

Thematic evaluation of RBN Partnership in East Africa Country Offices (Kenya, Ethiopia, Uganda, Rwanda, South-Sudan, Sudan, Burundi, Djibouti, Somalia) from 2016 to 2020



Decentralized Evaluation Terms of Reference

Commissioned by WFP Regional Bureau of Nairobi, Planning and Partnerships Unit

Table of Contents

1. Introduction	1
2. Reasons for the Evaluation	1
2.1. Rationale.....	1
2.2. Objectives.....	2
2.3. Stakeholders and Users.....	2
3. Context and subject of the Evaluation.....	4
3.1. Context	4
3.2. Subject of the evaluation	6
4. Evaluation Approach	8
4.1. Scope.....	8
4.2. Evaluation Criteria and Questions.....	8
4.3. Data Availability	9
4.4. Methodology	10
4.5. Quality Assurance and Quality Assessment.....	11
5. Phases and Deliverables	12
6. Organization of the Evaluation & Ethics	12
6.1. Evaluation Conduct.....	12
6.2. Team composition and competencies.....	12
6.3. Security Considerations	13
7. Roles and Responsibilities of Stakeholders.....	14
8. Communication and budget	15
8.1. Communication	15
8.2. Budget.....	16
Annex 1. RBN Regional Map	17
Annex 3. Membership of the Evaluation Committee	20
Annex 4. Membership of the Evaluation Reference Group	22
Annex 5. List of documents	24
Secondary data.....	24
Annex 6. Number and type of partnership for each of RBN COs in 2019....	25
Annex 7. RBN Requirements for 2019 and 2020, disaggregated by country offices	26
Annex 8. Acronyms	27

1. Introduction

1. These Terms of Reference (TOR) are for the thematic evaluation of partnerships in East Africa Country Offices (COs) (Kenya, Ethiopia, Uganda, Rwanda, South-Sudan, Sudan, Burundi, Djibouti, Somalia) and supported by the Regional Bureau of Nairobi (RBN).
2. This evaluation is commissioned by the Planning and Partnerships Unit/RBN and will cover the period from the current CSPs cycle, from 2016 to 2020.
3. Partnerships with civil society organizations are crucial for WFP's work and the achievement of the organization's strategic objectives. As the next generation of Country Strategic Plans (CSPs) approach (2022), and in the current COVID-19 pandemic response, strong partnerships are more important than ever within humanitarian and development contexts. Aligned with the WFP Corporate Partnerships Strategy and Grand Bargain thematic work streams this thematic evaluation will assess recent and current WFP partnerships, focusing on the internal WFP enabling environment for international and national partnerships across the nine RBN COs as listed above.
4. RBN will use the evidence generated through this evaluation to initiate a strategic dialogue with COs in order to adapt and optimize the regional partnership strategy and approach, particularly in the context of the second generation CSP design process.
5. These TOR were prepared by the WFP Evaluation Unit/RBN upon an initial document review and consultation with RBN program team, following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Evaluation

2.1. Rationale

1. In preparation for the design stage of the second-generation Country Strategic Plans (CSP), beginning in 2022, the evaluation is being commissioned for the following reasons:
 - To inform WFP's regional cooperating partnerships strategy, to ensure WFP can meet its current and long-term objectives;
 - To inform the WFP RBN regional strategy to meet its localization and Grand Bargain (GB) commitments;
 - To inform WFP's regional cooperating partnerships strategy, to ensure WFP can meet its current and long-term objectives;
 - Better understand current partnerships across the region, especially local partnerships, and how WFP can practically strengthen its enabling environment for these partnerships from contracting, operational management and capacity strengthening perspectives;
 - To enable WFP RBN to initiate a strategic dialogue around partnerships with COs during upcoming second-generation CSP design phases
2. The evaluation findings and recommendations will be used by RBN, COs, and the key internal and external stakeholders for strategic planning, learning, and accountability. Evidence will also inform the strategy, mechanisms and tools, as well as for advocacy purposes.

2.2. Objectives

3. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the status of partnerships in relation to WFPs strategic objectives, and the enabling environment for partnerships (e.g. contracting, operational management and capacity strengthening), with a special emphasis on local partnerships and progress Grand Bargain commitments.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and areas for learning. It will provide evidence-based findings to inform operational and strategic decision-making, and will serve as the basis for future internal and external advocacy purposes. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.
4. More weight will be given toward the learning objective to best inform operational and strategic dialogue and decision-making for the upcoming second-generation CSP designs.

2.3. Stakeholders and Users

5. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
6. Accountability to affected populations, is tied to WFP’s commitments to include beneficiaries as key stakeholders in WFP’s work. As such, WFP is committed to ensuring gender equality and women’s empowerment (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders’ analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
RBN Country Office (CO) (Kenya, Ethiopia, Uganda, Rwanda, South-Sudan, Burundi, Djibouti, Somalia, Sudan)	Responsible for the planning and implementation of WP interventions at the country level. It has a direct stake in the evaluation and 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 the performance and results of its programmes. The findings and recommendations will also be useful for advocacy, decision-making, partnerships targeting, and to inform capacity building efforts.
Regional Bureau (RB) Nairobi	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officers supports CO/RB management to ensure quality, credible and useful decentralized evaluations. The findings and recommendations will be relevant for decision-making, advocacy purposes and strategic design and implementation guidelines,

