

Evaluation of Kenya WFP Country Strategic Plan 2018-2023



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Terms of reference –final approved

December 2021

Table of Contents

Table of Contents	2
1. Background	1
1.1. Introduction	1
1.2. Context	1
2. Reasons for the evaluation	10
2.1. Rationale.....	10
2.2. Objectives	10
2.3. Stakeholder Analysis	10
3. Subject of the evaluation	11
3.1. Subject of the Evaluation	11
3.2. Scope of the Evaluation	16
4. Evaluation approach, methodology and ethical considerations	16
4.1. Evaluation Questions and Criteria	16
4.2. Evaluation Approach and Methodology	18
4.3. Evaluability assessment	20
4.4. Ethical Considerations.....	20
4.5. Quality Assurance	21
5. Organization of the evaluation	21
5.1. Phases and Deliverables	21
5.2. Evaluation Team Composition	22
5.3. Roles and Responsibilities	23
5.4. Security Considerations	23
5.5. Communication	24
5.6. Budget.....	24
Annexes	25
Annex 1: Kenya, Map with WFP Offices in 2021	25
Annex 2: Kenya Fact Sheet	26
Annex 3: Detailed Evaluation Timeline	29
Annex 4: Preliminary Stakeholder analysis	32
Annex 4a: WFP Kenya – list of cooperating partners	36
Annex 5: Evaluability assessment	37
Annex 5a: CO Kenya engagement in evaluative activities (2015-2021).....	38
Annex 5b: Conclusions from the CSP Kenya 2018-2023 Mid-Term Review	41
Annex 6: WFP Kenya presence in years pre-CSP	43
Annex 7: Line of sight	45
Annex 8: Key information on beneficiaries and transfers	46
Annex 9: Communication and Knowledge Management plan	52

Annex 10: Template for evaluation matrix.....	54
Annex 11: Approved Country Strategic Plan document	57
Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)	58
Annex 13: Kenya development frameworks (MTP and UNDAF)	61
Annex 14: Acronyms and Abbreviations	64
Annex 15: Bibliography	68

1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.

2. The purpose of these ToR is to provide key information to stakeholders about the evaluation, guide the evaluation team and specify expectations during the various phases of the evaluation. The ToR are structured as follows: section one provides information on the context; section two presents the rationale, objectives, stakeholders and main users of the evaluation; section three presents the WFP portfolio and defines the evaluation scope; Section four identifies the evaluation approach and methodology; section five indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

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

1.2. CONTEXT

General overview

4. Kenya is situated on the equator and borders with Uganda, Tanzania, Ethiopia, South-Sudan, Somalia and the Indian Ocean. With a surface area of 591,958 km², the country is divided in 47 counties. Arid and Semi-Arid Lands (ASALs) cover 80 percent of the country in the Northern and North-Eastern regions.¹

5. In 2020, Kenya had a total population of 53 million people with over 38 percent between 0-14 years old.² Life expectancy at birth stands at 64 and 69 years, respectively for males and females, with a fertility rate of 3.3 children per women which in the last 10 years dropped by 28 percent.³ The latest census from 2019 identified 31 ethnic affiliations with Kikuyu, Luhya, Kalenjin, Luo and Kamba as most populous.

6. Over 2015-2019, Kenya's economic growth averaged 5.6 percent, mainly driven by growth in services and in 2020 the country reached a GDP per capita of 1,838 USD.⁴ In 2020, 69.8 percent of the working age population was employed, with 71 percent of women participating in the labour force.⁵ It was estimated that in 2019, 83 percent of the employed population worked in the informal sector, 16.1 percent in the formal sector and only 0.9 percent was self-employed.⁶

7. Kenya's 2019 HDI of 0.601 is above the average of countries in Sub-Saharan Africa but below the average of countries in the medium human development group. Between 2015 and 2019, the HDI value increased from 0.555 to 0.601.⁷

8. During 2013-2018 the Gini coefficient improved from 47.7 to 40.8⁸, but inequality varies both across and within regions with Nairobi and Rift Valley regions experiencing the widest income inequalities.

¹ Ministry of Devolution and the ASALs. [ASALs Categorization](#), visited on 25.08.2021

² [WB Development Indicators](#), visited on 25.09.2021.

³ *Ibid.* UNFPA. World Population Dashboard, visited on 25.09.2021. Total fertility rate per women aged 15-49 in 2011 was 4.6, UNFPA. 2011. State of World Population 2011

⁴ [WB Development Indicators](#), visited on 27/08/2021

⁵ *Ibid.*

⁶ KNBS. 2020. Economic Survey 2020

⁷ UNDP. 2020. Human Development and the Anthropocene

⁸ UNDP HDR 2020 and UNDP HDR 2015

9. According to the 2020 UNDP Human Development Report, 13.3 percent of the total population lives in severe **multidimensional poverty**, while 34.9 percent is vulnerable to multidimensional poverty. However national data presents a different poverty picture.⁹ According to the Kenya National Bureau of Statistics (KNBS) more than one in three Kenyans are monetary poor.¹⁰ More than half of the population are multidimensionally poor. Above 27 percent is poor in monetary and multidimensional terms and more than a quarter of the poor (2.8 million out of 11.8 million) reside in Turkana, Kakamega, Kilifi and Madera counties.¹¹

10. Kenya has been affected by the **Covid-19 pandemic**. As of 13 December 2021, there have been 256,335 confirmed cases of COVID-19 with 5,348 deaths reported to WHO.¹² As of 12 December 2021, a total of 8,189,322 vaccine doses have been administered. 3,260,603 have completed the vaccination cycle (accounting for 6 percent of the population).¹³ On October 20, 2021, the Government of Kenya announced the end to Kenya's nationwide curfew, even as other COVID-19 mitigation measures remain in effect such as mandatory wearing of mask in public and international travels' restrictions.¹⁴

11. The economic impact of the pandemic has been mainly driven by losses in the services sector and the GDP dropped by 0.4 percent in 2020, compared to the 5.4 percent growth in 2019.¹⁵

Food and nutrition security

12. In the 2020 Global Hunger Index, Kenya ranks 84th out of the 107 countries with a score of 23.7, falling into the category "serious hunger condition".¹⁶

13. As shown in Figure 1, between July and October 2021, an estimated 2.1 million people in Kenya were facing **high level of acute food insecurity** (IPC Phase 3 or worse), 30 percent more compared to the same period in 2020. The majority resides in counties with predominantly pastoral livelihoods. In the projection period (November 2021 to January 2022), the population in IPC Phase 3 or above is expected to increase to about 2.4 million people, including around 368,000 people in IPC Phase 4 (emergency).¹⁷

14. As of July 2021, an estimated 652,960 children under five and 96,480 pregnant or lactating women require treatment for acute malnutrition and the situation is expected to deteriorate if the 2021 short rains perform poorly (Figure 2).¹⁸

15. Kenya is experiencing the triple burden of malnutrition characterized by the coexistence of undernutrition as manifested by stunting, wasting, underweight; micronutrient deficiencies; and obesity.¹⁹ The **prevalence of undernourishment** decreased from 28.5 percent in 2004–2006, to 24.8 percent in 2018–2020.²⁰ According to the latest demographic and health survey (DHS) in 2014, 26 percent of children between 0-4 years were stunted, and 8 percent are severely stunted. Stunting levels are higher among boys than girls (30 to 22 percent) and among rural children (29 percent) compared to urban children (20 percent).²¹

16. The **pandemic has aggravated the food security situation**: during May-June 2020 40 percent of adults skipped meals at least once a week, and so did children in 25 percent of households.²²

⁹ The standard country factsheet uses UNDP data based on the 2014 DHS.

¹⁰ Below the poverty line of KShs 3,252 and KShs 5,995 monthly per adult equivalent in rural and urban areas, respectively.

¹¹ KNBS. 2020. Comprehensive Poverty Report 2020 using 2015/16 Kenya Integrated Household Budget Survey data.

¹² WHO. COVID-19 Dashboard, visited on 14 December 2021

¹³ Ministry of Health Kenya. 2021. COVID-19 Immunization Status Report 12th December 2021

¹⁴ Busia, Vihiga, Kisii, Nyamira, Kakamega, Trans Nzoia, Bungoma, Kericho, Bomet, Siaya, Kisumu, Homa Bay and Migori. [US Embassy in Kenya website](#), visited on 30 August 2021.

¹⁵ WB. 2020. Kenya Economic Update. Navigating the pandemics

¹⁶ Global Hunger Index report 2020

¹⁷ IPC. 2021. Kenya: IPC Food Security & Nutrition Snapshot AFI: July 2021 - January 2022; AMN: July - November 2021

¹⁸ *Ibid.*

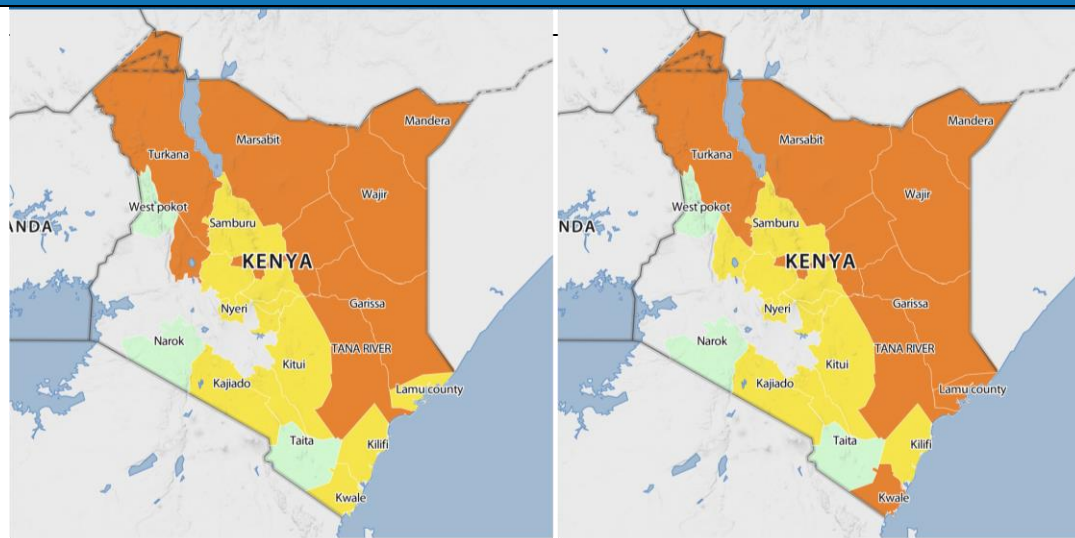
¹⁹ [Kenya National Nutrition Action Plan 2018-2022](#) section 2.1.

²⁰ FAO. 2021. State of Food Security and Nutrition in the World

²¹ KNBS. 2014. DHS

²² WB. 2021. Socioeconomic Impact of COVID-19 in Kenya January 2021

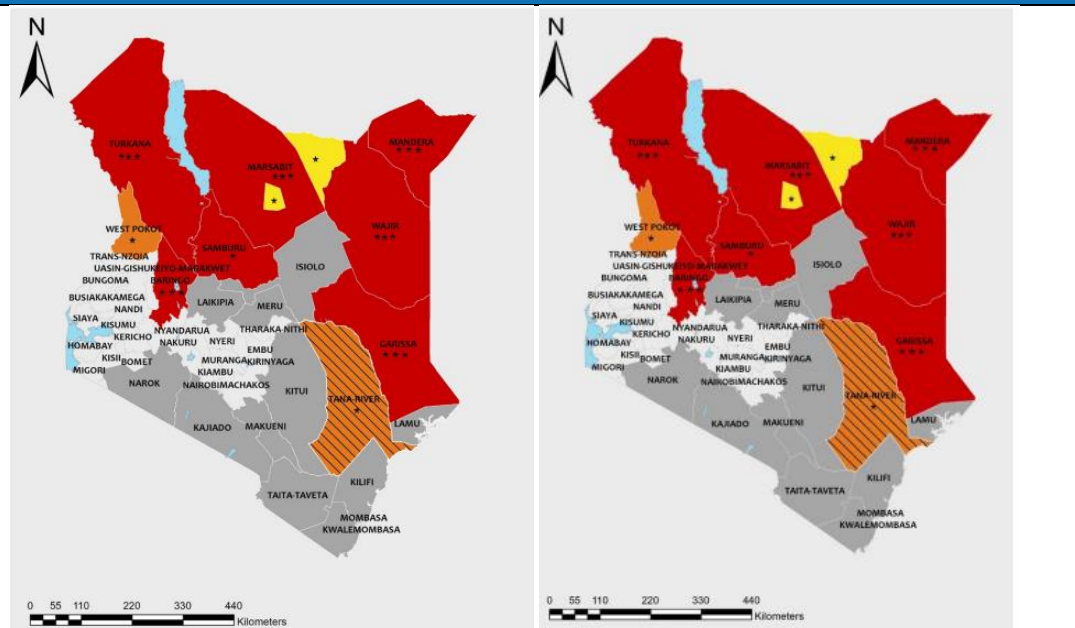
Figure 1: Kenya IPC acute food insecurity situation (July-Oct 2021 and projected Nov 2021-Jan 2022)



IPC Map Key: Acute Food Insecurity
 1 - Minimal 2 - Stressed 3 - Crisis 4 - Emergency 5 - Famine Famine Likely Areas with inadequate evidence Areas not analyzed
 Disclaimer: The information shown on this map does not imply that the IPC and CH officially recognizes or endorses physical and political boundaries.
 Source: Integrated Food Security Phase Classification

Source: IPC Technical Working Group, Report issued in September 2021

Figure 2: Kenya IPC acute malnutrition situation (July 2021 and projected Aug-Nov 2021)



Key for the Map
 IPC Acute Malnutrition Phase Classification
 1 - Acceptable 2 - Alert 3 - Serious 4 - Critical 5 - Extremely critical
 Evidence Level: * Acceptable, ** Medium, *** High. Scarcely evidenced due to limited or no humanitarian access.
 Phase classification based on MUAC. Areas not analysed.

Source: IPC Technical WG Report, September 2021

Agriculture

17. Agriculture is key for the Kenyan economy, accounting for 35 percent of GDP in 2020 and engaging more than 54 percent of the employed population, with highest percentage for women.²³ Crop production, predominantly maize and beans, represents the largest share of agriculture, followed by livestock, forestry and fisheries.²⁴

18. Most of the land in Kenya (21,300,000 ha) is used for livestock and only 5,800,000 ha are arable.²⁵ Small and medium producers dominate agricultural production and approximately 87 percent of farmers cultivate less than 2 ha of land.²⁶

19. The majority of those engaged in agricultural activities are aged between 50 and 65 years and predominantly practice traditional and subsistence farming, with low productivity rates.²⁷ Growth and job creation are hindered by underdeveloped value chains, limited post-harvest infrastructure, restricted access to agricultural financing, weather related shocks and limited use of irrigation.²⁸

Climate change and vulnerability

20. Kenya's diverse topography results in a wide range of climates. Annual rainfall roughly follows a seasonal pattern with "long rains" (March-May) and "short rains" (October-December) but there is wide variation across the country.²⁹

21. Compounding political, geographic, and social factors, make Kenya highly vulnerable to **climate change impacts**, ranking 152 out of 181 countries in the 2019 ND-GAIN Index.³⁰ Highly exposed to floods and droughts, between 2000 and 2020 Kenya experienced 9 droughts and 42 floods which have affected in total 29,198,862 people.³¹

22. Following the below average rainfall the ASALs are currently facing a drought situation, with 12 out of 23 ASAL counties in "Alert". Turkana, Garissa, Wajir, Mandera and Marsabit counties are most affected.³² The situation remains precarious because of delayed start of seasonal rains and the likelihood of below-average agricultural performance. A third consecutive below-average season is expected to significantly affect crop and livestock productivity and consequently household food access and consumption and the number of food insecure is likely to increase further. On 8 September 2021, President Uhuru Kenyatta declared drought in parts of Kenya a national disaster.³³

23. In December 2019, giant swarms of **desert locusts** entered Kenya from Ethiopia and Somalia, recording the worst invasion in the last 70 years.³⁴ Estimates in September 2020 indicated that the swarms flattened about 175,000 hectares of crop and pastureland affecting the livelihoods of nearly 164,000 households.³⁵

²³ [World Bank Development Indicators](#), visited on 30/08/2021

²⁴ WB. 2019. Kenya Economic Update April 2019 Unbundling the Slack in Private Sector Investment: Transforming Agriculture Sector Productivity and Linkages with Poverty Reduction

²⁵ [FAOSTAT](#), visited on 30/08/2021

²⁶ *Ibid.*

²⁷ Ministry of Agriculture, Livestock, Fisheries and Irrigation. 2018. Kenya Youth Agribusiness Strategy 2018-2022

²⁸ WB. 2019. Kenya Economic Update April 2019, cit.

²⁹ WB. 2021. Climate Risk Country Profile

³⁰ *Ibid.* The ND-GAIN Index ranks 181 countries using a score which calculates a country's vulnerability to climate change and other global challenges as well as their readiness to improve resilience. [Notre Dame Global Adaptation Initiative](#).

³¹ [EM-DAT International Disaster Database](#), visited on 31/08/2021

³² ACAPS. [Kenya Overview](#), visited on 31/08/2021

³³ "Drought puts 2.1 million Kenyans at risk of starvation" Peter Muiruri on *The Guardian*. 15 September 2021

³⁴ Ministry of Agriculture, Livestock, Fisheries and Cooperatives. 2020. Emergency Locust Response Project.

