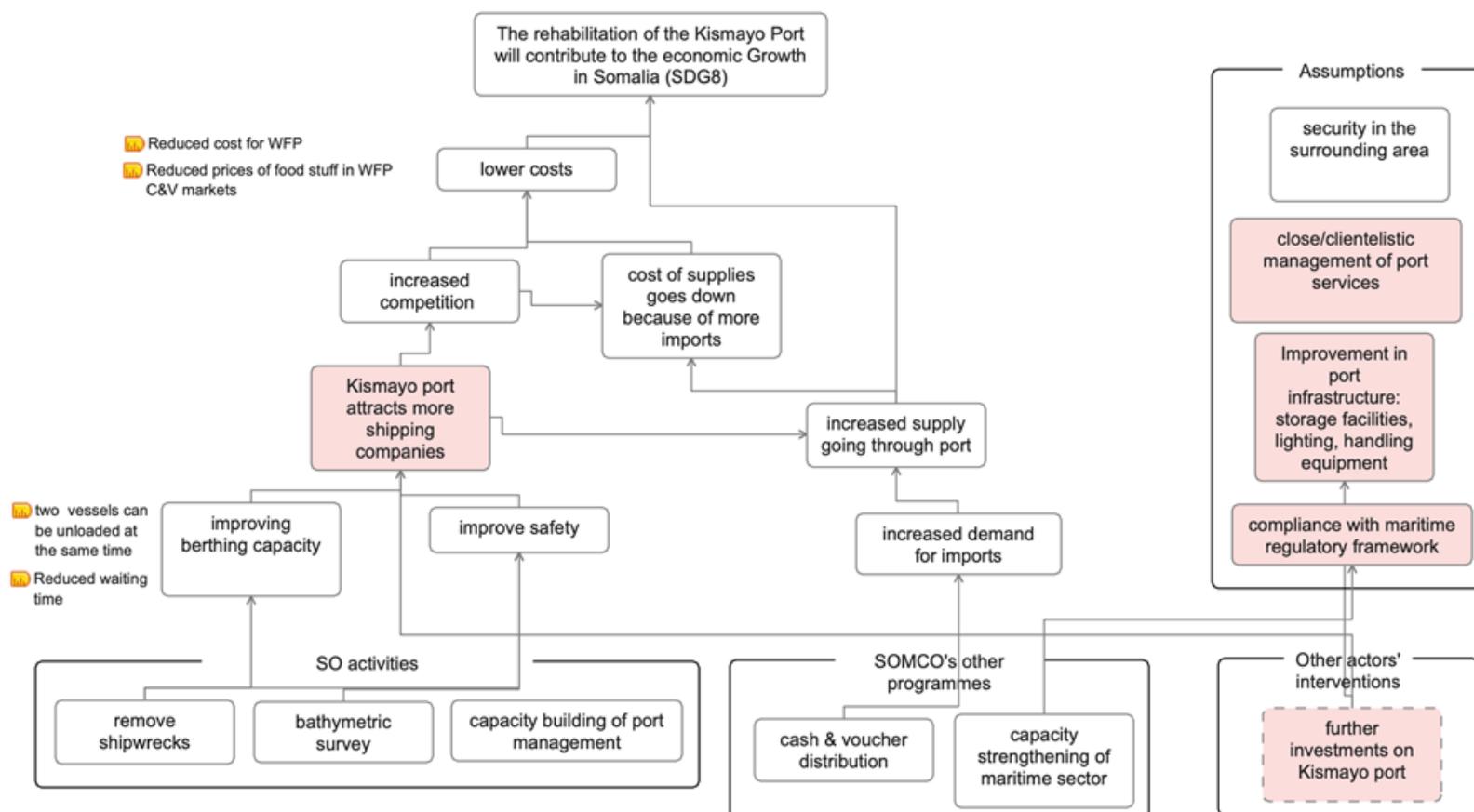


Annex 12: WFP Kenya Theory of Change Food Systems



Source: WFP Kenya, May 2021

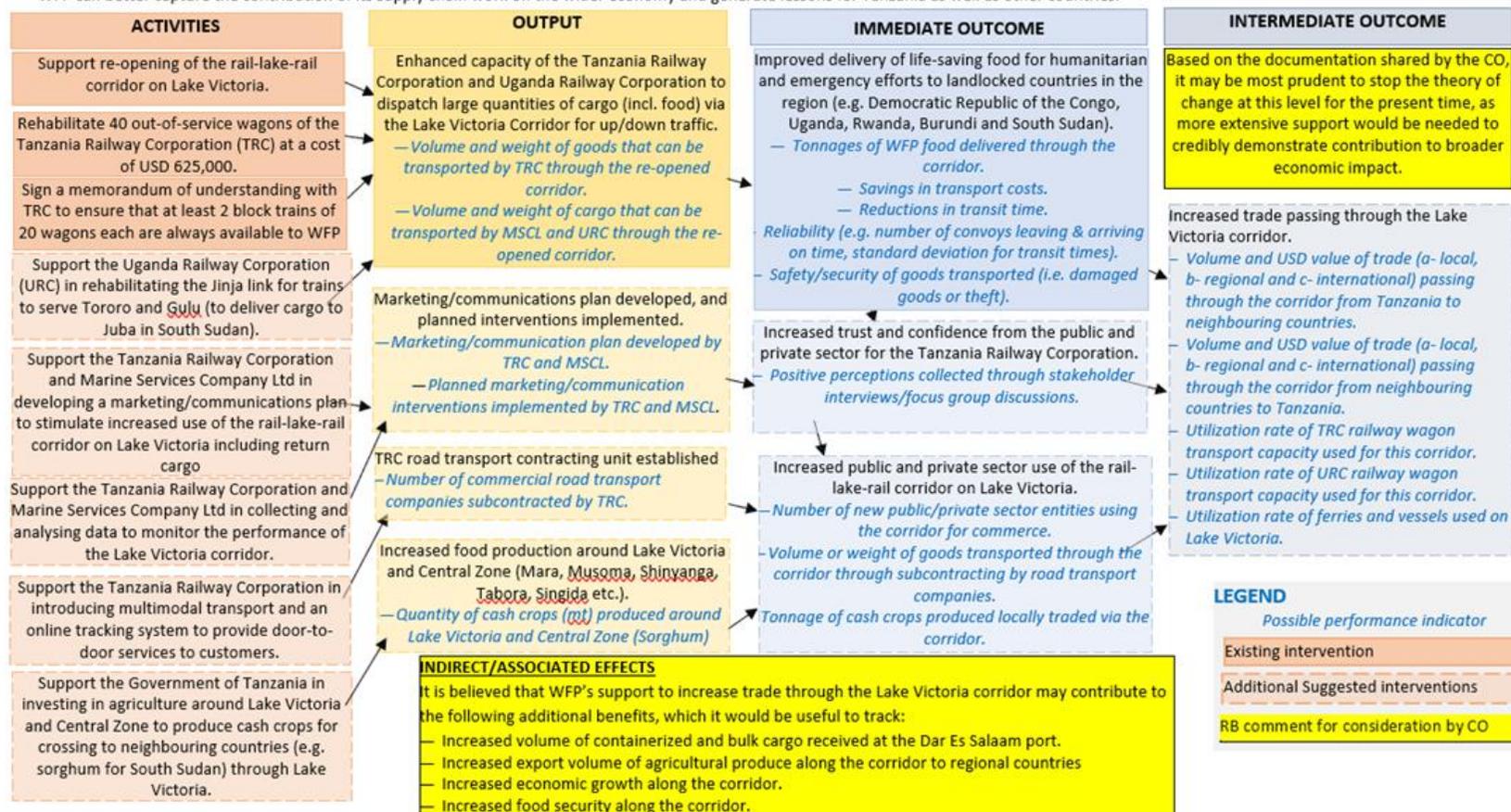
Annex 13: WFP Somalia Theory of Change Kismayo Port



Annex 14: WFP Tanzania Theory of Change Lake Victoria

Annex 4: WFP Tanzania Late Victoria- Draft Theory of Change

This Theory of Change (TOC) was drafted by RB programme, Supply chain and Evaluation team during a joint mission to the country office in October 2019. It was intended to trigger discussions on how WFP can better capture the contribution of its supply chain work on the wider economy and generate lessons for Tanzania as well as other countries.



LEGEND

- Possible performance indicator
- Existing intervention
- Additional Suggested interventions
- RB comment for consideration by CO

Annex 15: Acronyms

CBT	Cash-Based Transfer
CO	Country Office
COMET	Country Office Tool for Managing effectively
CSP	Country Strategic Plan
DEQAS	Decentralized Evaluation Quality Assurance System
DOTS	WFP's data platform
DRC	The Democratic Republic of Congo
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organisation of the United Nations
FS	Food Systems
FTMA	Farm to Market Alliance
GEEW	Gender equality and women's empowerment
HQ	Headquarter
IR	Inception Report
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MT	Metric Ton
NGO	Non-Governmental Organization
OEV	Office of Evaluation
PHQA	Post-Hoc Quality Assurance
QS	Quality Support
RB	Regional Bureau
RBN	Regional Bureau in Nairobi
SC	Supply Chain
SC+	Super Cereal Plus
SCOPE	WFP's beneficiary information and transfer management platform
SDGs	Sustainable Development Goals
TOC	Theory of Change
TOR	Term of References
UN	United Nations

UNCT	UN Country Team
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations Refugee Agency
UNICEF	United Nations Children’s Fund
WFP	World Food Programme

Regional Bureau for Eastern Africa in Nairobi

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