	mechanisms, tools, support and oversight across the region. The findings and recommendations will be relevant to inform RBN and RBN COs contributions towards WFP Grand Bargain commitments.
WFP HQ NGO Partnerships Unit	WFP HQ technical units 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 HQ units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.
Office of Evaluation (OEV)	OEV 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.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Government of RBN COs	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The findings and recommendations of the evaluation can be beneficial from the governments and ministries considering that they also work with those partners in the field of humanitarian and development sectors.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. In light of the recent launch of the UN portal, UN agencies, mostly within RBN region, could be interested in the findings and recommendations of the evaluation, as some partners organisations are partnering with several UN agencies.
NGOs, INGOs, Faith based organisations, and Civil society organisation	NGOs are WFP's 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. The findings and recommendations of the evaluation can be beneficial for these organizations as they can use the evidence to adjust their own strategic positioning, including towards a greater leadership role in the humanitarian field.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. Donors would also benefit from the findings and

	recommendations on partnerships to inform them of WFP's progress towards partnerships and GB commitments.
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7. The primary users of this evaluation will be:
 - The WFP RBN and WFP RBN COs will use the evaluation evidence for strategy and decision-making, notably related to CSP design and partnerships.
 - International and local partners, as well as key governments and donors will use the evaluation findings for strategic positioning, decision-making, and advocacy purposes.
 - Given the core functions of the RB, the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
 - WFP HQ may use evaluations for wider organizational learning and accountability purposes.
 - OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses, as well as for annual reporting to the Executive Board.

3. Context and subject of the Evaluation

3.1. Context

8. Adopted just over a year after the 2030 Agenda for Sustainable Development, the World Food Programme (WFP)'s Strategic Plan for 2017-2021 aligns the organization's work to the 2030 Agenda's global call to action, which prioritizes efforts to end poverty, hunger and inequality, encompassing humanitarian as well as development efforts. The Strategic Plan is guided by the Sustainable Development Goals (SDGs) set forth in the 2030 Agenda, in particular SDG 2 on ending hunger and SDG 17 on revitalizing global partnerships for implementation of the SDGs.¹
9. The World Food Programme's (WFP) Regional Bureau Nairobi (RBN) oversees nine developing, low-, and middle income countries in East and Central Africa region. With some of WFP largest and most complex operations, RBN is assisting over 20 million people. The countries supported by RBN are Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan and Uganda. In 2020, RBN received a total budget of USD \$2.9 billion.
10. Characterised by fractured governance consisting of challenging institutional frameworks, as well as agricultural systems highly vulnerable to climate change and variability, the region is a complex environment requiring a comprehensive approach to humanitarian assistance. Within this context, WFP works to support efforts towards addressing multi-faceted, lifesaving needs, amidst evolving hunger and nutrition challenges. Aligned with nationally selected SDG, in particular SDG 2 on ending hunger and SDG 17 on revitalizing global partnerships for implementation of the SDGs, WFP's operations encapsulate key thematic areas, such as Emergency Preparedness and Response, Food Systems, and Social Protection.²
11. The East and Central Africa region is faced by complex shocks ranging from conflicts, economic, and climate shocks such as drought, and floods that are cyclical in nature. Climate shocks continued to have a negative impact on agriculture, increasing food insecurity and vulnerability in the region. Climate shocks and conflict are the major drivers of food insecurity and other humanitarian needs in the region. In the last ten years, below normal rainy seasons were experienced in seven years. More than 130 million people were undernourished in the region in 2017 and 22.4 million people are food insecure with the highest needs in Ethiopia, South Sudan and Somalia. Nearly 5.2 million children, pregnant or nursing women are acutely malnourished. In those nine countries, WFP

¹ WFP and the Grand Bargain, May 2019.

² WFP East and Central Africa Regional Achievements Annual Country Report 2019.

assists some 20 million women, girls, boys and men annually through Emergency and Refugee responses, School Meals and Nutrition and Resilience building programmes³

12. With 80 percent of the population living in rural areas, the reliance on agriculture as the main source of livelihood requires communities' agility and adaptability to cope with the climate related risks and shocks. Based on this, WFP is working towards improving food security through working with small scale farmers in the region, to build their resilience - enabling them to adapt and cope with the increasing climate risks and provide them with sustainable livelihood opportunities.⁴
13. Gender-Based Violence (GBV) is one of the most pervasive protection threats, and continues to impact children, adolescents, and adults in all our countries of operation, often with increased prevalence in fragile and conflict settings, and often manifesting through a range of forms including child marriage, trafficking, intimate partner violence and sexual violence. Gender-based inequality is extensive in the region and COVID-19 pandemic will only increase women's safety risks. Women are at a higher risk for exposure to infection due to the fact that they are often the primary caregivers in the family and constitute 70% of frontline healthcare responders. Most women already face limited access to sexual and reproductive health and rights (SRHR) services, and the region struggles with high levels of maternal mortality. Women and girls are at increased risk of violence during the COVID-19 period. Current rates of violence against women and girls combined with the prevalence of harmful traditional practices leads to increased vulnerability. Income loss and limited mobility, compounded with existing gender role expectations, may contribute to increases in intimate partner violence and other forms of gender-based violence. Further, women are more likely to lose income as many are in the informal sector and engaging in activities that are highly sensitive to economic downturn and market disruption (such as petty trade or primary production).⁵ Through the Rural Women's Economic Empowerment, WFP commissioned two gender-based studies to strengthen WFP and partner programming. Study results will establish recommendations for future value chain development activities that address specific needs of women.⁶
14. To achieve the vision of zero hunger, outlined in the Sustainable Development Goals (SDGs), WFP has better aligned its operations and activities with government policies to complement constructive outcomes. Transitioning to CSPs - enabling the effective implementation of result-focused portfolios that address evolving humanitarian needs - WFP has closed the gap between government efforts to enable longer-term development goals. Enhancing the humanitarian-development-peace nexus, the SDGs look beyond meeting immediate and short-term needs, rather, to outline a roadmap that results in ending socioeconomic inequalities. Guiding strategic policy, the SDGs are selected at a national level on contextual relevance and objectives related to strengthen infrastructure and social development.
15. Working towards the achievement of the SDG 17 on revitalizing global partnerships for implementation of the SDGs, WFP continued to provide unparalleled support not only to people targeted for assistance, but also to Governments, Partners, and the humanitarian community at large. The Corporate Partnership Strategy seeks to promote excellence in partnering by building on the known strengths of WFP as a partner and addressing areas where improvements are required. There are many drivers and benefits for WFP to engage in partnerships, such as increased effectiveness to creating more appropriate and relevant programme interventions, ensuring cost efficiency, by reducing costs, resource use and time by avoiding duplicating activities and services,