³⁵ WB website. [Kenya Locust Response Project](#), visited on 31/08/2021

Education

24. In the last 10 years Kenya invested more than 5 percent of the GDP in education, reaching in 2018 a literacy rate of 81.5 percent, lower for the female population (78.2 percent).³⁶ According to the 2019 census, 4.2 percent of the country's population reached university-level education. Another 7.6 percent finished a middle level or technical and vocational training after the secondary. More than half of the population reported having primary education as the highest level completed.³⁷

25. The primary education Net Enrolment Rate (NER) increased from 88.2 percent in 2014 to 91.4 percent in 2018, while the secondary education NER increased from 47.4 percent to 53.2 percent in the same period.³⁸ The transition rate from primary to secondary stood at 83.3 percent in 2018.³⁹ Kenya has achieved gender parity in primary and secondary school levels.⁴⁰

26. In response to the COVID-19 emergency, schools were closed from March 2020 to January 2021. The Government focused on supporting remote learning, promoting digitalisation, supporting access to textbooks and other learning materials in remote areas and improving water and sanitation infrastructure in preparation for school reopening.⁴¹

27. Refugees hosted in Kenya are included in the national education system. In 2020, for example, UNHCR supported the Ministry of Education to develop a draft multi-year costed implementation plan for refugee inclusion in the education system, in close alignment with the National Education Sector Strategic Plan (2018-2022). The Ministry of Education also included refugees in the national education response for COVID-19.

Gender

28. Kenya ranked 126 out of 162 countries in the 2019 **gender inequality index**,⁴² with female participation in the labour market at 72.1 percent compared to 77.3 for men. In Kenya, 21.8 percent of parliamentary seats are held by women.⁴³ For every 100,000 live births, 342.0 women die from pregnancy related causes; and the adolescent birth rate is 75.1 births per 1,000 women of ages 15-19.

29. The 2010 Constitution emphasises the protection of human rights, equality and justice, and has established a number of independent commissions to oversee the protection of particular rights and freedoms, including the National Gender and Equality Commission mandated to promote gender equality and freedom from discrimination, with a special focus on women, youth, children, persons with disabilities, the elderly and minority or marginalized communities.

30. Kenya has ratified the UN Declaration on the Elimination of Violence against Women. In 2014, Kenya adopted the National Guidelines on the Management of Sexual Violence, providing a framework for the provision of services to survivors of sexual and gender-based violence (SGBV).⁴⁴ Most recently, in June 2021, the Government of Kenya unveiled a roadmap to **accelerate progress towards gender equality and ending SGBV** by 2026, with progressively higher funding for SGBV prevention and response.⁴⁵ The roadmap outlines measures to strengthen research and innovation for evidence-based policy formulation and

³⁶ [World Bank Development Indicators](#), visited on 31/08/2021

³⁷ KNBS. 2019. Kenya Population and Housing Census.

³⁸ KNBS. 2019. Economic Survey 2019

³⁹ *Ibid.*

⁴⁰ Republic of Kenya Ministry of Education. 2019. Basic Education Statistical Booklet

⁴¹ Ministry of Education. 2020. Kenya basic education Covid -19 emergency response plan Kenya Emergency Response Plan

⁴² UNDP Human Development Report 2020. Kenya index is 0.518. The Gender Inequality Index reflect three dimensions: reproductive health, empowerment, and economic activity.

⁴³ WB data.

⁴⁴ Kenya, [National Guidelines on the Management of Sexual Violence](#).

⁴⁵ The plan includes the allocation of USD 23 million by 2022 with a progressive increase to USD 50 million by 2026. See Kenya [Gender Equality Forum](#).

programming on GBV and Female Genital Mutilation.⁴⁶ Notwithstanding these developments, SGBV remains widespread. At the national level, 45 per cent of women aged 15-49 have experienced either physical or sexual violence according to the latest Demographic Health Survey of 2014.

Migration, refugees and internally displaced people

31. Kenya continues to be among the top refugee hosting countries in Africa, hosting refugees since 1970 with the numbers increasing significantly from 1990 mainly due to influxes from Somalia and South Sudan. UNHCR is the lead agency coordinating with the Government of Kenya the refugee response.

32. Latest available UNHCR figures indicate that Kenya hosts 504,857 registered refugees and asylum seekers⁴⁷ with the following profile:⁴⁸

- The majority come from Somalia (54 percent) followed by South Sudanese (24.5 percent), Congolese (8.9 percent) and Ethiopians (5.8 percent). Persons of concern in need of international protection are also from other nationalities including Burundi, Sudan, Uganda, Eritrea and Rwanda;⁴⁹
- Of the total refugee population 55 percent are children and 50 percent are women and girls;⁵⁰
- At the end of 2020, 84 percent (423,956) lived in camps and settlements, while 16 percent (80,898) lived in urban areas.
- The largest camps and settlements – located in isolated and marginalized areas – are the Dadaab camp in Garissa County, and the Kakuma camp (established in 1992) and the Kalobeyei integrated settlement (established in 2015) in Turkana County.⁵¹
- 2020 was marked by the relatively low number (5,312) of new arrivals registered due to the Covid-19 movement restrictions.⁵²
- The Somali refugee population in Kenya has been slowly decreasing through a **voluntary repatriation** programme. Some 84,000 Somali refugees have returned through the programme since 2014.⁵³ However, ongoing drought and persisting insecurity have deteriorated the humanitarian situation in Somalia, resulting in movements back to Kenya.

33. The Refugee Affairs Secretariat under the Ministry of Interior and Coordination of National Government has the overall responsibility for administration, coordination and management of refugee matters. **Government policies towards refugees** in Kenya are outlined in the 2006 Refugee Act (revised in 2012).⁵⁴ Under Kenya law⁵⁵:

- refugees are not allowed to work or engage in livelihood activities outside the camps.
- all refugees are required to live in and remain within one of two designated camps – Kakuma and Dadaab.⁵⁶
- refugees are allowed to engage in any form of self-employment inside the camps without the need to obtain formal authorization.
- work permits are available to refugees but only those with specifically-needed skills.

⁴⁶ *Ibid.* See also UNFPA News – [Kenya unveils new commitments to accelerate end of Gender Based Violence](#) 30 June 2021

⁴⁷ See Annex 2 – UNHCR data extracted from <https://www.unhcr.org/refugee-statistics-uat/download/?url=P7utLk>

⁴⁸ UNHCR Operational data portal. <https://data2.unhcr.org/en/country/ken>

⁴⁹ *Ibid.*

⁵⁰ UNHCR. Global Focus. 2020 Kenya report.

⁵¹ When the capacity of Kakuma was exceeded in 2014 following a large influx of arrivals, the Turkana County Government and UNHCR jointly established Kalobeyei Integrated Settlement 40 kilometers from Kakuma.

⁵² UNHCR. Global Focus. 2020 Kenya report.

⁵³ UNHCR [Fact Sheet. 1-31 August 2019.](#)

⁵⁴ Kenya ratified the 1951 UN Convention Relating the Status of Refugees and the 1967 UN Protocol Relating to the Status of Refugees.

⁵⁵ 2006 Refugee Act (last revised in 2012).

⁵⁶ Due to security concerns, in 2012 the Government decided to tighten its encampment policy requiring all refugees and asylum seekers, including those residing in urban areas, to relocate to designated camps.

34. Kenya has adopted the **Global Compact on Refugees** (GCR) and the **Comprehensive Refugee Response Framework** (CRRF).⁵⁷ While non-binding, they embody the ambition of the international community for strengthened cooperation and solidarity with refugees and affected host countries through burden- and responsibility-sharing, and contributions in support of host countries.

35. In 2020, government-imposed movement restrictions and lockdowns due to the pandemic had a severe socio-economic impact on both Kenyans and refugees' livelihoods.

36. In April 2021, the Government of Kenya communicated intention to close the refugee camps in 2022. The roadmap includes voluntary return, departures to third countries, and alternative stay options in Kenya for certain refugees from East African Community countries.⁵⁸

Humanitarian protection

37. In Kenya UNHCR coordinates the planning and implementation of protection and assistance programmes for refugees and asylum seekers, working with the Government and other partners.⁵⁹ Some of the protection issues for which structured approaches and frameworks for coordinated responses are in place, specifically targeting the refugee population include:

- Refugee Status Determination
- Resettlement of refugees in third countries
- Voluntary return of refugees to their countries of origin
- Prevention, mitigation and response to SGBV
- Protection and case management focusing on children at risk including unaccompanied and separated minors.

38. UNHCR also monitor the external borders to ensure that asylum-seekers have access to the Kenyan territory and are not refouled to their country of origin or another country, where their security and life could be at risk.

National policies and the SDGs

39. Kenya's Development Agenda is anchored on the Kenya Vision 2030 that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

40. The Vision is actualised through **five-year Medium-Term Plans** (MTPs). The current plan, the third MTP (2018-2022) is themed around "*Transforming lives: Advancing socioeconomic development through the "Big Four Agenda"*" under four pillars which include manufacturing, affordable housing, food security and nutrition, universal health coverage and improvements in the conduciveness of the business environment.⁶⁰

41. The National Information Platform for Food Security and Nutrition is aimed to strengthen nutrition information systems to inform nutrition interventions. In this regard, a review of policies was undertaken to identify gaps in food security and nutrition evidence with the objective to refine nutrition interventions for better outcomes and to strengthen coordination of multi sector actions for nutrition improvement.

42. Relevant policies and strategies to achieve food security and nutrition objectives include:

- 2019-2029 Agricultural Sector Transformation and Growth Strategy
- 2017-2022 National School Meals and Nutrition Strategy
- Food security bill 2017
- Kenya Climate Smart Agriculture strategy 2017- 2026

⁵⁷ UN. 2018. Global Compact on Refugees.

⁵⁸ UNHCR Press Release, [Joint statement by the Government of Kenya and the UN High Commissioner for Refugees: Dadaab and Kakuma Refugee Camps Roadmap](#), 29 April 2021.

⁵⁹ In refugee situations the IASC cluster approach is not applied. Under overall UNHCR coordination the Refugee Coordination Model (RCM) is applied, with Working Groups established in different thematic areas. [UNHCR RCM](#).

⁶⁰ National Treasury and Planning. 2020. [Second VNR on the Implementation of the SDGs](#).

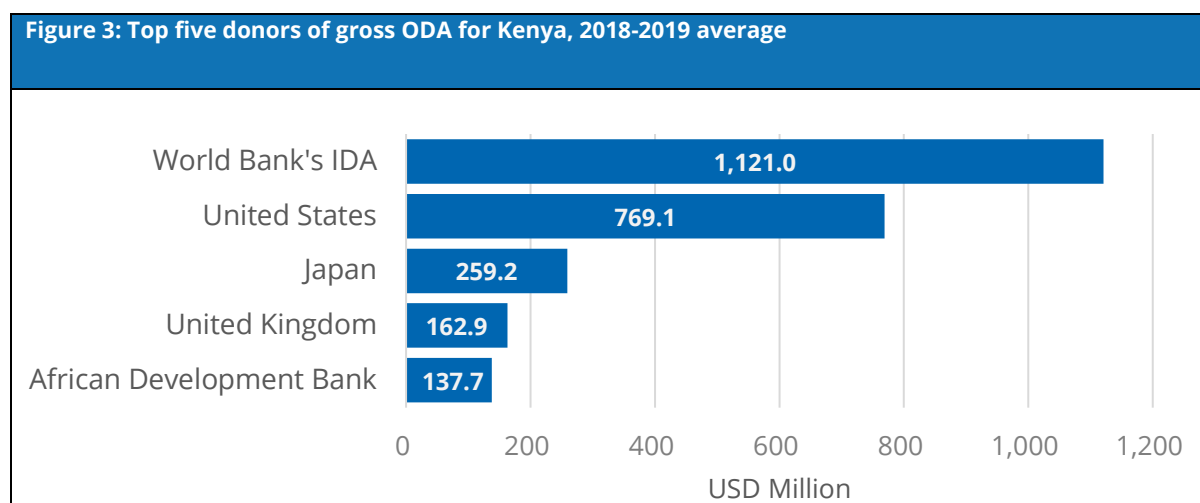
- Kenya Youth Agribusiness Strategy 2018-2021
- Kenya Nutrition Capacity development Framework 2014- 2019
- National Policy on Gender and Development 2019
- Kenya National Nutrition Monitoring and Evaluation Framework 2018-2022
- The Kenya National Nutrition Action Plan 2018-2022
- Kenya Agri-nutrition implementation strategy 2020- 2025
- National Agriculture Investment Plan 2019-2024

43. Kenya undertook **two Voluntary National Reviews (VNR)** in 2017 and 2020. According to the most recent one, during the period 2017-2019, progress was made in SDG 1 through poverty reduction measures, SDG 3 – Health, SDG 4 – Education, SDG 6 – Provision of clean water, and SDG 11 on ensuring sustainable cities.

44. Under SDG 1 – Ending poverty, the Government of Kenya continues to implement social protection programmes with the aim of ensuring that all Kenyans live in dignity and exploit their human capabilities for social and economic development.⁶¹

International development assistance

45. During the period 2018-2019, Kenya received a yearly average USD 3,259.278 million official development assistance (ODA). The top five ODA funding sources between 2018-2019 were World Bank, United States, Japan, United Kingdom and African Development Bank (Figure 3). ODA funds between 2018 and 2019 were mostly directed to health and population (23.5 percent), followed by agriculture, forestry and fishing (11.8 percent), government and civil society (11.2 percent) and transport and storage (10.1 percent).

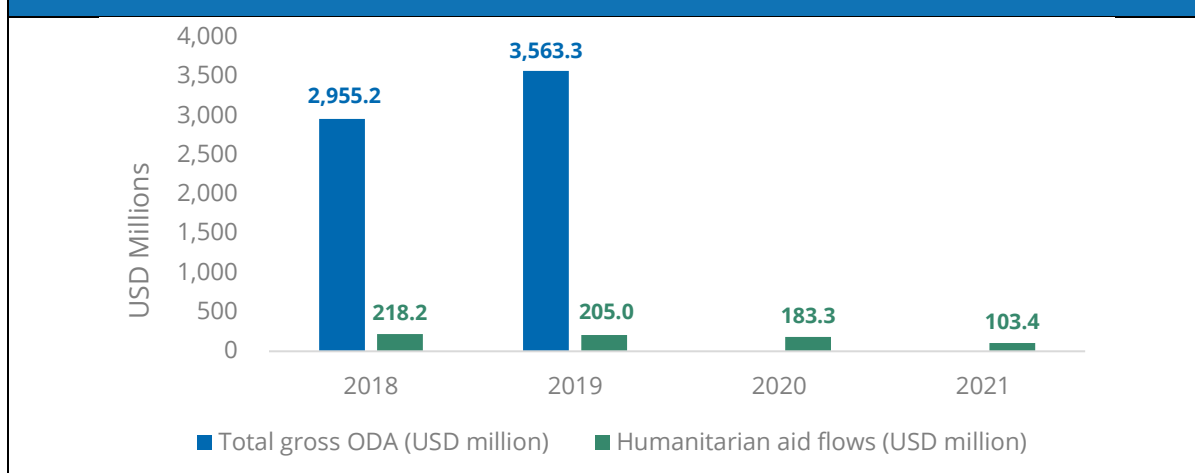


Source: Source: OECD website, data extracted on 30.09.2021

46. Main humanitarian donors between 2018 and 2020 have comprised United States (55.6 percent), European Commission (10.9 percent) United Kingdom (7.5 percent) Japan (5.1 percent) Germany (4.6 percent). As shown in Figure 4, between 2018 and 2019 ODA to Kenya increased by 20.6 percent reaching 3.56 USD billion.

⁶¹ Ibid.

Figure 4: International assistance to Kenya 2018-2021



Source: OECD-DAC, UN OCHA – FTS, data extracted on 30.09.2021. Note (*) No ODA data available for 2020 and 2021

47. Since 2020, Kenya received 20.2 USD million humanitarian aid through the South-Sudan Regional Refugees Response Plan. In 2020, the Government of Kenya, alongside the UN and other humanitarian partners, launched a platform to raise funds for the COVID-19 pandemic. The flash appeal requested more than USD 250 million to respond to the most immediate and critical needs. As of September 2021, 24.5 percent of the Kenya Intersectoral COVID-19 Response Plan was funded for a total of 62.4 USD million.⁶²

48. Between 2015 and 2017 China lent an estimated USD 8,5 billion to the government of Kenya, the majority invested in transport and storage infrastructure projects, under the Belt and Road Initiative.⁶³

United Nations Development Framework (UNDAF)

49. The 2014-2018 UNDAF was aligned with national development priorities presented in the second MTP (2013-2017) and in the country's Vision 2030 goals. However, UNDAF achievements have been uneven and under-reported. Progress has been constrained by various design, operational and coordination bottlenecks, as well as by funding shortfalls.⁶⁴

50. The UNDAF 2018-2022 was informed by key lessons and recommendations from the 2014-2018 UNDAF Mid-Term Review and subsequent final evaluation. A Common Country Assessment (CCA) was also undertaken in 2017 to inform the UNDAF theory of change.⁶⁵ The current UNDAF has three Strategic Priority Areas aligned to the three MTP III Pillars of *transformational governance; sustainable and inclusive growth* and *human capital development* (see also Annex 13, Figure 2).

