

# Evaluation of Kenya WFP Country Strategic Plan 2018-2023

## Summary Terms of Reference



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders*

### Subject and focus of the evaluation

WFP has been present in Kenya since 1980. The CSP (2018-2023) aims to accelerate the shift of WFP's operations in the country from provision of direct assistance to strengthening of national capacity in food and nutrition security. Through food and cash distributions, capacity development modalities, and service provision, the nine activities under the CSP seek to: enhance food security and nutrition for refugee population; support vulnerable smallholder farmers broadening the focus on food systems; support the Government to adopt, invest in and manage hunger solutions; ensure that Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics service.

The CSP has a total budget of USD 1,094,362,317, of which 46.6 per cent was funded as of November 2021.

The overall budget of the Kenya CSP approved by the Executive Board in January 2018 was USD 994,951,171 million for a total of 2,465,800 beneficiaries over five years. The most recent budget revision (April 2021) increased the overall estimated cost by 9 percent aiming to reach 3,292,000 beneficiaries during the entire CSP period.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations (AAP).

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in June 2023.

### Key evaluation questions

The evaluation will address the following four key questions:

#### **QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?**

The evaluation will assess the extent to which the CSP is informed by evidence, relevant to address the food security and nutrition challenges prevailing in the country and aligned to national policies and to the Sustainable Development Goals (SDGs). It will further assess whether the CSP includes the appropriate strategic partnerships and is designed based on a clear theory of change that realistically articulates WFP roles and contribution based on the comparative advantage of WFP in the country.

Finally, it will assess the extent to which WFP's strategic positioning remained relevant throughout the CSP implementation period, considering changing context, national capacities and needs, including in relation to the response to the COVID-19 pandemic.

#### **QUESTION 2: What is the extent and quality of WFP's specific contribution to CSPs strategic outcomes in Kenya?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, and of the UN Sustainable Development Cooperation Framework. It will also assess the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations, environment, and climate change); the

extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes in Kenya?**

The evaluation will assess whether outputs were delivered within the intended timeframe; and whether the depth and breadth of coverage ensured that the most vulnerable to food insecurity could benefit from the programmes. It will also assess the cost-efficiency of the delivery of assistance, and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP has been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP and the extent to which monitoring and reporting systems have been useful to report on progress towards expected outcomes and inform management decisions. It will also assess how the partnerships and collaborations with other actors have influenced performance and results; and the extent to which the CO had appropriate Human Resources capacity to deliver on the CSP. Finally, the evaluation will seek to identify any other factors influencing WFP performance and the strategic shift expected by the CSP.

## Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2018, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) under the CSP up to mid-2022. It also includes activities prior to the Country Strategic Plan conducted in 2017 and early 2018 to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of the COVID-19 pandemic, and in consultation with the Country Office, some evaluation activities may be conducted remotely. The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring

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

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Kenya CSPE (i.e., humanitarian assistance, school feeding, smallholder farmers, capacity strengthening, gender, displacement, AAP).

**OEV EVALUATION MANAGEMENT:** The evaluation will be managed by Francesca Bonino, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Raffaella Muoio will provide research and data analysis support. Second level quality assurance will be provided by Michael Carbon.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in June 2022 to inform the new CSP design process. A country learning workshop will be held in September 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

**Inception Phase:** January – May 2022

**Data collection:** May – June 2022

**Remote Debriefing:** June – July 2022

**Reports:** July – December 2022

**Learning Workshop:** September 2022

**Executive Board:** June 2023