³ RBN WFP.go

⁴ WFP East and Central Africa Regional Achievements Annual Country Report 2019.

⁵ CARE Rapid Gender Analysis for COVID 19 East, Central and Southern Africa

⁶ WFP East and Central Africa Regional Achievements Annual Country Report 2019.

and generating long-term sustainability through enhanced capacity.⁷ WFP has long-standing partnerships with international and regional organisations that focus on technical expertise, domestic infrastructure, and collaborative projects. Organisations involved with development, nutrition, food security and health policy, as well as strengthening social safety nets contributing to increased livelihoods and related opportunities, offer unique skill sets to addressing food insecurity and achieving zero hunger.⁸

16. The essential role of local and national actors in humanitarian response was highlighted at the World Humanitarian Summit (WHS) in 2016. The changes or transformations needed to enable local and national actors to take a greater leadership role in humanitarian action were outlined in all three major sets of commitments endorsed at the summit. The GB commits donors and aid organizations to providing 25 per cent of global humanitarian funding to local and national responders by 2020, along with more un-earmarked money, and increased multi-year funding to ensure greater predictability and continuity in humanitarian response, among other commitments.⁹
17. To get more means into the hands of people in need and to improve the effectiveness and efficiency of humanitarian action, the GB sets out 51 commitments distilled in nine thematic work streams and one cross cutting commitment, among which greater transparency, more support and funding tools to local and national responders, increase the use and coordination of cash-based programming, increase collaborative humanitarian multi-year planning and funding, and reduce the earmarking of donor contributions.
18. WFP strongly supports the GB and continues to play a constructive and strategic role in the implementation of the GB, in particular through its co-leadership of the cash-based programming workstream which high performance stood out in 2018 and 2019. Moreover, WFP remained on track in 2018 and 2019 to meet its commitment to transfer 25% of its resources to national and local first responders.

3.2. Subject of the evaluation

19. Partnerships are crucial for WFP's work and the achievement of the organization's strategic objectives. As the next generation of CSPs approach (2022), and in the current COVID-19 pandemic response, strong partnership are more than ever important within the humanitarian and development contexts.
20. WFP RBN COs works with a variety of international and national partners. The number and type of partnership for each of RBN COs in 2019 is presented in Annex 5.
21. WFP has been historically sensitive to the partnership challenges. The development of Memoranda of Understanding (MOUs), guidance, training, policies and direct/indirect support have been drivers in strengthening partnerships. The Integrated Road Map further commits WFP to strategically link its work with strengthened partnerships to effectively address SDGs. The WFP COs have responded to the challenge through a range of different activities focused on nutrition, recovery, resilience, safety nets and transfer of responsibility to Governments or other partners through the provision of technical support as well as continuing to take the lead technically and operationally in emergency responses. There is no dispute that strategic partnership planning is critical to the development of appropriate responses. In order to be able to move across the emergency/recovery

⁷ WFP Corporate Partnership Strategy (2014–2017)

⁸ WFP East and Central Africa Regional Achievements Annual Country Report 2019.

⁹ Agenda for Humanity. Initiative Grand Bargain. URL: <https://agendaforhumanity.org/initiatives/3861>

/development continuum as seamlessly as possible, the COs need the ability to work with the right partners in an effective and collaborative manner.¹⁰