51. In August 2020, the UNCT prepared the UN's Socio-Economic Response Plan (SERP) to COVID-19 for Kenya, aiming to complement the UN assistance to the country in view of the effects of the pandemics. The SERP total budget is USD 155 million, of which 29.5 percent has been funded as of September 2021.⁶⁶

⁶² UN-OCHA FTS website, visited on 02.09.2021

⁶³ Aid Data, <https://www.aiddata.org/>, visited on 01.10.2021

⁶⁴ UNDAF 2014-2018 final evaluation.

⁶⁵ UNDAF 2018-2022

⁶⁶ COVID-19 Data Portal, visited on 26.09.2021

2. Reasons for the evaluation

2.1. RATIONALE

52. CSPEs were introduced by the WFP Policy on CSPs in 2016 “to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wider body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its country strategy and portfolio of activities. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new CSP for Kenya – scheduled for EB approval in June 2023.

2.2. OBJECTIVES

53. Evaluations serve the dual objectives of accountability and learning. This CSPE will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Kenya, and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

54. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional, and corporate learning. A matrix of stakeholders with their respective interests and roles in the CSPE is in Annex 4 and will be further refined by the Evaluation in the inception phase.

55. Internally, key evaluation stakeholders comprise the CO in Kenya, the Regional Bureau in Nairobi, Headquarters divisions and WFP Executive Board. A selection of WFP staff – agreed upon with RBN – will be part of an **Internal Reference Group (IRG)** to share inputs on learning needs and intended uses of the evaluation results. Annex 12 presents the IRG’s Terms of Reference.

56. Externally, WFP interacts with its target population groups; with the Government of Kenya; civil society institutions as relevant; international development actors; private sector entities. As feasible, OEV and the evaluation team will inform them of the evaluation and identify their interests during the inception phase; seek their views on WFP’s strategy and performance in Kenya during the data collection phase; and communicate and discuss evaluation results during the reporting and dissemination phase.

57. The CSPE will seek to engage with WFP target population groups, household members, community leaders, county administrators etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups including among the host communities and refugee population as relevant.

58. The **Government of Kenya** is a key partner and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. Key government stakeholders the evaluation will engage with, include the Ministry of Interior and Coordination of National Government; Ministry of Health; Ministry of Education, Science and Technology; Ministry of Foreign Affairs and International Trade.

59. WFP is a member of the **UN Country Team** and works closely with other UN and humanitarian and development actors. It is a main partner of UNHCR for all activities targeting refugees, and collaborates with UNICEF, WHO, FAO, and with a wide range of **Cooperating Partners** (listed in Annex 4a).

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

60. An overview of activities implemented before the current CSP is tabled below.

Project	Timeframe	Objectives
Country Programme	2014-2018	i) Reduce risk and enable people to meet nutrition needs by strengthening communities and institutions ii) reduce undernutrition by increasing equitable access to education and addressing needs among school children
Protracted Relief Resilience Operation (PRRO) Bridging Relief and Resilience in the Arid Lands	2015-2018	(i) Save lives through general distributions and MAM treatment in ASALs (ii) reduce risk and enable people to meet nutrition needs through creation of productive assets (iii) reduce undernutrition
PRRO Food Assistance for Refugees	2015-2018	(i) Ensure adequate food consumption for refugees and supported food and nutrition security for refugees and host communities in Dadaab, Kakuma and Kalobeyei
EMOP Treatment of malnutrition from drought 2017	2017	Procurement and delivery of Ready to Use Supplementary Food for MAM treatment

61. The Kenya CSP was approved in 2018 with the aim to accelerate the shift of WFP's strategy in the country **from direct provision of transfers and services to strengthening national systems** and capacities to deliver food and nutrition security, mainly through:

- supporting the Government to adopt, invest in and manage hunger solutions in collaboration with other partners;
- further reducing the direct provision of relief assistance while investing in national capacities for emergency preparedness and response (EPR);
- broadening the focus on food systems, using livelihood and asset creation activities as platforms for the layering of new technologies for climate change adaptation; attracting young women and men into agribusiness;
- increasing social and economic integration of refugees and host communities through expansion of the Kalobeyei integrated settlement model;
- advocating for the establishment of financial services to support delivery of unrestricted cash transfers for refugees; and
- promoting of a gender-transformative approach to food security and nutrition programmes.⁶⁷

62. Since 2019, the main ongoing shift described in Outcome Monitoring reports commissioned by the CO, and the CSP Mid Term Review (MTR)⁶⁸, is from service delivery to strengthening national systems capacities, noting that the pandemic has further underlined the need to strengthen the transition from immediate to long-term responses to bring about solutions to humanitarian, development and protection needs – also in connection to the proposed closure of the refugee camps.

⁶⁷ Kenya Country Strategic Plan 2018-2023". WFP/EB.A/2018/8-A/3

⁶⁸ WFP Kenya Country Strategic Plan 2018-2023: Mid-Term Review.

63. Table 2 presents the CSP Strategic Outcomes (SOs), activities and transfer modalities.

Table 2: Kenya CSP (2018-2023) Overview of SOs and Activities		
SOs	Activities	Transfer modalities
SO1: Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to adequate food to meet their food and nutrition needs throughout the year.	Activity 1: Provide food assistance & nutrient-rich commodities to refugees, including social behavioural change communication (SBCC) & support to self-reliance activities in the camps & settlement areas	Food Restricted and Unrestricted Cash Transfers Capacity Strengthening
	Activity 2: Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations in order to meet acute food needs.	
SO2: Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023.	Activity 3: Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households	Food Restricted and Unrestricted Cash Transfers Capacity Strengthening Capacity Strengthening
	Activity 4: Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers	
SO3: National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure and nutritionally vulnerable populations by 2023.	Activity 5: Engage in the strengthening of capacities of national & county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets	Capacity Strengthening
SO4: Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains, when needed.	Activity 6: Provide humanitarian air services for partners	Service Delivery
	Activity 7: Provide health supply chain services for partners (Service provision and platforms activities)	
	Activity 8: Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects	
	Activity 9: Provide supply chain services for Kenyan Government and partners	
	Activity 10: Provide Food Procurement Services for Government of Kenya and partners.	

Source: WFP CSP Kenya and related budget revisions.

64. The CSP underwent **six budget revisions (BR)**⁶⁹, of which three are documented as follows:

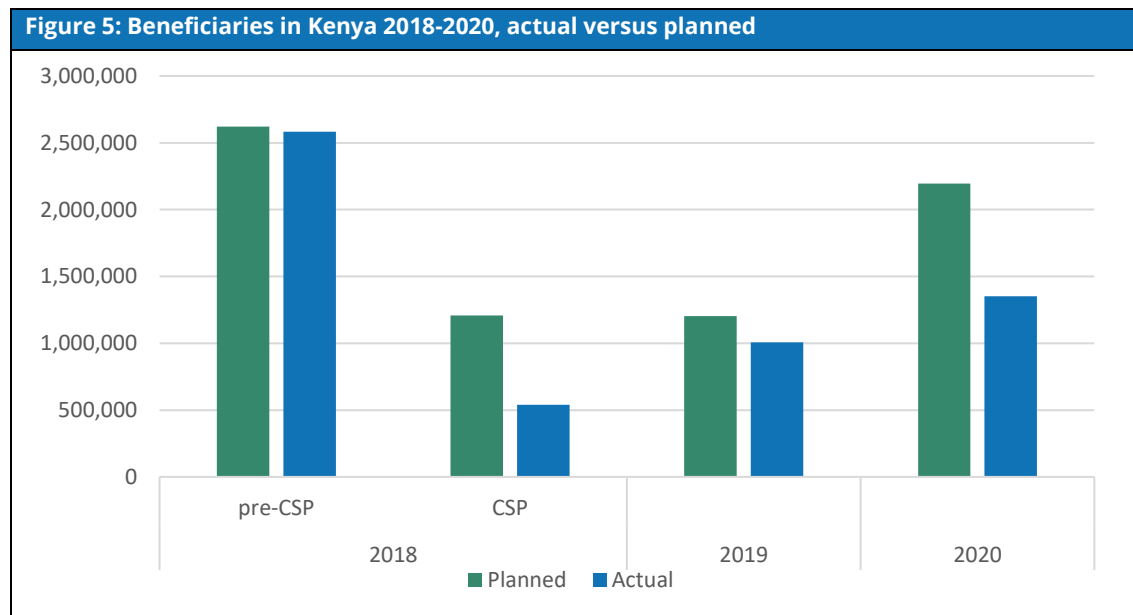
- **BR 03 (May 2020):** addition of an on-demand service provision activity (activity 8) to SO4, prompted by an agreement signed between WFP and DG-ECHO in February 2020 in which WFP took the operational management of ECHO flights in Kenya as well as in the Democratic Republic of Congo (DRC) and Mali. Budget increased by USD 4,017,748, reaching a total of USD 998,973,969.
- **BR 04 (September 2020):** to supplement the Government of Kenya's relief response for vulnerable Kenyan urban populations and expand nutrition services, in the context of the COVID-19 crisis. The number of planned beneficiaries increased by 758,200 reaching a total of 3,224,000. While vulnerable Kenyan beneficiaries under SO1 almost doubled, beneficiaries

⁶⁹ BR 01 and 02 were required by headquarters to adjust budget structure. No documents available.

under SO3 decreased by 311,800. The revision included an increasing proportion of assistance provided through cash transfers to refugees.

- BR 05 (April 2021): addition of activity 9 under SO4 to cater for all WFP supply chain service provision activities implemented during the COVID-19 pandemic. The budget increased by USD 1,041,395, reaching a total of USD 1,094,362,317 for the entire CSP period.
- BR 06 (October 2021): addition of new stand-alone food procurement activity under SO4 in support of the Government of Kenya and partners with the value of USD 208,259 corresponding to an overall budget increase to USD 1,094,570,575.

65. In 2018, WFP distributed 61,147 mt of food and USD 24,822,897 to 2,582,720 beneficiaries under the pre-CSP operations, whereas 540,689 beneficiaries were reached under the first 6 months of the CSP with 24,354 mt of food and USD 11,609,803 in CBT/Value Vouchers.⁷⁰



Source: COMET report CM-R001b, data extracted on 22.09.2021, SPRs

66. As shown in Figure 5, in 2019, WFP assisted a total of 1,006,599 beneficiaries, 86.7 percent of the planned population. Beneficiaries reached under activity 02 were 5 times more compared to the planned figures (Annex 8, Table 1). As part of the drought response, WFP scaled-up its nutritional support in nine arid counties to reach 112,460 children aged 6-59 months and 94,590 pregnant and lactating women with specialised nutrition commodities.⁷¹ In 2020, WFP assisted approximately 1.35 million beneficiaries in Kenya, corresponding to 62 percent of planned 2.19 million beneficiaries for the same year. Of the actual beneficiaries, 54 percent were female (Figure 5). In the same year, WFP Kenya reached more refugees than expected, while covering only half of the planned resident beneficiaries. A more detailed breakdown is found in Annex 8.

67. Table 3 provides a budget overview of the Kenya CSP (2018-2023) as of November 2021. More than half of the Needs Based Plan (NBP) is intended to cover activities under SO1. In line with budget requirements, 46.9 percent of the funding received so far has been allocated to provide food assistance to the refugees in the camps and settlement areas. Activities under SO4 represent around three percent of the budget as well as allocated resources.

⁷⁰ ACR 2018 and SPR 2018

⁷¹ ACR 2019

Table 3: Cumulative financial overview (USD)									
Strategic Outcome	Activity	NBP as per original CSP (2018-2023) USD	% on total	NBP as per latest BR (2018-2023) USD	% on total	Allocated resources USD	% on total	% on NBP as per latest BR (2018-2023)	Expenditures USD
SO1	Act.1	429,510,685	43.2 %	528,759,135	48.3 %	249,501,017	47.8%	46.1%	221,994,720
	Act.2	75,075,711	7.6 %	97,266,168	8.9 %	44,344,363	8.7%	45.6%	42,514,654
Non-Act Specific						8,337	0.002 %	NA	NA
Sub-total SO1		504,586,396	50.7 %	626,025,303	57.2 %	293,853,717	57.7 %	46.9%	264,509,374
SO2	Act. 3	289,815,796	29.1 %	258,047,709	23.6 %	107,283,363	21.1 %	41.6%	89,774,361
	Act. 4	36,886,628	3.7 %	35,409,866	3.2 %	12,453,350	2.4 %	35.2%	8,904,743
Sub-total SO2		326,702,424	32.8 %	293,457,575	26.8 %	119,736,713	23.5 %	40.8%	98,679,104
SO3	Act. 5	24,279,662	2.4 %	26,537,910	2.4 %	20,676,295	4.1 %	77.9%	12,909,524
Sub-total SO3		24,279,662	2.4 %	26,537,910	2.4 %	20,676,295	4.1 %	76.1%	12,909,524
SO4	Act. 6	22,929,450	2.3 %	22,995,950	2.1 %	11,470,708	2.3 %	49.9%	9,393,071
	Act. 7	1,228,490	0.1 %	1,203,490	0.1 %	433,600	0.1 %	36.0%	433,600
	Act. 8			3,742,253	0.3 %	3,668,868	0.7 %	98.0%	1,659,613
	Act. 9			1,045,000	0.1 %	114,033	0.02 %	10.9%	97,871
	Act.10			209,000	0.02%	0		NA	
Sub-total SO4		\$24,157,940	2.4 %	29,195,693	2.7 %	15,687,209	3.1 %	53.7%	11,584,155
Non-SO Specific						3,334,966	0.7 %	NA	NA
Total operational costs		879,726,421	88.4 %	975,216,481	89.1 %	435,288,901	85.4 %	44.6%	387,682,157
Total DSC		54,500,031	5.5 %	52,870,794	4.8 %	30,024,974	5.9 %	56.8%	21,198,345
Total ISC		60,724,719	6.1 %	66,483,300	6.1 %	26,337,496	5.2 %	39.6%	26,337,496
Grand total		994,951,171	100 %	1,094,570,575	100 %	509,651,371	100 %	46.6%	435,217,998

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 22/11/2021

68. As of November 2021, 62 percent of the confirmed contributions were allocated to crisis response, which includes lifesaving assistance to refugees and other vulnerable populations, as well as service delivery to support the Government of Kenya during the COVID-19 emergency (Table 4). Although WFP Kenya aims to increase the proportion of CBT, which stimulates the local economy, food distribution still accounts for roughly 40 percent of the CSP budget and of the actual expenditure, as per latest budget revision.⁷²

Table 4: Kenya Country Portfolio Budget (2018-2023): breakdown of confirmed contributions by focus area		
Focus Area	Confirmed contributions	% out of total confirmed contribution
Crisis Response	292,695,071	62%
Resilience Building	117,738,874	24.9%
Not specified	41,180,785	8.7%
Root Causes	20,676,295	4.4%

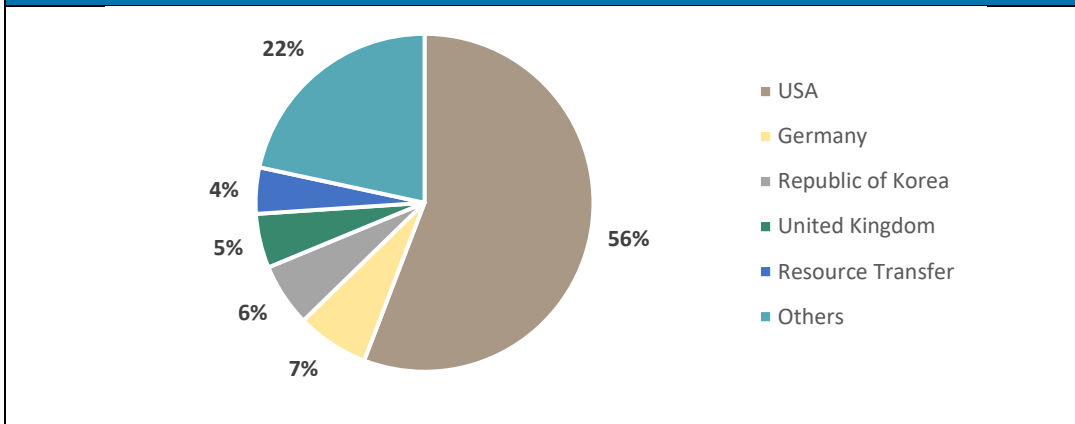
Source: IRM analytics, data extracted on 22/11/2021

69. As of 22 November 2021, 45.9 percent of the overall NBP of USD 1.095 billion was funded. As shown in Figure 6, the top four bilateral donors contributing to the CSP were the USA (56 percent); Germany (7 percent); Republic of Korea (6 percent); United Kingdom (5 percent) with a significant allocation from WFP resource transfers (4 percent). USA has been the top donor also for the pre-CSP operations starting from 2014, funding almost 60 percent of the overall requirements.⁷³

⁷² IRM analytics, CBP Plans vs Actual Report, extracted on 22.11.2021. Please note that CBP Plans vs Actual Report excludes Indirect Support Costs.

⁷³ FACTory, Distribution Contribution and Forecast Stats 2021-09-19

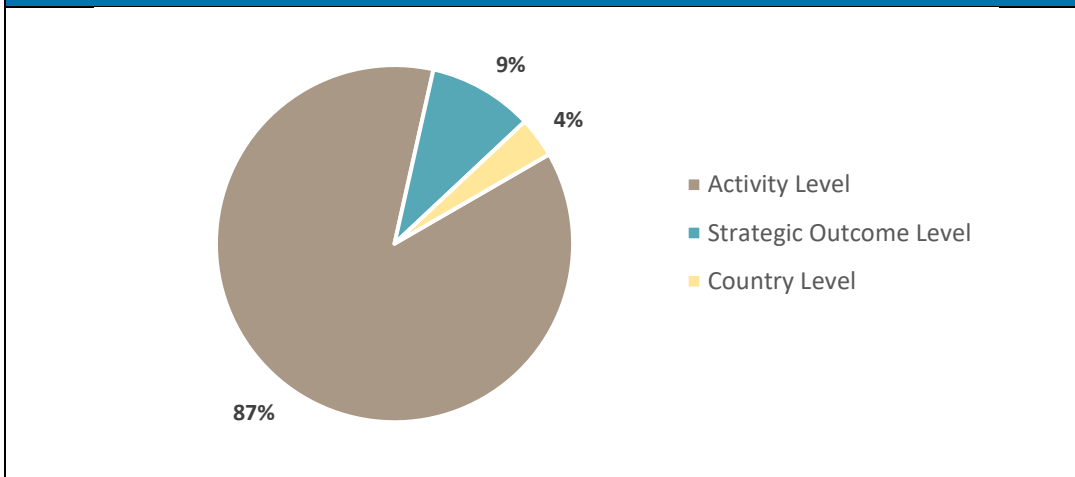
Figure 6: Kenya CSP (2018-2023): main donors and funding sources, November 2021



Source: FACTory, Resource Situation, data extracted on 22/11/2021

70. As shown in Figure 7, almost the totality of donor contributions are allocated at activity level (87 percent), and 9 percent at SO level. Only 4 percent are allocated at country level.

Figure 7: Kenya CPB (2018-2023): directed multilateral contributions by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 14/11/2021

Note (*) Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to specific CO, SOs or Activities.

71. WFP has been present in Kenya since 1980. WFP CO in Kenya is in Nairobi, with three sub-offices in Mombasa, Dadaab and Kakuma and 6 field-offices respectively in Lodwar, Marsabit, Wajiir, Isiolo, Garissa and Nairobi (see Annex 1). As of September 2021, WFP Kenya had 392 employees, 46 percent female. 91 percent of the employees are national while the majority (56 percent) have short-term contracts.⁷⁴

⁷⁴ WFP [Kenya dashboard](#)

3.2. SCOPE OF THE EVALUATION

72. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2017-early 2022. 2017 preceding the start of the CSP in July 2018 is included to examine issues relating to the development of the CSP, and what has informed its design, focus and shifts from previous operations. The evaluation will look at how the CSP builds on, or departs from the previous activities, assess if the envisaged strategic shift has taken place and what were the consequences.

73. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the EB, as well as subsequent budget revisions. The evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as it relates the national government and the international community.

74. The CSPE will make use of and triangulate the data collected through other assessments, evaluations, and reports as appropriate, including the set of annual outcome monitoring reports available since 2018.⁷⁵

75. The evaluation will also assess how relevant and effective WFP was in responding to the COVID-19 crisis in Kenya. It will also consider how substantive and budget revisions (if any) and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

76. The evaluation will address four main evaluation questions (EQs) common to all WFP first-generation CSPEs. Within this framework, the evaluation team (ET) may further develop and tailor the sub-questions and corresponding lines of enquiry as relevant.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?

⁷⁵ Kenya undertook the last Country Portfolio Evaluation to cover the 2006-2010 period. This was followed by the PRRO 200174 evaluation (2011-13). Bridging the timeframe between the CPE, the PRRO evaluation, and the start of the current CSP cycle was considered too broad. Hence the CSPE scope is 2017 and 2022.

1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to CSPs strategic outcomes in Kenya?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (HPs, protection, AAP, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes in Kenya?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme – across all settings (camps/settlements/ urban) and regions (including ASAL and coastal areas)?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance? ⁷⁶
3.4	To what extent were alternative, more cost-effective measures (e.g. transfer modalities, and CBT) considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

77. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give particular attention to assessing adherence to humanitarian principles (HPs), protection issues and Accountability to Affected Population (AAPs) of WFP's response.

78. During the inception phase, the ET in consultation with OEV will identify a limited number of **key themes of interest**, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should be of **particular interest for the CO for learning purposes** and will inform specific lines of inquiry under the relevant EQs.

⁷⁶ When assessing efficiency, it is important to consider potential trade-offs with gender equality, protection and other cross-cutting aims considered under sub-question 2.2.

79. At ToR drafting stage, a few themes have emerged as potentially of particular interest for this CSPE. Some are included below to be considered and refined by the ET in inception stage, also in light of the CSP MTR results⁷⁷:

- How relevant and effective has been the planned strategic shift towards increasing support to environmentally sustainable food systems and resilient livelihoods – including in Kenya’s protracted refugee settings, and in view of the proposed camp closures?
- To what extent has WFP been able to gather evidence, monitor, learn from, and adjust its approach – e.g. to capacity strengthening initiatives, and resilience-focused programming – considering the changes in the operating environment, including at level of Government policies and development orientation?
- How effectively has WFP assessed and seized the opportunities – including in terms of programme innovation, strategic, technical and financial partnerships – to accelerate the integration of humanitarian and development assistance in order to “leave no one behind”, in an urban and refugee contexts such as in Kenya?
- To what extent have WFP investments (expenditures) to promote gender equality contributed to observable results?
- How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the CSP? (This is a compulsory theme across all 2021-2022 CSPEs).

4.2. EVALUATION APPROACH AND METHODOLOGY

80. The Agenda 2030 conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on **strengthening the humanitarian-development nexus**, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

81. The achievement of any SDG national target and of WFP strategic outcomes is understood as the result of the interactions among multiple variables. While the attribution of net outcomes to any specific organization may not be feasible, the attribution of results can be pursued at the output and activity levels, where WFP is expected to be in control of its own capacity to deliver.

82. To tackle those challenges, the CSPE will combine a mixed-methods with a theory-based approach.

- **Mixed method approach** to ensure data collection and analysis are informed by a feedback loop combining a deductive approach (drawing from predefined analytical categories) with an inductive approach allowing space for unforeseen issues or lines of inquiry overlooked at the outset; this can also lead to capturing unintended outcomes, negative or positive of WFP interventions.
- **Theory-based approach** to assess WFP’s contribution to strategic outcomes through reconstructing the Theory of Change (ToC) implicit in the CSP logical framework and narrative, showing the expected causal relationships between activities, outputs and strategic outcomes as well as risks and assumptions. The reconstructed ToC will be validated by the CO during inception and used to assess the effectiveness of WFP activities by (1) verifying the internal logic (2) measuring the extent to which activities and outputs have been delivered (3) assumptions have proven valid, risks managed and mitigated, and (4) looking at trends in outcome indicators.

⁷⁷ See Annex 5b for conclusions from the Mid Term Review of the CSP.

83. In line with this approach, data will be collected through different methods – and systematically triangulated to validate findings and avoid bias in the evaluative judgement. Data collection methods proposed for this CSPE include:

- Desk review of UNDAF and draft CCA and UNSDCF; WFP strategies, plans, monitoring data, and outcome monitoring reports, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases and other relevant documents; Government policies and strategies and reports; Strategies and reports from donors and partner, etc. Annex 15 contains an initial bibliography, which will be complemented with documentation from the CO.
- Semi-structured interviews with key informants, including with CO management and staff as sub- and field offices; WFP partners; Government counterparts at national and county level; UN, NGOs; managers and technical staff from cooperating partners; etc.
- Surveys and group interviews with affected populations (urban /rural / settlement / camp based). The evaluation will conduct a mini-survey with affected people – targeting around 400 men and women – in as far the Covid-19 and security situations allows. Focus group discussions to complement the survey will be organized as appropriate.
- Direct observation: the ET will visit all three sub-offices and three out of five field offices, and a sample of activities covering all SOs in different sites. A detailed sampling strategy will be developed at inception stage.
- Other data collection approaches may be proposed by the ET based on the evaluability assessment and data needs identified during the inception phase. Evaluation firms are encouraged to include possible innovative data collection and analysis methods in their proposal.

84. During inception, the ET will develop a detailed methodological design, in line with the ToR and based on a thorough evaluability assessment.

85. COVID-related travel restrictions may affect the conduct of the evaluation and call for adjustments (to be discussed with the CO) to carry out part-remote and part in-country and in-presence evaluation inception, data collection activities and workshops.⁷⁸

86. A key annex to the inception report will be an evaluation matrix detailing for each EQ and sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 10). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest should be covered by specific lines of inquiry under the relevant sub-questions.

87. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. Hence the importance at inception stage of conducting a comprehensive stakeholder mapping and analysis to inform sampling.

88. CSPEs should be carried out in a gender-responsive manner which requires assessing:

- the quality of the gender analysis that was undertaken before the CSP was designed;
- whether the results of the gender analysis were properly integrated into the CSP implementation.

89. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The evaluation team should apply the OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation is expected to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the design, including gender-sensitive context analysis. Similarly, the final

⁷⁸ Field travel was possible during the CSP MTR. It is assumed that it should be possible also for the CSPE. However, final decision will be taken in consultation with the CO in Dec 2021.

report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

90. The evaluation will give due attention to assessing conflict sensitivity, adherence to HPs, consideration of protection issues, AAPs and environmental impacts in relation to WFP's activities, and on differential effects on men, women, girls, boys and other relevant socio-economic groups including refugees and host communities.

4.3. EVALUABILITY ASSESSMENT

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

91. Several issues could have implications for the conduct of the evaluation. At this stage, the following evaluability considerations can be put forward:

- COVID-19 travel and movement restrictions in the country may affect the coverage of field visits during the main mission; moreover, the general elections planned for August 2022, may trigger greater fluidity in the overall context;
- the CSP document does not include an explicit Theory of Change (ToC), potentially making it challenging for the Evaluation Team to draw theory-based conclusions on WFP's contribution to higher-level results. During the inception phase, the Evaluation Team is expected to reconstruct a ToC in consultation with the CO as a basis for the evaluation work;
- consistency of measurement and reporting at different level of results. For example, the sixth and the latest version of the CSP logframe includes 36 outcome indicators, 95 output indicators and ten cross-cutting indicators. However, only 25 outcome indicators, 46 output indicators and 7 cross-cutting indicators have been included across all logframe versions, limiting the opportunities to conduct trend analysis. See detailed information in Annex 5.
- the time frame covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP performance during the last 1.5 years or so of the CSP. This will have implications for the completeness of results reporting and attainment of expected outcomes.

92. Importantly, from a data and evidence availability perspective, the Kenya CSPE will be able to draw from, triangulate and expand from over 30 evaluative exercises as of 2015 (see Annex 5a) including mid-term and final evaluations for the WFP USDA/McGovern-Dole International Food for Education and Child Nutrition Program, a series of annual outcome monitoring reports on SO1, SO2 and SO3, as well as the CSP MTR recently finalised.⁷⁹

93. To inform the choice of evaluation methods, in inception, the ET will conduct an in-depth evaluability assessment based on desk review of key programme, monitoring and reporting documents and on selected interviews with programme managers.

4.4. ETHICAL CONSIDERATIONS

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

⁷⁹ See Annex 5b for an overview of the emerging conclusions.

recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

95. **Conflict of interest.** The team and Evaluation Manager will not have been involved in the design, implementation or monitoring of the Kenya CSP, nor have other potential or perceived conflicts of interest.⁸⁰ Proposals should indicate any potential conflict of interest and propose an adequate mitigation strategy.

96. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

97. WFP’s evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

98. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company⁸¹ in line with WFP’s evaluation quality assurance system prior to submission of the deliverables to OEV. In OEV’s experience, the delivery of high-quality draft products helps to cut down significantly on the review process within OEV.

99. The final evaluation report will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

100. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases two to five of the CSPE. Annex 3 presents a detailed timeline. The CO and regional bureau have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 5: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparatory	19 Oct 2021 10 Dec 21- 10 Jan 22	Final draft ToR shared with IRG and LTA firms Firm selection & contract
2. Inception	17-28 Jan 18 Feb	Inception briefings (IRG & national partners) <i>travel subject CO agreement</i> Draft inception report (IR)

⁸⁰ There are no restrictions on former WFP staff being part of the evaluation team, as long as they comply to this condition and have not been dismissed by WFP.

⁸¹ The quality assurance function in the evaluation company should be separate from the ET. Hence, a team member involved in data collection and analysis cannot fulfil this function.

	9 May	Final IR
3. Evaluation, including fieldwork	16 May – 3 June 3 June 17 June	Evaluation mission & data collection ⁸² Exit debriefing with CO Detailed debrief with IRG
4. Reporting	30 June 12 Aug 29 Aug 22-23 September 16 November 8 December	Draft report QA Process Draft report shared with IRG Stakeholder Workshop Final evaluation report Final Summary Evaluation Report (SER) ⁸³
5. Dissemination	January 2023 June June	Management Response and EB preparation EB presentation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

101. The CSPE will be conducted by a gender balanced team of three International⁸⁴ (including two senior evaluators and one researcher) and three-four national consultants with relevant expertise and language skills in Swahili and ideally Bantu. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation.⁸⁵ The team leader should have excellent analytical, synthesis and evaluation report writing skills in English. The evaluation team will have solid methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, and prior knowledge of the WFP food and technical assistance modalities.

Table 6: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	Team management, coordination, planning, ability to resolve problems Strong experience in evaluation design and implementation of strategic plans, organisational positioning and partnerships Strong experience with evaluations in countries characterized by nexus dynamics and forced displacement, preferably in Kenya or similar contexts Relevant knowledge and experience in humanitarian and development contexts Strong presentation skills and ability to deliver on time Fluency and excellent writing skills in English Prior experience in WFP evaluations is strongly preferred
Humanitarian assistance including in forced displacement contexts	HP and protection Unconditional transfers Food security and nutrition information systems (including early warning and nutrition surveillance) Inter-agency coordination and service/platforms provisions Technical expertise in CBT and in school feeding Response in urban settings

⁸² Desk review for the inception phase can be initiated as soon as the evaluation team has been contracted, and has signed the UNEG pledge of ethical conduct, and the confidentiality, internet and data security statement.

⁸³ The SER is drafted by the evaluation manager.

⁸⁴ This does not include the person(s) involved in quality assurance who should be separate from the ET.

⁸⁵ WFP may conduct reference checks and interviews with selected team members when there is insufficient clarity on the adequacy of a profile based on the review of the CV.

Nutrition-specific interventions, policies and systems	Experience with evaluation of interventions related to treatment and prevention of MAM as well as support to nutrition-related national processes and policies
School feeding	School based programming
Food Systems and climate adaptation	Expertise in Food for Assets, smallholder farmer support, market access, food systems, climate adaptation, and a proven track record of evaluating such activities
Institutional capacity strengthening	Experience with evaluating institutional capacity strengthening in the areas of public policies, social safety nets, EPR, climate risk adaptation, school feeding programs, smallholders' support, and national data and information systems Some familiarity with South-South and triangular cooperation
Research Assistance	Understanding of evaluation and research; knowledge of food assistance, ability to provide qualitative and quantitative research support, mobile phone survey design, analysis and assessment of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<ul style="list-style-type: none"> • Gender Equality and Women Empowerment • Operations in forced displacement / refugee contexts • AAP • Programme efficiency analysis

5.3. ROLES AND RESPONSIBILITIES

102. This evaluation is managed by OEV. Francesca Bonino has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the SER; conducting the first-level quality assurance (QA) of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Raffaella Muoio, Evaluation Analyst OEV, will provide inputs to prepare the ToR, support WFP-level data collection and analysis, organization of briefings and meetings, and the review and finalization of all evaluation deliverables. Michael Carbon, Senior Evaluation Officer, will provide second level QA. Anne-Claire Luzot, Deputy Director OEV, will approve the final evaluation products and present the CSPE to the WFP EB for consideration in June 2023.

103. An Internal Reference Group (IRG) composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Kenya; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Evaline Dianga has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, setting up meetings, and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

104. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the CO will register the team members with the security officer on arrival in country and arrange a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN

Department of Safety and Security rules including taking security training (BSAFE) and attending in-country briefings.