22. WFP has recently adopted a multi-year strategic planning framework that facilitates multi-year contributions from donors and multi-year planning and quality partnerships with NGOs. However, most of WFP's funding is annual and a large proportion of the multi-year funding that WFP receives is earmarked to specific operations and only received in annual allocations. While WFP's multi-year and flexible funding levels have increased in recent years, they have not kept up with the increased level of WFP's operations, so their percentage of overall funding actually decreased in 2018. This limits WFP's ability to provide multi-year funding to NGOs.
23. When conditions allow, WFP makes multi-year agreements with NGOs and other partners and they are working to increase the number of such agreements. As an example, WFP has recently signed 3-year agreements with NGOs in Uganda and several 5-year agreements with NGOs in South Sudan. The budgets are reviewed annually for oversight and risk mitigation purposes and the continuation of the agreement are based on partner performance as well as funding availability.
24. In 2020, WFP have joined forces with UNHCR, UNICEF, and UNFPA to develop the UN Partner Portal (UNPP), a platform for civil society organizations to engage with the UN on partnership opportunities for the benefit of those we serve. In alignment with GB commitments to reduce duplication and management costs and enhance partnerships with local and national actors, the Portal is designed to facilitate a harmonized, efficient and easy collaboration between the UN and partners.¹¹
25. In 2021, the partnership the areas of focus will be towards the adoption of the UNPP by all CO's in the region, the improvement of the Field Level Agreement (FLA) management, including end-to-end oversight of budgets and payment, ensuring policies are enforced, improved assessments and evaluations of partners, and contributing to capacity strengthening for partners.
26. Aligned with the Grand Bargain thematic work stream on support and funding tools to local and national responders and on the reduction of the earmarking of donor contributions, this thematic evaluation will specifically assess recent and current WFP partnerships, focusing on the internal WFP enabling environment for international and national partnerships across the nine RBN COs as listed above. Specific analysis will be made on gender equality and the empowerment of women (GEEW) perspectives, including integrating of GEEW into partners policies, organisational structures, projects design, activities implementation, and beneficiaries. Specific focus will also be draw to women lead organisations and to representation of women on Board of Directors and management positions.
27. The analysis, conclusions/recommendations from the 2016 assessment on Capacity strengthening of national and local non-governmental organisations: opportunities and challenges for WFP, lead by the Humanitarian Policy Group, can be relevant for this evaluation. Among their main recommendations: institutionalising national and local partnership as a corporate strategic priority, developing a WFP– National Non-Governmental Organization (NNGO) partnership model, incorporating existing and emerging good practice, aligning administrative and financial models, as well as incentive structures, around national, and improving collaboration with NNGOs, international non-governmental organizations (INGOs) and other UN agencies regarding capacity, should be of interests for this specific evaluation.
28. RBN Budget Requirements for 2019 and 2020, disaggregated by country offices, is presented in Annex 6.

¹⁰ Humanitarian Policy Group. *Capacity strengthening of national and local non-governmental organisations: opportunities and challenges for WFP*. 2016.

¹¹ UN Partner Portal, <https://www.unpartnerportal.org/landing/>

29. No gender analysis, logical framework or theory of change (TOC) are available.

4. Evaluation Approach

4.1. Scope

- 30. The thematic partnerships evaluation will target WFP RBN CO international and local partners organisations from 2016 to 2020.
- 31. The geographical scope of this thematic evaluation will be the nine country offices supported by RBN in East Africa: Kenya, Ethiopia, Uganda, Rwanda, South-Sudan, Sudan, Burundi, Djibouti, Somalia.
- 32. In addition to sex-disaggregated data, if and where relevant, the information collected should include a GEEW analysis at the partnership level. Women-owned or led organizations as well as the partners with a particular gender-related focus should be specifically targeted.

4.2. Evaluation Criteria and Questions

- 33. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability.¹² Gender Equality and empowerment of women should be mainstreamed throughout. These criteria were chosen as they will provide pertinent and specific evidence to inform decision-making, strategic actions, and advocacy purposes.
- 34. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the partnerships, with a special emphasis on local partners, which could inform future strategic and operational decisions.
- 35. The evaluation team is expected to further develop the main evaluation questions in an evaluation matrix annexed to the inception report. The matrix will include: main evaluation question, sub-questions, data sources, and data collection methods.
- 36. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in partnerships considerations, and whether the object has been guided by WFP and system-wide objectives on GEEW.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	To what extent are current partnerships, including local partnerships, aligned to CO CSP objectives and other corporate priorities, especially food systems and gender? What are the gaps or synergies? How well is the current pool of partners across the region able to meet WFP standards (program quality, financial, operational)? What challenges and opportunities exist?
Effectiveness	To what extent are current WFP systems, processes, and norms conducive to increasing partner engagement and effectiveness? What challenges and opportunities exist, especially for local partners and those focused on GEEW interventions? Have there been any unintended results?

¹² For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

	<p>What progress has been made in the region to meet WFP's localization and "Grand Bargain" commitments?</p> <ul style="list-style-type: none"> • To what extent are RBN COs contributing to WFP Grand Bargain commitments towards enhancing financial support to local and national responders and greater transparency? • What are the current or emerging challenges and opportunities? • What good or emerging good practices or lessons learned exist to support effective partnerships, especially local partners and those focused on GEEW? • To what extent do WFP partnership organizations include GEEW perspectives into their policies, systems, organizational structures, and project design and implementation?
Efficiency	<p>To what extent are RBN COs partnership strategies and actions are efficient and provide value-for money?</p> <ul style="list-style-type: none"> • What types of efficiency gains are seen across the different contract modalities utilized or available to CO management?
Impact	<p>To what extent has partner capacity, or perception of capacity, strengthened, due to their partnership with WFP, that now enable them to support independently complex initiatives, including towards GEEW interventions?</p>
Sustainability	<p>To what extent has WFP been able to diversify and strengthen its partner base, especially its local partner base? What are key areas partners require support (local and international) and how well do current WFP strategies and approaches meet these needs?</p> <ul style="list-style-type: none"> • What challenges and opportunities exist to further strengthen partner capacity? • What good or emerging good practices exist for partner capacity strengthening?