5.5. COMMUNICATION

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

105. All evaluation products will be in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. The SER along with the management response to the evaluation recommendations will be presented to the WFP EB in June 2023. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

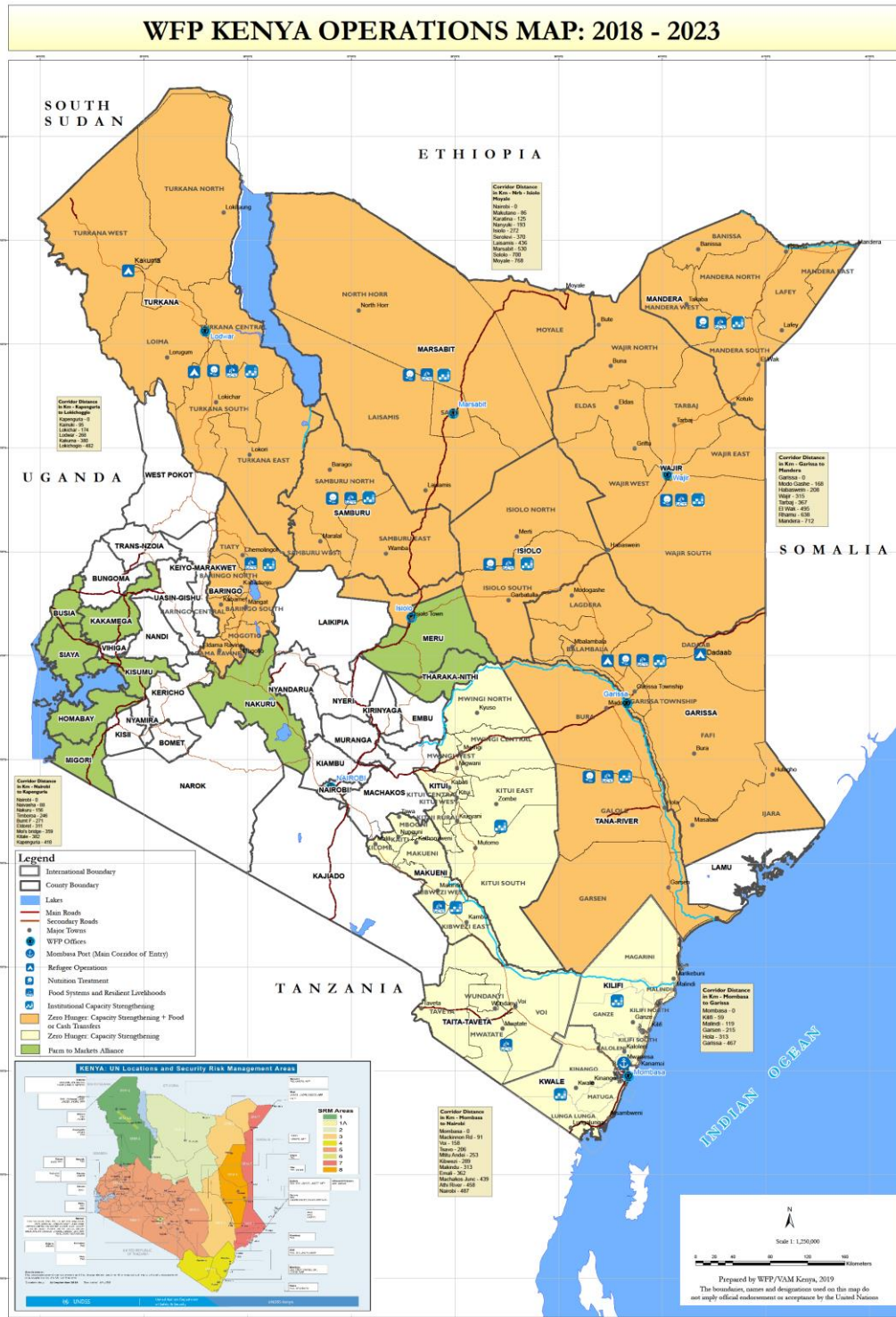
106. A Communication and Knowledge Management Plan (Annex 9) will be refined by the evaluation team in consultation with the EM in inception. The plan outlines how to communicate evaluation results back to different stakeholders in Kenya, as feasible. To support communication of evaluation results, the ET is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.

5.6. BUDGET

107. The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Kenya, Map with WFP Offices in 2021



Source: WFP CO Kenya

Annex 2: Kenya Fact Sheet

	Parameter	2017	2020	Data source	Link
General					
1	Human Development Index (1)	0.59	0.601 (2019)	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Asylum-seekers (pending cases) (5)	56,499	51,916	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
3	Refugees (5)	431,895	452,941	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
4	Others of concern (5)	0	44,000	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
5	Internally displaced persons (IDPs)	0	0	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
6	Returned IDPs (5)	n.a.	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography					
7	Population total (millions) (2)	50,221,146	53,771,300	World Bank	https://data.worldbank.org/country
8	Population, female (percent of total population) (2)	50.32	50.31	World Bank	https://data.worldbank.org/country
9	Percentage of urban population (1)	26.6	27.5 (2019)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	5,649,697 (2010-2019)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	6,409,780 (2010-2019)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	5,668,486 (2010-2019)	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
13	Total Fertility rate, per women (10)	3.3	3.3	UNFPA	https://www.unfpa.org/data/world-population-dashboard
14	Adolescent birth rate (births per 1,000 women ages 15-19)	96 (2014)	not reported	2014 Kenya Demographic and Health Survey	https://dhsprogram.com/pubs/pdf/fr308/fr308.pdf
Economy					

	Parameter	2017	2020	Data source	Link
15	GDP per capita (current USD) (2)	1,572	1,838	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini coefficient (1)	48.5	40.8 (2018)	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (percent of GDP) (2)	1.60	1.39 (2019)	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (percent of GNI) (4)	3.2	3.5 (2019)	OECD/DAC	https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	2.49	n.a	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (percent of GDP) (2)	34.83	35.15	World Bank	https://data.worldbank.org/country
Poverty					
21	Population near multidimensional poverty (percent) (1)	34.7 (2018)	34.9	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
22	Population in severe multidimensional poverty (percent) (1)	13.5 (2018)	13.3	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health					
23	Maternal mortality ratio (percent) (lifetime risk of maternal death) (3)	76	n.a	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
24	Healthy life expectancy at birth (2)	65.91	66.69 (2019)	World Bank	https://data.worldbank.org/country
25	Prevalence of HIV, total (percent of population ages 15-49) (2)	4.8	4.2	World Bank	https://data.worldbank.org/country
26	Current health expenditure (% of GDP) (2)	4.84	5.16 (2018)	World Bank	https://data.worldbank.org/country
Gender					
27	Gender Inequality Index (1)	137	126 (2019)	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
28	Proportion of seats held by women in national parliaments (percent) (2)	21.78	21.78	World Bank	https://data.worldbank.org/country

	Parameter	2017	2020	Data source	Link
29	Labour force participation rate, total (percent of total population ages 15+) (modelled ILO estimate) (2)	71.85	72.01 (2019)	World Bank	https://data.worldbank.org/country
30	Employment in agriculture, female (percent of female employment) (modelled ILO estimate) (2)	61.15	59.34 (2019)	World Bank	https://data.worldbank.org/country
Nutrition					
31	Prevalence of moderate or severe food insecurity in the total population (percent) (7)	56.5 (2016-2018)	not reported	56.5 (2016-2018)	http://www.fao.org/publications/sofi/en/
32	Weight-for-height (Wasting- - moderate and severe), prevalence for < 5 (percent) (3)	4 (2011-2016)	4 (2013-2018)	4 (2011-2016)	https://www.unicef.org/sowc/
33	Height-for-age (Stunting- - moderate and severe), prevalence for < 5 percent) (3)	26 (2011-2016)	26 (2013-2018)	26 (2011-2016)	https://www.unicef.org/sowc/
34	Weight-for-age (Overweigh- - moderate and severe), prevalence for < 5 (percent) (3)	4 (2011-2016)	4 (2013-2018)	4 (2011-2016)	https://www.unicef.org/sowc/
35	Mortality rate, under-5 (per 1,000 live births) (2)	46.4	43.2 (2019)	46.4	https://data.worldbank.org/country
Education					
36	Adult literacy rate (% ages 15 and older) (1)	78.7 (2016)	81.5 (2018)	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
37	Population with at least secondary education (% ages 25 and older) (1)	34.6	35.2 (2019)	UNDP Human Development Report 2018 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Current education expenditure, total (% of total expenditure in public institutions) (2)	92.54 (2015)	not reported	World Bank	https://data.worldbank.org/country
39	Enrolment, primary (% gross) (2)	103.21 (2016)	not reported	World Bank	https://data.worldbank.org/country
40	Attendance in early childhood - female (%) (3)	not reported	not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
41	Gender parity index, secondary education (2)	not reported	01 (2019)	Ministry of Education, Republic of Kenya	2019 Basic Education Statistical Booklet https://dc.sourceafrica.net/documents/120838-Approved-Basic-Education-Statistical-Booklet.html

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

Annex 3: Detailed Evaluation Timeline

Timeline revised at ToR finalisation stage (December 2021) to reflect: **(i)** deadline extensions to receive LTA proposals; **(ii)** extended deadline to received comments from the Country Office on the draft evaluation ToR; and **(iii)** requests for clarifications and revised proposals made to the LTAs, needed before finalising the review and selection of the LTA to conduct the CSPE.

Phase 1 – Preparation			
	Draft ToR submitted for QA2 review	EM	27 Sept 2021
	QA2 review window followed by EM adjustments to the draft ToR	QA2+EM	1 st October
	QA2 approval to share revised draft with DDoE	QA2	5 October
	DDoE review window on the ToR draft	DDoE	5-12 October
	EM changes to address DDoE comments received followed by QA2 agreement to re-submit to DDoE for final clearance	EM	14 October
	DDoE final review on the draft ToR	DDoE	14-20 October
	DDoE clearance to circulate final draft ToR for comments to CO and to LTA firms	DDoE	19 October
	Deadline to receive CO comments	CO	3 November
	Deadline for LTA proposals based on the draft TOR	LTA	9 November
	<i>Deadline extended to receive CO comments</i>	CO	<i>18 November</i>
	EM+RA review of the comments received, changes to the ToR made accordingly and submission to QA2	EM+RA	23 November
	Requests for clarification on the LTAs proposals received	EM+LTAs	19-24 November
	QA2 review of the revised ToR followed by EM adjustments if needed before DDoE submission	QA2 + EM	3 December
	Final review of LTAs proposal - may include interviews with proposed Team Leaders	EM+RA+QA2	3 December
	DDoE window to review and clear the final ToR	DDoE	7-14 December
	Draft decision memo submitted to QA2 for review	QA2	6 December
	Revised Decision Memo (reflecting QA2 comments) submitted to DDoE	EM	8 December
	DDoE approval of final ToR – posted on the internet and intranet for information and shared with WFP stakeholders	DDoE	14 December
	DDoE window to check the revised draft Decision Memo	DDoE	10-16 December
	DDoE approval of the Decision Memo and submission to Procurement	DDoE	17 December
	Contracting evaluation team/firm (PO issued)	Procurement / Admin	10 January 2021
Phase – - Inception			
	Team preparation, literature review prior to HQ briefing	Team	10-14 Jan
	HQ & RB Inception Briefing	EM & Team	17-20 Jan
	Inception Briefings (country level) <i>may involve in-country travel – pending discussion with CO and DoE mission approval</i>	EM + TL	24-28 Jan
	Submit draft Inception Report (IR)	TL	18 Feb
	<u>OEV 1st level QA in parallel with QA2 to assess minimum quality requirements of the draft are met – before proceeding with detailed QA rounds.</u>	EM+RA+ TL	25 Feb
	ET revisions and re-submission following QA from the evaluation firm	QA2 +EM+TL	7 March [noting EB dates 28 Feb /4 March]
	EM+QA2 check whether all comments have been adequately addressed before submitting to DDoE	EM+QA2	7-9 March

	DDoE window to review rev IR	DDoE	8-15 March
	ET revisions to address DDoE comments followed by EM+QA2 check	ET+EM+QA2	16-21 March
	DDoE review to give clearance to share the draft IR with CO for comments	DDoE	21-28 March
	CO comment window on the draft IR	CO	29 March – 12 April
	EM shares collated matrix of comments received	EM	14 April
	ET revisions to address CO comments	ET	14-22 April <i>[considering Easter festivity 15-18 April]</i>
	EM+QA2 check whether CO comments have been adequately addressed – if not, an additional round of ET adjustments will be required	EM+QA2+RA	28 April
	QA2 final approval of the IR	QA2+ EM +ET	9 May
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	9 May
Phase 3 – Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	16 May – 3 June
	Exit Debrief (ppt)	TL	3 June
	Preliminary Findings Debrief	Team	17 June
Phase – – Reporting			
Draft 0	Submit high quality draft report to OEV (after the company's quality check) (D0)	TL	30 June
	<u>OEV 1st level QA</u> followed by ET revisions and re-submission	EM+RA+TL	8 July
Draft 1	<u>OEV 2nd level QA</u> followed by ET revisions and re-submission	QA2+TL+EM	18 July
	DDoE window to review D1	DDoE	19-26 July
	ET adjustments to address DDoE comments received	ET	1st Aug
	EM+QA2 check whether DDoE comments have been adequately addressed	EM+ RA+ QA2	5 Aug
	EM seeks DDoE clearance to share draft ER for IRG feedback	EM+DDoE	8-12 August
	OEV shares draft evaluation report with CO and IRG for feedback	EM/IRG	29- Aug – 12 Sept
	Consolidates WFP comments and share with Team	EM	14 Sept
	Stakeholder workshop (Nairobi)	EM	22-23 Sept
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	30 October
	<u>OEV 1st level QA</u> followed by ET revisions and re-submission	EM+RA+TL	10 Oct
	<u>OEV 2nd level QA</u> followed by ET revisions and re-submission	QA2+TL+EM	20 Oct
	DDoE window to review ER D2	DDoE	21-28 Oct
Draft 3	Submit final draft ER (D3) addressing DDoE comments	TL	3 Nov
	Review D3 (EM and QA2 parallel review)	EM+QA2	8 Nov
	Seek final approval by DDoE	DoE/DDoE	9-16 Nov
SER	Draft Summary Evaluation Report	EM	10 Nov
	SER QA2 review followed by EM adjustments to address QA2 comments	QA2	16 Nov
	Seek SER validation by TL	EM	16 Nov
	Seek DDoE clearance to send SER / DDoE comment window on the draft SER	DDoE	16-23 Nov

	EM revisions to the SER to address DDoE comments	EM	25 Nov
	DDoE clearance to share the draft SER with DoE	DDoE	30 Nov
	DoE review of final draft SER before circulating to WFP Executive Management	DoE	1-7 Dec
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	8 Dec
	Phase - - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	20 Dec 2022
	Tail end actions, OEV websites posting etc.	EM	15 Jan 2023
	Presentation and discussion of SER at EB Round Table	DDoE & EM	May 2023
	Presentation of Summary Evaluation Report to the EB	DDoE	June 2023
	Presentation of management response to the EB	RD RBP	June 2023

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	As primary stakeholder and being responsible for country level planning and implementation of the CSP, the CO has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO management and staff will be involved in planning, briefing and feedback sessions. They will be key informants during the main mission and have an opportunity to review and comment on the draft evaluation report. They will be invited to actively participate in the Stakeholder Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Director, Deputy Directors, Head of Programmes, Heads of Units including Security Team, and Heads field offices and field office staff
Regional Bureau in Nairobi and HQ Divisions	RBN and HQ Divisions are expected to have an interest in the evaluation results because of the focus and size of the country portfolio, and some of the trends set in motion with the CSP – particularly around accelerating its shift from the direct provision of food assistance and services in Kenya to strengthening of national systems and capacities to deliver food and nutrition security in a protracted refugee context. The CSPE is expected to strengthen RB and HQ Division’s strategic guidance and technical support to the Kenya CO, and to provide lessons with broader applicability across the region and globally – particularly in other lower middle income countries where WFP operates.	As part of the IRG, relevant RBN staff will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RB and HQ staff might be interested in participating in the Stakeholder Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Senior advisors at RB level in the following areas: Senior Regional Programme Advisor, Supply Chain, Emergency Preparedness and Response (EPR), Gender, Protection, VAM Monitoring, Resilience & Livelihoods, Nutrition, School Based Programming, Partnerships, CBT, Social Protection, and Risk Management Appointed staff from the following HQ Divisions: PRO – Programme, Humanitarian and Development, Country Capacity Strengthening, PRO – Field Support Services
WFP Senior Management	WFP Senior management is expected to have an interest in learning from the evaluation results because of the importance and uniqueness of the	WFP Senior Management will have an opportunity to review the SER and will	Members of the Oversight and Policy Committee (OPC)

	Kenya operation in the region in terms of its engagement along the triple nexus and focus on both delivery and enabling / strengthening capacities, investment in generating and using evidence on CSP implementation to inform the ongoing shift from	provide a Management Response to the CSPE.	
Executive Board (EB)	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the Kenya programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during the Annual Consultation on Evaluation preceding the EB.A 2023 meeting, as well as at the EB.A 2023 meeting itself.	Board Delegates
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for thematic evaluation synthesis and other evidence products, as well as to provide comments on the new CSP during the PRP process.	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected communities		The CSPE will seek to engage with the affected people targeted by WFP programmes and activities to hear their insights, and learn directly from their perspectives and experiences with WFP support. Special consideration will be given to solicit the views of groups and individuals in cases where drivers of diversity and exclusion are at play (along the lines of age, gender, ethnicity, legal status etc). During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO, evaluation findings will	WFP target population groups: vulnerable households (in both refugee and urban settings) school-aged children (only if the necessary informed consent protocol has been established), community leaders, teachers, members of village saving and lending associations (VSLA) etc.

		be reported back to target population groups through appropriate media (posters, radio etc.)	
National Government at central and decentralized level	The Government of Kenya has major influence on how WFP operates and engages in the country, and will be interested in CSPE findings and recommendations to help it give direction to WFP in terms of policy, strategy and operations.	Key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Kenya. They will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.	WFP counterpart from the Government of Kenya at both capital and county level. Counterparts at ministerial level include the: Ministry of Interior and Coordination of National Government which includes the Refugee Affairs Secretariat (RAS); Ministry of Labour AND Social Protection (MoLSP); Ministry of Development and ASALs; National Disaster Management Authority (NDMA) responsible for the National Disaster Risk Management Policy; Ministry of Education responsible for the school meal related programmes. At decentralised level, main stakeholders include: Members of the Scaling Up Nutrition (SUN) network; Members of the Partnership for Resilience and Economic Growth (PREG)
UNCT, and thematic Working Groups established under UNDAF and under the Refugee Coordination model	WFP works closely with other United Nations and humanitarian actors. These organizations might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.	Key UN partners will be informed about the evaluation; during inception phase, their perspectives expectations with the evaluation and possible use of evaluation results will be solicited and reflected as feasible in the Inception Report. A purposeful selection of the main relevant international/ UN partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Kenya. They will be invited to selected sessions of the Stakeholder Workshop at the end of the	UN agencies: UNHCR, UNICEF, WHO, FAO, IFAD, UNFPA, UNEP UN Agencies members of the UNDAF Social Protection Working Group –chaired by WFP Other development partners: UNDP, IFIs: World Bank, African Development Bank

		evaluation process, to help shape evaluation recommendations.	
Cooperating partners and NGOs	WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.	<p>A selection of cooperating partners will be included during the main data collection phase to seek their perspectives on their collaboration with WFP in Kenya.</p> <p>During the evaluation inception phase, a purposeful selection will be made from the full list of WFP cooperating partners. Their insights and perspectives will be gathered as part of different evaluation data collection activities part of the evaluation.</p> <p>A partners' survey may also be developed as part of the evaluation - final decision on this will be made in inception stage.</p> <p>Selected partners will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	Key staff from cooperating partners and NGOs (see list in Annex 4a)
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	A purposeful selection of representatives from donor offices in Kenya will be covered through: Key Informants Interviews; evaluation feedback sessions as applicable; evaluation results' dissemination activities	Representatives from main bilateral donors including, United States, Japan, United Kingdom United States of America, Australia, Brazil, Canada, China, Denmark, European Union
Private sector, academia, civil society	Current or potential partners from the private sector, academia or civil society may have an interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector, academia or civil society during the data collection phase as applicable.	Key staff from current or potential partners as relevant also from the private financial and credit sector, and innovation pilot grant holder such as Tiny Totos

ANNEX 4A: WFP KENYA – LIST OF COOPERATING PARTNERS

Partners
ACF - Action Contre la Faim
ActionAid- - Kenya
ActionAid International
African Inland Church
ALDE- - Arid Lands Development Focus
CARE
Catholic diocese of Kitui
Catholic Diocese of Lodwar
Childfund International
COCO- - Consortium of Co-operating Partners
Concern Worldwide
Don Bosco Network
FH ASSOCIATION
International Rescue Committee
Islamic Relief
Lutheran World Federation
Médecins Sans Frontières
National Drought Management Authority (NDMA)
Norwegian Refugee Council
Oxfam
Ramati Development Initiative
Red Cross- - Kenya
Relief Reconstruction and Development Organisation (RRDO)
Save The Children
Strategies for Northern Development
Turkana Rehabilitation Programme (TRP)
United Nations High Commissioner for Refugees
Welthungerhilfe
World Vision International

Source: COMET CM-S004 Partnership info, extracted on 01.10.2021

Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Kenya 2018-2023 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	Total nr. Of indicators	31	7	48
v 2.0	New indicators	10	3	32
	Discontinued indicators	0	0	0
	Total nr. Of indicators	41	10	80
v 3.0	New indicators	2	3	2
	Discontinued indicators	2	0	0
	Total nr. Of indicators	41	10	82
v 4.0	New indicators	0	3	1
	Discontinued indicators	3	0	0
	Total nr. Of indicators	38	10	83
v 5.0	New indicators	0	3	10
	Discontinued indicators	2	0	2
	Total nr. Of indicators	36	10	91
v 6.0	New indicators	0	3	1
	Discontinued indicators	0	0	0
	Total nr. Of indicators	36	10	93
v 6.1	New indicators	0	0	2
	Discontinued indicators	0	0	0
	Total nr. Of indicators	36	10	95
Total number of indicators that were included across all logframe versions		25	7	46

Table 2: Analysis of results reporting in Kenya annual country reports [2018-2023]				
		2018	2019	2020
Outcome indicators				
	Total number of indicators in applicable logframe	31	41	36
Baselines	Nr. Of indicators with any baselines reported	8	26	29
Year-end targets	Nr. Of indicators with any year-end targets reported	0	27	29

CSP-end targets	Nr. Of indicators with any CSP-end targets reported	0	27	29
Follow-up	Nr. Of indicators with any follow-up values reported	5	10	22
Cross-cutting indicators				
	Total number of indicators in applicable logframe	7	10	10
Baselines	Nr. Of indicators with any baselines reported	6	7	8
Year-end targets	Nr. Of indicators with any year-end targets reported	6	7	8
CSP-end targets	Nr. Of indicators with any CSP-end targets reported	6	7	8
Follow-up	Nr. Of indicators with any follow-up values reported	6	1	8
Output indicators				
	Total number of indicators in applicable logframe	48	82	91
Targets	Nr. Of indicators with any targets reported	29	46	54
Actual values	Nr. Of indicators with any actual values reported	29	46	54

ANNEX 5A: CO KENYA ENGAGEMENT IN EVALUATIVE ACTIVITIES (2015-2021)

The table below gives an overview on completed, ongoing or planned evaluative exercises with a focus on Kenya in the period 2015-2021. It draws information from the OEV evaluation management information system (OEV-MIS) complemented by the WFP CO in Kenya.

The objective is to:

- give an overview of existing evidence base from evaluations that have covered different activities and themes of interest concerning the CO
- inform any decision on scoping and prioritization of upcoming evaluation activities in view of the CSP Evaluation.

	Item	Evaluation Type	Status	Start date	End date	Remarks
1	Mid-Term Evaluation of WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support (2013- 2015) in Kenya from September 2013 to December 2014	DE	Completed	2013	2015	
2	An Evaluation of WFP's Asset Creation Programme in Kenya's Arid and Semi-arid Areas	DE	Completed	2015	2016	
3	Final evaluation of the World Food Program USDA/McGovern-Dole International Food for Education and Child Nutrition Program (FFE 615-2013/041/00) in Kenya	DE	Completed	2016	2016	

	Item	Evaluation Type	Status	Start date	End date	Remarks
4	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Baseline Report	DE	Completed	2017	2017	
5	An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya	DE	Completed	2017	2018	
6	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Midline Report	DE	Completed	2018	2018	
7	Baseline of the USDA-supported Local and Regional Procurement (LRP) project in Kenya FY 2017-2020	DE	Completed	2018	2018	
8	Evaluation of People Strategy (2014-2017)	PE	Completed	2018	2019	CO engagement through visit
9	Update of WFP's Safety Nets Policy	PE	Completed	2018	2019	CO engagement through desk study
10	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP, in arid and semi-arid areas in Kenya from 2018 to 2023. Baseline Report	DE	Completed	2019	2019	
11	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023. Baseline Report	DE	Completed	2019	2019	
12	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP in arid and semi-arid areas in Kenya from 2018 to 2023. 2020 Outcome monitoring report	Annual Outcome monitoring	Completed	2020	2020	
13	Gender Policy Evaluation	PE	Completed	2019	2020	CO engagement through country visit
14	Evaluation of Funding WFP's Work	SE	Completed	2019	2020	CO engagement through country visit
15	Final evaluation of the USDA-supported Local and Regional Procurement (LRP) project in Kenya FY 2017-2020	DE	Completed	2020	2020	
16	Evaluation of Outcome 2 (Food Systems) + outcome monitoring Midline Report	DE	Evaluation at data collection phase	2021	2021	Final report expected in November 2021
17	Evaluation of Outcome 1 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2020 Outcome Monitoring Report	Annual Outcome monitoring	Completed	2020	2021	
18	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023. 2021 Outcome Monitoring Report	Annual Outcome monitoring	Ongoing	2021	2021	Final report Expected in December 2021
19	Evaluation of South-South and Triangular Cooperation Policy	PE	Completed	2019	2021	CO engagement

	Item	Evaluation Type	Status	Start date	End date	Remarks
						through remote interview + desk study
20	Strategic evaluation of the contribution of school feeding activities to the achievement of the SDGs	SE	Completed	2019	2021	CO engagement through (Inception) + Desk study
21	Joint WFP/FAO/IFAD Evaluation of UN RBA collaboration	SE	Completed	2020	2021	CO engagement through desk study
22	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2021 Outcome monitoring Report	Annual Outcome Monitoring	Reporting phase	2021	2021	Final report expected by September
24	CSP Mid Term Review (MTR)	Review	Finalised	2021	2021	
25	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Endline Report	DE	Planning phase to begin Q3 of 2021	2021	2022	
26	Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region 2016-2020	DE	Preparation in 2021	2021	2022	
27	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP, in arid and semi-arid areas in Kenya from 2018 to 2023. 2022 Outcome monitoring Report	Annual Outcome Monitoring	Planned for 2022	2022	2022	
28	CBT & Gender Livelihood activities impact evaluation – Kenya	IE	Evaluation at baseline planned for November 2021	2020	2022	
29	Evaluation UNSDG Joint Programme for Social Protection	DE	Planning phase	2022	2022	Was to take place in 2021. A no cost extension in place. Tentatively planned for Q1 2022
30	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023 Endline Report	DE		2022	2022	
31	Evaluation of Outcome 2 (Food Systems) + outcome monitoring Endline Report	DE		2022	2023	Final report expected in June 2023
32	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023 Endline Report	DE		2022	2023	
33	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2023 Outcome monitoring Report	Annual Outcome Monitoring	planned	2023	2023	
	LEGEND:					
	- SE Strategic Evaluation					

Item	Evaluation Type	Status	Start date	End date	Remarks
- DE Decentralised Evaluation					
- PE Policy Evaluation					
- IE Impact Evaluation					
- JE Joint Evaluation					
Sources: Compilation from OEV/MIS dashboard information and additions from Country Office					

ANNEX 5B: CONCLUSIONS FROM THE CSP KENYA 2018-2023 MID-TERM REVIEW



The CSP Kenya (2018-2023) MTR covers the period July 2018 to mid-2021. Overall conclusions are presented as follows:

- WFP Country Office in Kenya continues to make strong progress in shifting away from a primary focus on humanitarian issues to a broader humanitarian–development–peace nexus.
- The design of the CSP is viewed as innovative in that it consolidated disparate themes under a single strategy and has been revolutionary in promoting a shift away from only focusing on Saving Lives.
- Although the CSP was informed by gender analysis this has not been systematically applied across the CSP. Whilst the CSP makes specific reference to a gender-transformative approach to food security and nutrition programmes, it did not sufficiently define the scope and goals for gender transformation.
- Design of the CSP underestimated the challenges of working at County Government level. Certain fundamental assumptions of the CSP, particularly related to the capacity of county government, have not held true during implementation so far.
- Overall, the work being done by the CO, guided by the CSP, remains highly relevant to the priorities of the Government of Kenya and the needs of its people, especially those in the ASALs.
- Restructuring of the CO at the outset of the CSP has enhanced good management, but concerns remain about integrated ways of working.
- Whilst WFP has developed a good synergy with other UN organizations, the UNDAF is not seen to be sufficiently rigorous to guide WFP programming.
- WFP is seen to be the appropriate partner with regards to both capacity strengthening and supply chain initiatives.
- WFP has made substantial progress in meeting the objectives of the CSP. At both output and outcome level, indicators demonstrate the success of WFP, but the indicators do not fully reflect the achievements of the CO.
- Implementation has been hindered by resourcing challenges. Funding data per year and office forecasts reveal increasing difficulties in accessing donor grants to fully finance the CSP.
- Despite resource challenges, WFP continues to make meaningful contributions to the Government of Kenya’s efforts for zero hunger.
- Positive steps are being taken by the CO to address the specific needs of women and girls, but the CO also acknowledges more could be done.

- WFP is appropriately positioned to engage with emerging opportunities and is responding appropriately to emerging needs. However, it is not yet clear whether responding to emerging opportunities will dilute the ability of WFP to continue to build on its achievements in supporting nascent county governments in the ASALs.
- The CO continues to explore a wide range of opportunities and put in place robust mitigation strategies to address existing and future challenges, overseen by a technical working group made of senior management.
- A clear priority for the remainder of this CSP is to maximise the systematic learning while (a) ensuring that pilots are efficiently managed, don't drag on, are well co-ordinated, and opportunity costs are better recognised and incorporated into planning of pilots; and (b) to maximise practical livelihood benefits for as many beneficiaries as resources permit.

Annex 6: WFP Kenya presence in years pre-CSP

		2015	2016	2017	2018	2019	2020	2021	
Kenya relevant events	Natural Events		Drought	Drought	Influx of asylum seekers from Ethiopia	Drought Flooding	Locust invasion Flooding COVID-19	Drought COVID-19	
	National Policies	Kenya Vision 2030							
		II Medium Term Plan (2013 – 2017)				III Medium Term Plan (2018-2022)			
					Uhuru Kenyatta elected (2 nd mandate)				
					Food security bill				
					Kenya Social Protection Sector Review 2017				
					Kenya Climate Smart Agriculture strategy 2017- 2026				
					2017-2022 National School Meals and Nutrition Strategy				
						2019-2029 Agricultural Sector Transformation and Growth Strategy			
	UN	UNDAF 2014-2018					UNDAF 2018-2022		
WFP Interventions	PRRO Protecting and Rebuilding Livelihoods in ASALs 2012-2015	a) General Distribution b) Food Assistance for Assets c) Nutrition							
		Required: 454,061,829 Received: 297,257,202 Funding: 65.5%							
	PRRO Food Assistance to Refugees 2011-2015	a) General Distribution b) School Feeding c) Food Assistance for Assets d) Food Assistance for Training e) Nutrition f) HIV/TB Care and Treatment							
		Required: 496,705,491 Received: 89,774,655 Funding 78.5%							
	PRRO Bridging Relief and Resilience in the Arid Lands, 2015-2018	a) General Distribution b) HIV/TB: Care and Treatment c) Food Assistance for Assets d) Nutrition							
		Required: 295,237,596 Received: 212,965,874 Funding: 72.1%							
	PRRO Food Assistance for Refugees 2015-2018	a) General Distribution b) School Feeding c) Food Assistance for Assets d) Food Assistance for Training e) Nutrition f) HIV/TB: Care and Treatment							
Required: 376,668,263 Received: 238,561,101 Funding: 63.3%									
DEV Country Programme 2014-2018	a) School Feeding b) Capacity Strengthening c) Support to smallholder farmers d) Nutrition								
EMOP Treatment of malnutrition from drought 2017				Ready to Use Supplementary Food					
				Required: 1,492,962					

	KE01 Country Strategic Plan 2018-2023				a) General Distribution b) School Feeding c) Nutrition d) Food Assistance for Assets e) Smallholder agricultural market support activities f) Nutrition g) Capacity Strengthening h) Service Delivery			
					Required: 1,094,570,575 Received: 502,883,365 Funding 45.94%			
Outputs at country office level	Food distributed (MT) 	150,049	99,752	94,253	61,146 under pre-CSP operations 24,338 under CSP Total: 85,484	74,073	64,893	Planned: 89,483 Actual as November 2021: 50,176,588
	Cash distributed (USD) 	16,933,891	23,731,855	33,147,774	24,822,897 under pre-CSP operations 11,609,803 under CSP Total: 36,432,700	30,115,855	49,254,985	Planned: 86,304,900 Actual as November 2021: 33,315,657
	Actual beneficiaries (number)	2,585,679	2,094,970	1,917,860	2,582,720 under pre-CSP operations 540,689 under CSP	1,006,599	1,352,534	Planned: 2,219,002

Source: WFP the FACTory, ACRs, [WFP Operations](#), data extracted on 22.11.2021

Annex 7: Line of sight

KENYA CSP 2018–2023 Budget Revision 06, October 2021 – TOTAL BUDGET USD 1,094,570,575