4.3. Data Availability

37. The evaluation team will have access to a great number of documents, from regional to national analysis, strategic plan, policies, guidance, report, assessment, review, concept notes, and more. A preliminary list of qualitative and quantitative data from primary and secondary sources of information is presented in Annex 7. This list will be finalised before the inception phase.
38. There is no logical framework or TOC on which the evaluation team will be able to available to draw upon.
39. Even if there is no specific data on GEEW, the evaluation team is expected to collect and ensure that sampling and data collection tools will be adapted to the context and gender-sensitive.
40. Concerning the quality of data and information, the evaluation team should:
 - a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection
 - b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

41. The evaluation team will be expected to develop a comprehensive but realistic evaluation approach. The adoption of participatory and innovative approaches is highly encouraged.
42. A synthesis of the partnership landscape in each country/across the region, with a specific focus analysis on the system/process level related to partnerships (funding announcements process, contracts, budgeting, capacity development systems), is expected.
43. To answer the evaluation questions, a mixed-methods approach is proposed:
 - **Desk Review and Context Analysis:** A careful analysis of existing data and information from primary and secondary sources including, policy documents, programme documents, etc.
 - **Qualitative primary data collection:** through key informative interviews, such as CO management and other WFP stakeholders, including international and local partners.
 - **Case Study** (or similar alternative approach): to more deeply explore and illustrate common trends, challenges, and specificities among select cooperating partners.
44. The methodology will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability.
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
 - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
 - In light of COVID-19, 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. The key informant guiding questions will be simplified to the extent possible ensuring they remain manageable.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the 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.
45. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account.
46. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins.
47. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future. The following mechanisms for independence and impartiality will be employed such as the use of an Evaluation Committee and an Evaluation Reference Group.
48. COVID-19 confirmed cases are increasing throughout the region. Travel restrictions differ from one country to another, between regions, and in terms of quarantine measures in place for international travellers entering. In light of COVID-19, the evaluation team needs to ensure that the

evaluation approach is feasible and flexible, developing different scenarios (with a best-case scenario, and inclusion of potential scenarios based on whether international movements remain allowed).

49. The following potential risks to the methodology have been identified:
- International consultants may face travel restrictions and quarantine measures to enter certain RBN COs.
 - Travel restrictions may be in place between regions.
 - Potential natural disasters can limit access to certain areas within RBN COs.
 - The evaluation team may be unable to conduct face-to-face data collection.
50. As mitigation measures, WFP RBN and COs team will:
- Provide an update on ethical and political situations in their countries, including most recent COVID-19 regulations and restrictions.
 - From distance and alternative data collection will be planned to avoid any evaluation delays.

4.5. Quality Assurance and Quality Assessment

51. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and 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.
52. DEQAS will be systematically applied to this evaluation. 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.
53. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. 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.
54. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
- a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
55. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
56. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
57. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured

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

of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001 on Information Disclosure](#).

58. The evaluation team is also expected to have in place its own internal quality assessment mechanisms.
59. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

60. The evaluation will proceed through the following phases. Annex 2 provides more detailed information on deliverables and timeline.

Phase 1 – Preparation phase. Preparation will be done by WFP Country Office including preparation for the TOR selection of the evaluation team, and contracting of the evaluation company.

Phase 2 – Inception. Based on an initial form distance inception mission by the evaluation team, an inception report will be produced.

Phase 3 – Desk Review and Primary Data collection. Desk review and primary data collection are expected to be undertaken by the evaluation team in the targeted locations. (deliverables: fieldwork debriefings).

Phase 4 – Analyses and reporting, including case studies based on the data collection and analysis, the desk review, and additional consultations with stakeholders as needed, a draft and final formative evaluation report will be produced, that will include case studies.

Phase 5 – Dissemination and follow-up. WFP RBN will disseminate the final evaluation report to key internal and external stakeholders.

6. Organization of the Evaluation & Ethics

6.1. Evaluation Conduct

61. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Nikki Zimmerman, the EM. The team will be hired following agreement with WFP on its composition.
62. The EM will ensure close communication with the Team Leader throughout the evaluation process. The EM will be the main focal point between the evaluation team and the RBN and COs colleagues.
63. The appointed Evaluation Manager was not involved in the design nor in the implementation of any activities related to this evaluation.
64. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

6.2. Team composition and competencies

65. The evaluation team is expected to include 2-5 team members, including the team leader, with a mix of national and international evaluator(s). Considering the COVID-19 travel restrictions, it is strongly suggested to prioritize strong national team members. To the extent possible, the evaluation will be conducted by a gender-balanced, 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. At least one team member should have WFP experience.

66. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- Strong knowledge of WFP humanitarian and development contexts;
 - Expertise in partner management, including contract management and partner capacity strengthening
 - Strong expertise in organizational development and assessment;
 - Knowledge of gender equality and GEEW;
 - Proven experience with qualitative and quantitative data collection and analysis;
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity of East Africa region and RBN COs;
 - All team members should have strong oral and written language in English is expected.
 - Knowledge of French would be an asset.
67. Team leader will have more than 15 years of experiences and technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent writing and presentation skills in English.
68. 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; 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.
69. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
70. 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; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3. Security Considerations

71. **Security clearance** where required is to be obtained from RBN and specific COs.
- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
72. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfews, COVID-19 National Rules, etc.