<p>SR1 – Access to food (SDG Target 2.1) Vision 2030: Social Pillar</p>	<p>SR4 – Sustainable food systems (SDG Target 2.2) Vision 2030: Economic Pillar</p>	<p>SR5 – Capacity strengthening (SDG Target 17.9) Vision 2030: Social, Economic & Political Pillars</p>	<p>SR 8 – Enhance global partnerships (SDG 17.16)</p>
<p>CRISIS RESPONSE</p> <p>STRATEGIC OUTCOME 1 Refugees & asylum seekers living in camps/settlements & populations affected by natural & man-made disasters have access to adequate food to meet their food & nutrition needs throughout the year.</p> <p>Budget SO1: USD 702,836,253</p>	<p>RESILIENCE BUILDING</p> <p>STRATEGIC OUTCOME 2 Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks to meet food and nutrition needs by 2023.</p> <p>Budget SO2: USD 329,481,072</p>	<p>ROOT CAUSES</p> <p>STRATEGIC OUTCOME 3 National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure & nutritionally vulnerable populations by 2023.</p> <p>Budget SO3: USD 29,802,573</p>	<p>CRISIS RESPONSE</p> <p>STRATEGIC OUTCOME 4 Government, humanitarian & development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains when needed.</p> <p>Budget SO4: USD 32,450,678</p>
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Food-insecure refugees (Tier 1) receive unconditional in kind or cash-based resource transfers (Output category A1) to meet their food & nutrition needs; 2. Refugee children 6-59 months, pregnant/lactating women/girls & HIV/TB patients (Tier 1) receive fortified and/or specialized nutritious foods & social and behaviour change communication (SBCC) (Output category B) to prevent & treat acute malnutrition; 3. Caregivers of children in stabilization centres and inpatients (Tier 1) receive unconditional food transfers (Output category A1) and SBCC in order to meet their food and nutrition needs; 4. Refugee primary school children (Tier 1) receive school meals everyday they attend schools (Output category A2) to meet their food and nutrition needs in order to improve school enrollment and attendance; 5. Targeted refugee & host community youth in vocational training centres (Tier 1) receive conditional food transfers everyday they attend the vocational training (Output Category A2) in order to gain skills to strengthen livelihoods in camps & host communities; 6. Refugees and host community members (Tier 1) receive capacity building & technical support to (Output category C&D) for increased self-reliance; 7. Refugee & host community traders (Tier 1) receive technical support (Output category C) to promote access to affordable & appropriate foods in markets. 8. Food-insecure Kenyan households (Tier 1) affected by natural & man-made disasters receive unconditional cash-based resource transfers (Output category A1) in order to meet their basic food & nutrition needs. 9. Kenyan children 6-59 months, pregnant/lactating women/girls & ART/TB DOTS clients (Tier 1) receive fortified and/or specialized nutritious foods and messaging (Output category B) for prevention and treatment of moderate acute malnutrition. 10. Community members (Tier 3) benefit from enhanced nutrition knowledge & skills (Output category E) to increase demand for/ consumption of safe, nutritious foods through use of combined social & behaviour change communication strategies, knowledge and skills transfer and linkages to complementary services. <p>ACTIVITY 1: Provide food assistance & nutrient-rich commodities to refugees, including SBCC & support to self-reliance activities in the camps & settlement areas (Activity category 1 (URT); Unconditional Resource Transfers to Support Access to Food)</p> <p>ACTIVITY 2: Provide food assistance & nutrient-rich commodities to vulnerable Kenyan populations to meet acute food needs, including SBCC. (Activity category 1 (URT); Unconditional Resource Transfers to Support Access to Food)</p>	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Targeted communities in food-insecure areas, including youth and refugee host communities (Tier 2), benefit from strengthened organization (Output category C, D & G) to determine, create and utilize productive assets and improved access to innovative risk management and financing tools for increased, diversified and sustainable food production systems. 2. Food insecure beneficiaries within targeted communities including refugee host communities (Tier 1) receive conditional in-kind or cash-based transfers (Output category A2) to address immediate food consumption gaps. 3. Targeted beneficiaries (Tier 1) receive a comprehensive package of nutrition interventions including SBCC activities to improve nutrition knowledge and practice, linkages to social protection schemes and essential health and nutrition services including provision of micronutrient powders (Output category B & E), in order to improve their nutrition status. 4. Smallholder producers & small-scale traders & processors (Tier 2) are supported to access public & private sector commodity markets, financial & agricultural input services (Output category C), including local fortification and technologies to reduce post-harvest losses. 5. Smallholder producers & small-scale traders & processors (Tier 2) benefit from an improved & inclusive business environment through evidence-based policy, advocacy & partnership support (Output category I) to increase and diversify production and sale of better quality food. 6. Commercial supply chain actors (Tier 1) in targeted areas receive technical support (Output category C) for improved food market & supply chain efficiencies, including reduction of food waste in order to promote access to affordable, quality and safe foods in markets. <p>ACTIVITY 3: Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households. (Activity category 2 (ACL); Asset Creation and Livelihood Support Activities)</p> <p>ACTIVITY 4: Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers. (Activity category 7 (SMS); Small Holder Agricultural Market support Activities)</p>	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Clients of national & county safety nets (Tier 3) benefit from inclusive and integrated, effective, well-coordinated and transparent programmes (Output category C) to reduce poverty & hunger. 2. Targeted primary and pre-primary school children (Tier 3) benefit from an inclusive, nutrition-sensitive, and sustainable National School Meals Programme for better educational achievement. 3. Crisis-affected populations (Tier 3) benefit from strengthened national & county emergency preparedness, response & recovery mechanisms (Output category C) to meet their basic humanitarian needs. 4. Users of government food assistance programmes and nutrition services (Tier 3) benefit from effective and efficient supply chains (Output category C) that provide access to safe, nutritious, and quality food. 5. Food-insecure and nutritionally vulnerable populations (Tier 3) benefit from inclusive, well-coordinated and evidence-based implementation of the National and County Nutrition Action Plans and the HIV Strategic Framework to improve their nutrition throughout their lifecycle (Output category C). <p>ACTIVITY 5: Engage in the strengthening of capacities of national & county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets (Activity category 9 (CSI); Institutional Capacity Strengthening Activities)</p>	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Refugees (Tier 3) benefit from access by air transport to & from refugee camps for humanitarian workers & stakeholders such as donors or the media to support implementation of refugee assistance (Output category H). 2. Clients of health centres (Tier 2) benefit from an improved health commodities supply chain (Output category H) for improved health services as a result of enhanced capacity of government and private sector. (Deactivated) 3. Crisis affected populations in targeted areas in Kenya benefit from the availability of humanitarian air services for the safe transportation of humanitarian workers and stakeholders to and from project implementation sites 4. Users of government and partners assistance programmes (Tier 3) benefit from effective and efficient supply chains services. 5. Users of government and partners assistance programmes (Tier 3) benefit from effective and efficient procurement services. <p>ACTIVITY 6: Provide humanitarian air services for partners. (Activity category 10 (CPA); Service provision & platforms activities)</p> <p>ACTIVITY 7: Provide health supply chain services for partners (Activity category 10, Service provision & platforms activities). (Deactivated)</p> <p>ACTIVITY 8: Provide humanitarian air services in support of DG-ECHO Funded projects (Activity category 10 (CPA); Service provision & platforms activities)</p> <p>ACTIVITY 9: Provide supply chain services for Kenyan Government and partners (Activity category 10, Service provision & platforms activities)</p> <p>ACTIVITY 10: Provide Food Procurement Services for Government of Kenya and partners. (Activity category 10 (CPA); Service provision & platforms activities)</p>

Source: WFP SPA website

Annex 8: Key information on beneficiaries and transfers

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

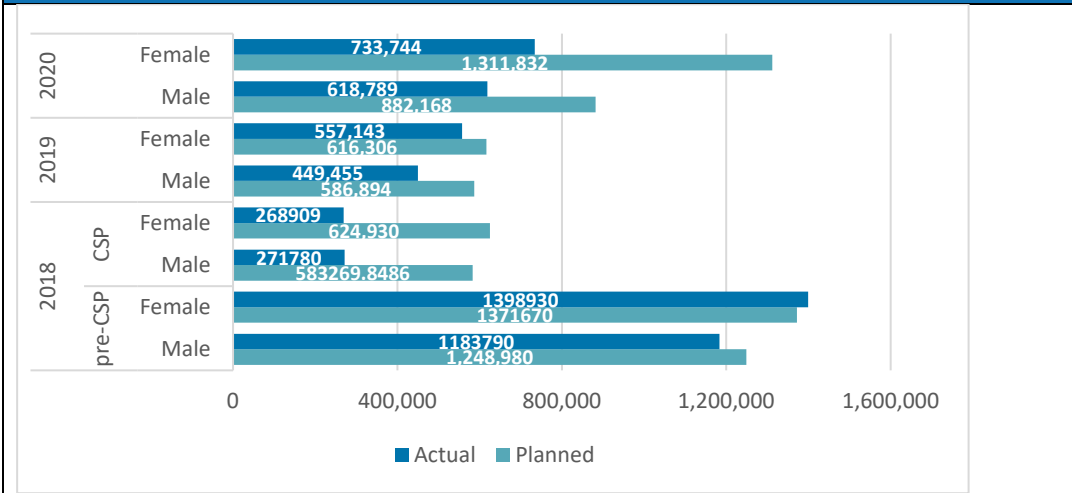
Project	Year		2018					2019					2020								
	SO / Activity / Activity tag		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned		
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
200736 PRRO	Food assistance for asset		353,756	326,544	345,746	325,606	98%	100%													
	General Distribution		438,685	404,939	207,994	195,317	47%	48%													
	HIV/TB Care and treatment		3,250	3,250			0%	0%													
	Prevention of acute malnutrition		329,500	216,000	281,956	184,605	86%	85%													
	Stand-alone micronutrient supplementation		18,000	18,000	675	675	4%	4%													
	Treatment of moderate acute malnutrition		36,500	16,500	85,885	33,018	235%	200%													
	Unconditional resource transfers to support access to food				287,904	143,297	100%	100%													
200737 PRRO	Food assistance for asset		18,000	18,000	24,238	21,499	135%	119%													
	Food assistance for training		465	1,035	519	546	112%	53%													
	General Distribution		226,600	226,600	208,828	210,653	92%	93%													
	HIV/TB Care and treatment		1,000	1,000	916	685	92%	69%													
	Prevention of acute malnutrition		39,464	11,436	44,574	9,361	113%	82%													
	School feeding (on-site)		60,060	82,940	51,156	66,908	85%	81%													
CP	Treatment of moderate acute malnutrition		9,200	8,400	13,427	12,764	146%	152%													
	School Feeding on site		225,130	253,870	176,673	223,219	78%	88%													
CSP - S01	Nutrition: stand-alone Micronutrient Supplement		27,600	32,400			NA	NA													
	ACT1	Asset creation and livelihood component	561	1,139			NA	NA													
	ACT1	Food assistance for training			278	565	NA	NA	561	1,139	170	559	30%	49%	330	770	387	787	117%	102%	
	ACT1	General Distribution	214,851	214,851	198,785	198,784	93%	93%	397,351	397,351	204,148	209,107	51%	53%	212,898	211,854	214,953	214,954	101%	101%	
	ACT1	HIV/TB Care&treatment			524	525	NA	NA	1,000	1,000	908	785	91%	79%	880	720	745	745	85%	103%	
ACT1	HIV/TB Mitigation& Safety Nets	1,000	1,000			NA	NA														

Table 1: Actual beneficiaries versus planned 2018-2020 by year, strategic outcome, activity tag and gender																				
Project	Year		2018						2019						2020					
	SO / Activity / Activity tag		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned	
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
CSP - SO2	ACT1	Malnutrition prevention component	37,259	11,421			NA	NA												
	ACT1	Nutrition treatment component	5,840	3,360			NA	NA												
	ACT1	Prevention of acute malnutrition			12,703	1,189	NA	NA	34,666	10,585	28,508	3,965	82%	37%	35,263	9,007	33,498	8,396	95%	93%
	ACT1	School feeding (on-site)			5,647	7,963	NA	NA	69,345	84,755	45,631	57,427	66%	68%	45,320	57,680	49,889	60,975	110%	106%
	ACT1	School meals component	70,650	86,350			NA	NA												
	ACT1	Service Delivery General	190,000	190,000			NA	NA												
	ACT1	Treatment of moderate acute malnutrition			7,286	4,384	NA	NA	5,230	3,000	6,549	5,393	125%	180%	6,254	4,646	7,175	4,370	115%	94%
	ACT2	Emergency preparedness activities													285,000	215,000	213,699	160,873	75%	75%
	ACT2	Nutrition treatment component	31,840	10,560			NA	NA												
	ACT2	Prevention of acute malnutrition													532,960	247,040			NA	NA
	ACT2	Treatment of moderate acute malnutrition			36,722	10,788	NA	NA	27,860	9,240	152,460	54,590	547%	591%	70,000	20,000	69,137	18,068	99%	90%
	ACT3	Climate adaptation and risk							10,200	9,800	4,520	4,342	44%	44%	7,140	6,860	37,350	35,886	523%	523%

Table 1: Actual beneficiaries versus planned 2018-2020 by year, strategic outcome, activity tag and gender																				
Year			2018						2019						2020					
Project	SO / Activity / Activity tag		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned	
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
		management activities																		
	ACT3	Food assistance for asset	385,216	355,584			NA	NA	377,808	362,992	199,800	183,586	53%	51%	198,900	191,100	197,998	190,233	100%	100%
	ACT3	Malnutrition prevention component	2,109	2,109			NA	NA												
	ACT3	Micro / Meso Insurance Climate Actions																		
	ACT3	Prevention of acute malnutrition							7,320	7,033			NA	NA						
	ACT3	Service Delivery General	5,000	5,000	8,124	1,361	162%	27%												

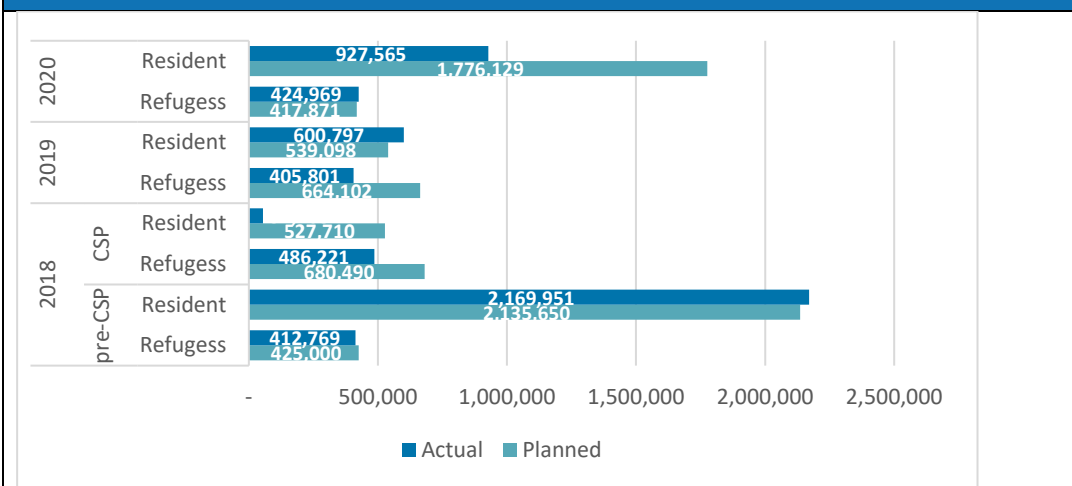
Source: COMET report CM-R020, data extracted on 22.09.2021. Note (*) Total beneficiaries across activity tags include overlaps

Figure 1: Beneficiaries in Kenya by gender 2018-2020, actual versus planned



Source: COMET report CM-R001b, data extracted on 22.09.2021, SPRs

Figure 2: Beneficiaries in Kenya by residence status 2018-2020, actual versus planned



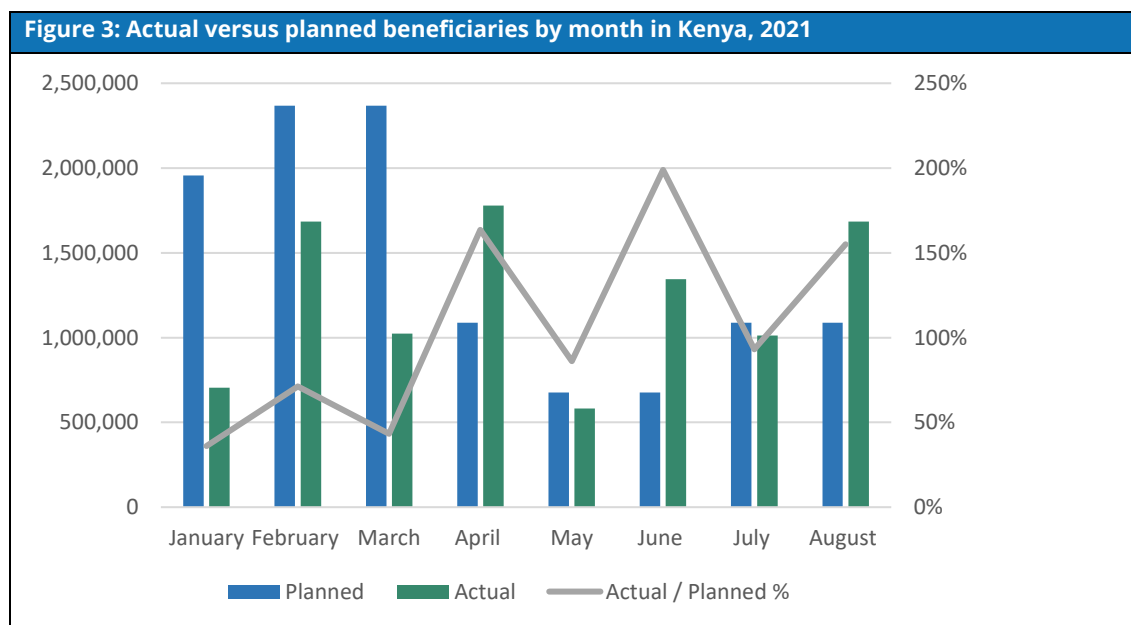
Source: COMET report CM-R001b, data extracted on 22.09.2021, SPRs

Table 2: Actual beneficiaries by transfer modality in Kenya, 2018-2020 by activity tag													
Project/ Strategic objective	Activity / Activity Tag	2018					2019					2020	
		Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
PRRO 200736	Food assistance for asset	341,380	122.1%	329,972	98.7%								
	Prevention of acute malnutrition	118,903	199.8%										
	Treatment of moderate acute malnutrition	467,911	80.5%										
	Unconditional resource transfers to support access to food	403,311	96.4%	431,201	98.9%								
PRRO 200737	Food assistance for asset	341,380	122.1%	329,972	82.3%								
	Unconditional resource transfers to support access to food	403,311	96.4%	431,201	98.9%								
	Treatment of moderate acute malnutrition	118,903	199.8%										
	Prevention of acute malnutrition	467,911	80.5%										
CP	School Feeding on site	231,709	76.5%	168,183	95.6%								
	Nutrition: stand-alone Micronutrient Supplement	60,000	0%										
CSP - 501	ACT 1 Asset creation and livelihood component												
	ACT 1 Food assistance for training	843	NA			729	42.9%			1,174	106.7%		
	ACT 1 General Distribution	397,569	92.5%	386,164	90.9%	413,255	97.3%	399,594	50.6%	429,907	101.2%	412,876	98.3%
	ACT 1 HIV/TB Care&treatment	1,049	NA			1,693	84.7%			1,490	93.1%		
	ACT 1 Prevention of acute malnutrition	13,892	NA			32,473	71.8%			41,894	94.6%		
	ACT 1 School feeding (on-site)			13,610	NA	88,554	63.9%	14,503	93.6%	95,335	112.2%	15,529	86.3%
	ACT 1 Treatment of moderate acute malnutrition	11,670	NA			11,942	145.1%			11,545	105.9%		
	ACT 2 Emergency preparedness activities									61,716	123.4%	312,852	69.5%
	ACT 2 Treatment of moderate acute malnutrition	47,510	NA			207,050	558.1%			87,205	96.9%		
CSP ACT 3	Climate adaptation and risk management activities							8,862	44.3%			73,236	523.1%

ACT 3	Food assistance for asset					298,164	82.5%	85,223	22.5%	302,768	99.9%	85,455	98.2%
ACT 3	Service Delivery General			9,485	94.9%								

Source: COMET report CM-R020, data extracted on 22.11.2021

Note (*) Total beneficiaries across activity tags and modalities include overlaps



Source: COMET report CM-C007, data extracted on 26.09.2021

Note (*) Beneficiary counting in 2021 include overlaps.