6.4 Ethics

73. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and

dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

74. Specific ethical approvals from COs authorities will be confirmed during the inception phase to the evaluation team.
75. Contractors are 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.
76. If there is primary data collection, some ethical issues and risks (i.e Tigray, Refugee displacement, etc.) will need to be considered by the evaluation team. As the situation in the region is evolving every day, an update on the most recent political and ethical situations across the region will be done during the kick-off meeting with the evaluation team.
77. 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.

7. Roles and Responsibilities of Stakeholders

78. WFP RBN:

a- The Deputy Regional Director will take responsibility to:

- Assign an Evaluation Manager for the evaluation: Nikki Zimmerman.
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final Tor, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of 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
- Organise 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

b- The Evaluation Manager:

- Manages the evaluation process through all phases including drafting this TOR
- Ensures quality assurance mechanisms are operational.
- Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team.
- Ensures expected use of quality assurance mechanisms (checklists, quality support
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
- Ensure close communication with the team leader throughout the entire evaluation.
- Organises security briefings for the evaluation team and provides any materials as required

C- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. The evaluation committee will be consulted and will approve the products from all the processes.

79. **An Evaluation Reference Group** has been formed. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. External stakeholders will be involved in the ERG- including partner agencies, government, and implementing partners.

80. **RBN COs** will be responsible of facilitating access to key documents, and facilitated, in collaboration with the evaluation manager, to involved key internal and external stakeholders. Regular communications and meetings will be organized to facilitate the information sharing and access with the stakeholders as well as there involvement.

81. The **Regional Bureau of Nairobi** will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

While the Regional Evaluation Officer, Nikki Zimmerman, will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

82. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

83. **Other Stakeholders (Government, NGOs, UN agencies)** will be expected to collaborate and participate by providing key documents and information to the evaluation team, if required. Some of them will also be invited to be part of the ERG.

84. **The Office of Evaluation (OEV)**. OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

8. Communication and budget

8.1. Communication

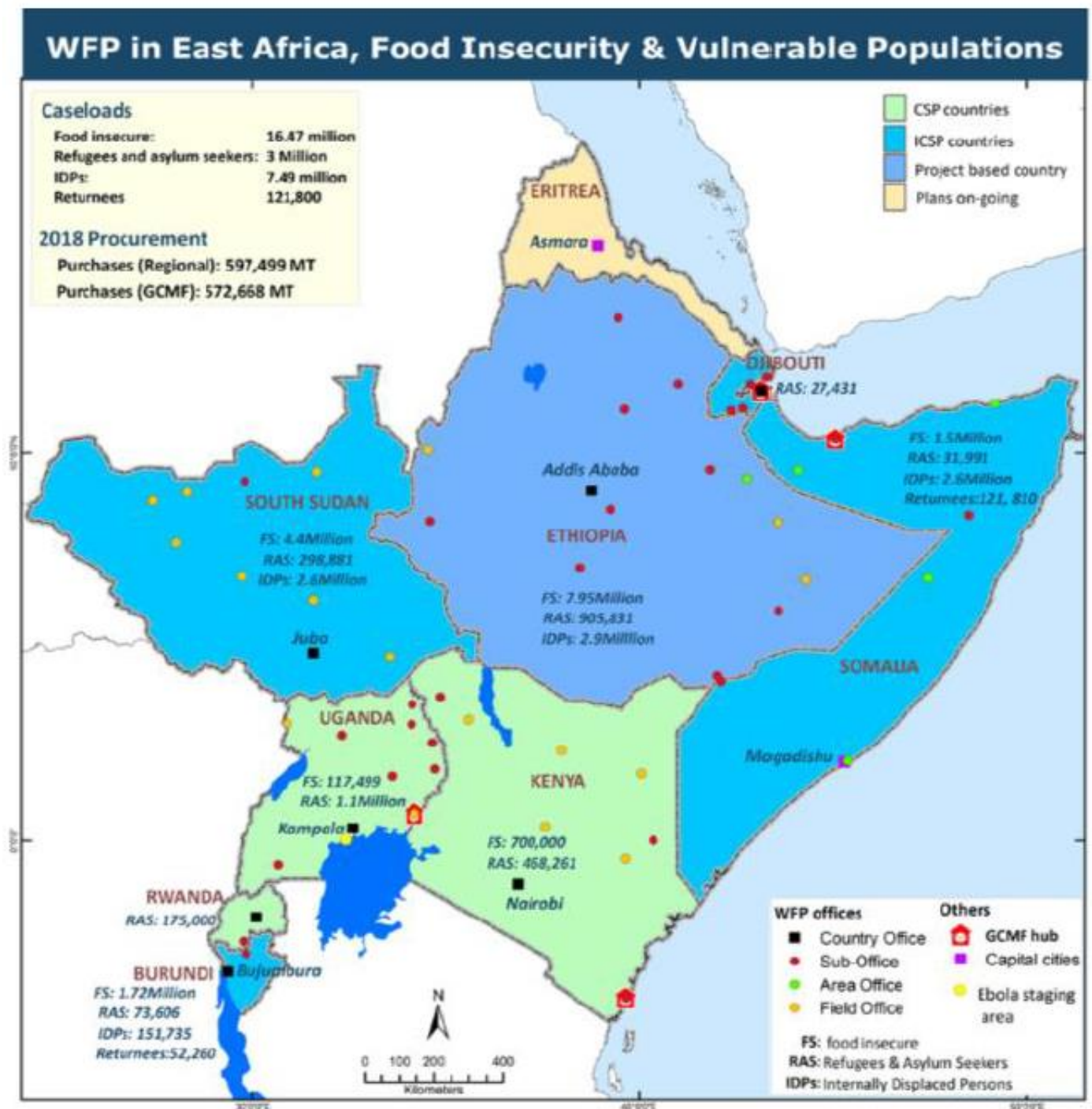
85. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

86. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
87. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report will be made public.
88. The EM 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, as well as for the COs and RBN colleagues.
89. The following dissemination products will be produced by the evaluation team and by RBN Evaluation Team:
 - a. PowerPoint presentation;
 - b. Brief Summary;
90. Dissemination products should/will include gender-sensitive data.

8.2. Budget

91. **Budget:** For the purpose of this evaluation, WFP will:
 - For the purpose of this evaluation, WFP will procure an evaluation firm through Long-term Agreements. Bidding firms will have to submit their proposals using the [template for the provision of decentralized evaluation services](#) (document attached), by December 9th 2020.
 - 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.
 - Please send any queries and submit proposals to Nikki Zimmerman, Regional Evaluation Officer and Evaluation Manager for this evaluation, nikki.zimmerman@wfp.org.

Annex 1. RBN Regional Map



Annex 2. Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	15 November 20 December 2020
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	(2 weeks)
	Sharing of draft ToR with outsourced quality support service (DE QS)	(3 days)
	Review draft ToR based on DE QS feedback	(3 days)
	Circulation of TOR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	(2 weeks)
	Review draft ToR based on comments received	(1 week)
	Submits the final TOR to the internal evaluation committee for approval	
	Sharing final TOR with key stakeholders	
	Selection and recruitment of evaluation team	(3 weeks)
	Phase 2 - Inception	1st March 2021 (Up to 7 weeks)
	Briefing core team	(1 day)
	Desk review of key documents by evaluation team	3 days
	Inception mission in the country (if applicable)	(1 week)
	Draft inception report	(1 week)
	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	(1 week)
	Revise draft IR based on feedback received by DE QS and EM	(1 week)
	Submission of revised IR based on DE QS and EM QA	
	Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	(2 weeks)
	Consolidate comments	
	Revise draft IR based on stakeholder comments received	(1 week)
	Submission of final revised IR	
	Submits the final IR to the internal evaluation committee for approval	
	Sharing of final inception report with key stakeholders for information	
	Phase 3 - Data collection	1st May 2021 (Up to 3 weeks)
	Briefing evaluation team at CO	(1 day)
	Data collection	(3 weeks)
	In-country Debriefing (s)	(1 day)
	Phase 4 - Analyze data and report	1st June- 30 July 2021 (Up to 11 weeks)

	Draft evaluation report	(3 weeks)
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	(1 week)
	Revise draft ER based on feedback received by DE QS and EM QA	(1 week)
	Submission of revised ER based on DE QS and EM QA	
	Circulate draft ER for review and comments to ERG, RB and other stakeholders (list key stakeholders)	(2 weeks)
	Consolidate comments	
	Revise draft ER based on stakeholder comments received	(2 weeks)
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	Sharing of final evaluation report with key stakeholders for information	
Phase 5 - Dissemination and follow-up		1st August 2021 (Up to 4 weeks)
	Prepare management response	(4 weeks)
	Share final evaluation report and management response with OEV for publication	

Annex 3. Membership of the Evaluation Committee

Purpose: The overall purpose of the EC is to ensure a credible, transparent, and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the EM through the process, reviewing evaluation deliverables (TOR, inception report and evaluation reports) and submitting them for approval to the Chair of the Committee.

The composition of the Evaluation Committee:

- WFP Country Director or delegated to the Deputy Country Director (Chair)
- WFP EM (Secretary)
- WFP RBN Head of Planning and Partnerships Unit
- WFP RBN Head of Programme
- RBN Regional Evaluation Officer

Responsibilities of the Evaluation Committee: the EC is responsible for approving the TOR, inception report, baseline and endline report of the evaluation.

Input by Phase and Estimated time per EC member (excluding the Evaluation manager) – (1/2 day)

Phase 1: Planning

- 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
 - 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 4. Membership of the Evaluation Reference Group

Purpose: The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. ERG members review and comment on evaluation TOR and deliverables. The ERG members act as experts in an advisory capacity, without management responsibilities. Responsibility for approval of evaluation products rests with the Country Director/Deputy Country Director as Chair of the Evaluation Committee.

Composition of ERG:

- a. WFP Country Director or delegated to the Deputy Country Director (Chair)
- b. WFP Evaluation Manager
- c. WFP RBN Head of Planning and Partnerships Unit
- d. WFP RBN Head of Programme
- e. RBN Regional Evaluation Officer
- f. Representative of WFP Headquarter’s Partnerships Unit
- g. WFP COs Head of Planning and Partnerships Unit
- h. UN Coordinator within RBN COs
- i. Representatives of key donors among RBN COs

Tasks: the ERG will review the evaluation products and provide comments to the evaluation team.

ERG members responsibilities by Evaluation - Phases	Estimated time required
<p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • 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. 	1 day
<p>Phase 3: Inception</p> <ul style="list-style-type: none"> • 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). 	1 day
<p>Phase 4: Data collection and analysis</p> <ul style="list-style-type: none"> • 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. 	1.5 days
<p>Phase 5: Report</p> <ul style="list-style-type: none"> • 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 	2+ days

<p>base against which the findings are presented, and conclusions and recommendations are made.</p> <ul style="list-style-type: none"> 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. 	
<p>Phase 6: Disseminate and Follow-up</p> <ul style="list-style-type: none"> • 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). 	2 days

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.

Annex 5. List of documents

Primary data

- 2017-2021 Strategic Plan in support to the SDGs
- Regional Bureau Nairobi, Performance Plan, 2020 - 2021
- WFP and the Grand Bargain, May 2020
- WFP and the Grand Bargain, 2019
- WFP RBN Country Strategic Plans
- WFP Overview and Field Level Agreement
- WFP Country Strategic Plan – A Guide for NGOs
- WFP Concept Note Template
- Field Level Agreement and Budget
- WFP Policies
- Regional Bureau Nairobi Regional Funding Overview November 2019
- The Whole of Society Approach to Zero Hunger;
- A guide for NGOs;
- Internal Audit of the Integrated Road Map Pilot Phase in WFP
- Partnership Index and Performance Indicators
- Partnership Action Plan Lessons Learned Exercise
- Capacity strengthening of national and local non-governmental organisations: opportunities and challenges for WFP
- WFP Overview and Field Level Agreement
- COs FLA
- COs annual report
- WFP Country Strategic Plan -A Guide for NGOs: for WFP and partner users
- Budget Guidance Note 2018 –for WFP and partner users
- How to work with WFP –under development
- Grand Bargain Annual meeting, WFP statement (2018, 2019, 2020)

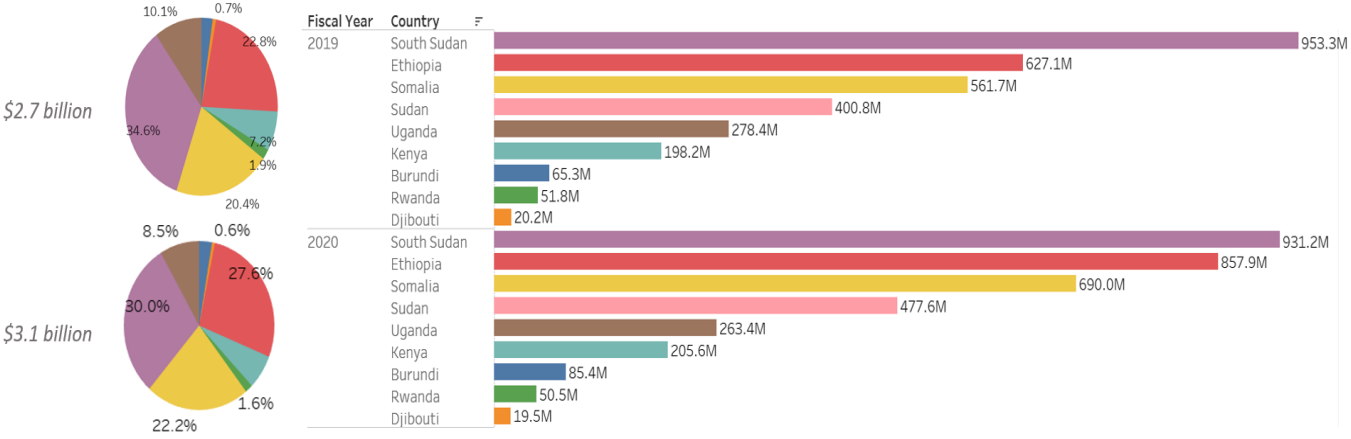
Secondary data

- Grand Bargain, Agenda for Humanity
- Pathways to Localization: A framework towards locally led humanitarian response in partnership-based action

Annex 6. Number and type of partnership for each RBN COs in 2019

Row Labels	International NGO	Local NGO	National Red Cross and Red Crescent Society	Grand Total
Burundi	5	8	1	14
Djibouti		31		31
Ethiopia	21	1		22
Kenya	18	13	6	37
Rwanda	2			2
Somalia	62	262		324
South Sudan	165	79		244
Sudan	60	42	7	109
Uganda	18	7	1	26
Grand Total	351	443	15	809

Annex 7. RBN Requirements for 2019 and 2020, disaggregated by country offices



Annex 8. Acronyms

CO	Country Office
CSPs	Country Strategic Plans
DEQAS	Decentralized Evaluation Quality Assurance System
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ERG	Evaluation Reference Group
FLA	Field Level Agreement
GB	Grand Bargain
GBV	Gender-Based Violence
GEEW	Gender equality and women's empowerment
INGOs	International non-governmental organizations
IR	Inception Report
M&E	Monitoring and Evaluation
MOUs	Memoranda of Understanding
NNGO	National Non-Governmental Organization
NGOs	Non-governmental Organisation
OEV	Office of Evaluation
UNCT	UN Country Team
UNEG	United Nations Evaluation Group
UN	United Nations
QS	Quality Support
RB	Regional Bureau
RBN	Regional Bureau in Nairobi
SDGs	Sustainable Development Goals
SRHR	Sexual and reproductive health and rights
TOC	Theory of Change
TOR	Term of References
UNPP	UN Partner Portal
WFP	World Food Programme
WHS	World Humanitarian Summit