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo; WFP.org 	EM		Oct 2021	Nov 2021
Inception	Inception report	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo Virtual meetings 	EM EM/ET		March 2022	May 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> IRG members 	<ul style="list-style-type: none"> PPT Virtual or face-to-face meeting 	EM/ET	ET	June 2022	June 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> WFP staff members of the IRG (at country, regional and HQ level) Local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM	Sept 2022	Sept 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Executive Board website (for SERs and MRs) UNCF Technical Working Groups, Sector/Cluster Working Groups, UNCF reporting frameworks 	EM/EB CO	CM CO MEAL	10 Nov 2022	8 Dec 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Email Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation network platforms (UNEG, ALNAP) Newsflash 	EM	CM	26 Sept 2022	7 Nov 2022
Dissemination	Management response	<ul style="list-style-type: none"> WFP EB/governance/ management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society/peers/networks 	<ul style="list-style-type: none"> Web (WFP.org, WFPgo) UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks 	CPP CO	EM CO MEAL	Jan 2023	May 2023
Dissemination	Report communication	<ul style="list-style-type: none"> Oversight and Policy Committee (OPC) 	<ul style="list-style-type: none"> Email 	EM			Dec 2022

		<ul style="list-style-type: none"> • Division Directors, country offices and evaluation specific stakeholders 					
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM		May 2023	May 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		May 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	Presentation	EM	CM		May 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders – may include national media as relevant • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM		June 2022
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP partners in Kenya • National media depending as feasible <ul style="list-style-type: none"> • WFP country/regional office • WFP HQ staff 	Presentation to Technical Working Groups, Sector / Working Groups, Info sessions/brown bags	CO EM			June 2023
Dissemination	Poster/radio/hel pdesks/commu nity outreach (in local languages)	<ul style="list-style-type: none"> • Affected populations • Local stakeholders • National medial as feasible 	<ul style="list-style-type: none"> • Local media channels 	CO	EM	May 2023	June 2023
Follow up	Tracking of implementation of follow-up actions to the evaluation recommendatio ns	<ul style="list-style-type: none"> • WFP staff • WFP management 	<ul style="list-style-type: none"> • R2 System 	CO & RB	CPP	June 2023	June 2024

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved Country Strategic Plan document

<https://www.wfp.org/operations/ke01-kenya-country-strategic-plan-2018-2023#:~:text=In%20December%202017%2C%20the%20President,plan%20contributes%20to%20that%20priority>

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

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

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

3. Roles

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

The IRG's main role is as follows:

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

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

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁸⁶ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

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

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

⁸⁶ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG:

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

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

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

Annex 13: Kenya development frameworks (MTP and UNDAF)

Figure 1: Kenya Vision 2030: third Mid-Term Plan (MTP III) 2018-2022, alignment with SDGs













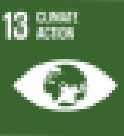




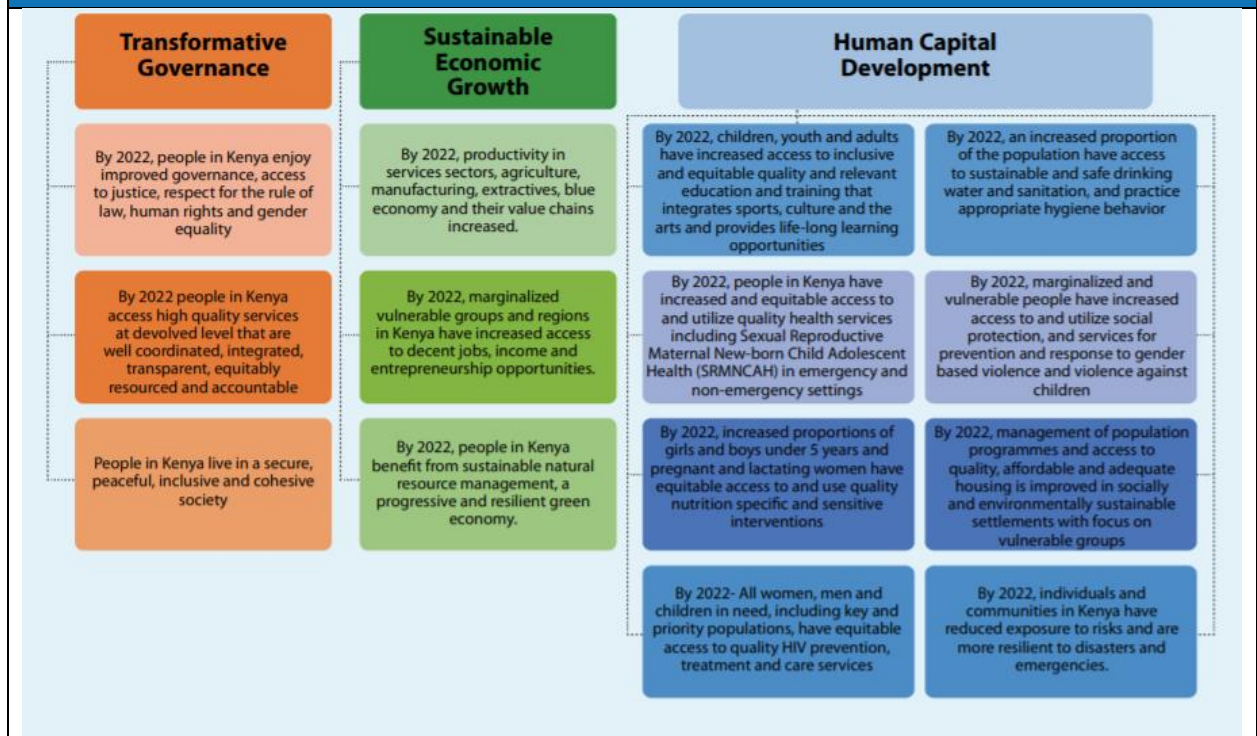
AREA OF FOCUS	MTP III	RELATED SDGS
Poverty	MTP III aims to reduce poverty from the current 36.1 per cent.	
Agriculture and Food Security	MTP III aims at transforming Kenya's agricultural sector to boost food and nutritional security through increased output and agricultural processing. It reiterates the need to enhance Food and Nutrition Security (FNS) through various initiatives.	
Healthcare	Kenya's vision for health is to provide "equitable and affordable healthcare at the highest affordable standard". Under MTP III, the goal is to achieve 100 per cent Universal Health Coverage.	
Education	MTP III goal seeks to enhance quality and relevance of education as well as enhance efficiency and effectiveness of educational services.	
Gender Equality and Equity	One foundation of the Kenya Vision 2030 is equity with respect to access to education, healthcare, resource allocation and rule of law.	
Water and Sanitation	A Nation living in a clean, secure and sustainable environment, conservation, and able to deal with pollution and waste management.	
Energy	MTP III aims at promoting development and use of renewable energy sources to create a reliable, adequate and cost-effective energy supply regime to support industrial development.	
Manufacturing	MTP III seeks to increase the manufacturing share of GDP from 9.2 per cent to 15 per cent and agro-processing to at least 50 per cent of total agricultural output.	
Infrastructure Development	MTP III goal is to develop efficient and effective infrastructure, which is a key enabler for other sectors. It further aspires to modernise existing infrastructure facilities and innovation to create more wealth and employment.	
Equality	Focuses on building a just and cohesive society that enjoys equitable socio-economic development in a clean and secure environment.	

Figure 1: Kenya Vision 2030: third Mid-Term Plan (MTP III) 2018-2022, alignment with SDGs

<p>Human Settlements</p>	<p>MTP III aims to provide adequate and decent housing in a sustainable environment and to further offer the population high quality life by 2030. The aim is to provide affordable housing by building 500,000 affordable houses in five years across the country.</p>	
<p>Sustainable Production and Consumption</p>	<p>MTP III aims to enhance sustainable consumption and production patterns and practices.</p>	
<p>Climate Change</p>	<p>Enhance climate actions towards a low carbon and climate resilient development.</p>	
<p>Blue Economy</p>	<p>MTP III highlights the importance of achieving sustainable use of aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water.</p>	
<p>Terrestrial Ecosystems</p>	<p>MTP to encourage sustainable exploitation, utilization, management and conservation of the environment and natural resources to ensure equitable benefits through sustainable management of land, water, forest resources and halting bio-biodiversity loss.</p>	
<p>Security</p>	<p>Peace building and conflict management.</p>	
<p>Partnerships</p>	<p>Recognises the role of development partners and trade partners as well as private public partnerships.</p>	

Source: MTP III (2018-2022)

Figure 2: UNDAF 2018-2022 Result Areas and Outcomes



Source: UNDAF 2018-2022

Annex 14: Acronyms and Abbreviations

AAP	Accountability to Affected Populations
ACL	Asset creation and livelihood support
ACR	Annual Country Report
BR	Budget Revision
BSFP	Blanket Supplementary Feeding Programme
CBT	Cash Based Transfer
CO	Country Office
CPP	Corporate Planning and Performance
CRRF	Comprehensive Refugee Response Framework
CSI	Institutional Country capacity strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EQ	Evaluation Question
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GCR	Global Compact on Refugees
GDP	Gross Domestic Product
GHI	Global Hunger Index
GNI	Gross National Income
HQ	Headquarters
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRG	Internal Reference Group
MAM	Moderate Acute Malnutrition
NBP	Needs Based Plan
NGO	Non-governmental organization
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PPP	Purchasing Power Parity
RB	Regional Bureau
RBN	Regional Bureau Nairobi
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SEA	Sexual Exploitation and Abuse
SER	Summary Evaluation Report
SGBV	Sexual- and Gender-Based Violence
SMP	School meal activities

SO	Special Operation
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfers to support access to food
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review
AAP	Accountability to Affected Populations
ACL	Asset creation and livelihood support
ACR	Annual Country Report
ASALs	Arid and semi-arid lands
BR	Budget Revision
BSFP	Blanket Supplementary Feeding Programme
CBT	Cash Based Transfer
CCSSI	Institutional Country capacity strengthening
CO	Country Office
CPP	Corporate Planning and Performance
CRRF	Comprehensive Refugee Response Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EPR	Emergency Preparedness and Response
EQ	Evaluation Question
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
FSN	Food Security and Nutrition
GCR	Global Compact on Refugees
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment

GHI	Global Hunger Index
GNI	Gross National Income
HPs	Humanitarian Principles
HQ	Headquarters
IDPs	Internally Displaced Persons
IFIs	International Financial Institutions
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRG	Internal Reference Group
KBNS	Kenya Bureau for National Statistics
LTA	Long Term Agreement
MAM	Moderate Acute Malnutrition
MTR	Mid-Term Review
NBP	Needs Based Plan
NDMA	National Disaster Management Authority
NGO	Non-governmental organization
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PPP	Purchasing Power Parity
RB	Regional Bureau
RBN	Regional Bureau Nairobi
RCM	Refugee Coordination Model
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SGBV	Sexual- and Gender-Based Violence
SMP	School meal activities
SO	Special Operation
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfers to support access to food
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping

VNR	Voluntary National Review
VSLA	Village saving and lending associations
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

Annex 15: Bibliography

FAO (2021) State of Food Security and Nutrition in the World- Transforming food systems for food security, improved nutrition and affordable healthy diets for all. Available at: <http://www.fao.org/documents/card/en/c/cb4474en/>

Government of Kenya (2014) Demographic and Health Survey (DHS) Kenya National Bureau of Statistics.

Government of Kenya (2017) Kenya Social Protection Sector Review: 2017. Ministry of Labour and Social Protection. Available at: <https://www.developmentpathways.co.uk/publications/kenya-social-protection-sector-review-2017/>

Government of Kenya (2018) Ministry of Devolution and ASALS State Department of Development of the Arid and Semi-Arid Lands: Strategic Plan 2018-2022. Unlocking the potential of ASALS for Accelerated National Development.

Government of Kenya (2018) The Kenya Nutrition Action Plan (KNAP) 2018-2022. Optimal Nutrition for All. Ministry of Health.

Government of Kenya (2018) Third Medium Term Plan 2018-2022. Transforming Lives: Advancing socio-economic development through the “Big Four”. The National Treasury and Planning

Government of Kenya (2018) Towards Zero Hunger Strategic Review: Kenya. 1 May 2018.

Government of Kenya (2019) Basic Education Statistical Booklet Ministry of Education.

Government of Kenya (2019) Kenya Population and Housing Census Kenya – National Bureau of Statistics.

Government of Kenya (2020) Economic Survey 2020. Kenya National Bureau of Statistics (KNBS)

Government of Kenya (2020) Emergency Locust Response Project – Ministry of Agriculture, Livestock, Fisheries and Cooperatives. 2020.

Government of Kenya (2020) Second Voluntary National Review on the Implementation of the Sustainable Development Goals. National Treasury and Planning. Available at:

https://sustainabledevelopment.un.org/content/documents/26360VNR_2020_Kenya_Report.pdf

Government of Kenya (2021) Kenya's Roadmap for advancing Gender Equality and ending all forms of Gender Based Violence and of Female Genital Mutilation by 2026 – Kenya Gender Equality Forum (GEF) Available at: https://www.icrw.org/wp-content/uploads/2021/06/GEF_Kenya_GBV_summary-05.21-web.pdf

Government of Kenya (2021). The 2020 Short Rains Season Assessment Report. Kenya Food Security Steering Group. February 2021.

IPC (2021) Kenya: IPC Food Security & Nutrition Snapshot AFI: July 2021 - January 2022.

UNCT Kenya (2017) 2014-2018 UNDAF final evaluation report. Available at: <https://kenya.un.org/en/15982-undaf-2014-2018-final-evaluation-report>

UNCT Kenya (2018) UNDAF 2018-2022. Available at: <https://kenya.un.org/en/15986-undaf-2018-2022>

UNDP (2015) Human Development Report 2015

UNDP (2020) Human Development Report 2020

UNDP (2020) The Next Frontier: Human Development and the Anthropocene

UNHCR (2019) Kenya comprehensive refugee programme 2019-2020. Available at: <https://globalcompactrefugees.org/sites/default/files/2019-12/Kenya%20Comprehensive%20Refugee%20Programme%20%282019%29.pdf>

UNHCR (2021) Global Focus. 2020 Kenya report.

WFP (2015, Protracted Relief and Recovery Operations: Bridging Relief and Resilience in the Arid and Semi-Arid Lands, PRRO: 200736.

WFP (2018) Annual Country Report 2018

WFP (2018) Kenya Country Strategic Plan (CSP) 2018-2023. WFP/EB.A/2018/8-A/3

WFP (2018) Standard Project Report 2018

WFP (2021) Kenya Country Strategic Plan 2018-2023: Mid-Term Review – draft version consulted 25 August 2021

World Bank (2020) Kenya Economic Update. Navigating the pandemics

World Bank (2021) Kenya Climate Risk Country Profile

World Bank (2021) Socioeconomic Impact of COVID-19 in Kenya on Household January 2021

World Bank (2021) Socioeconomic Impact of COVID-19 in Kenya. June 2021

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org