

Joint Evaluation of the Rome-based Agencies' Resilience Initiative "Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of Congo, Niger, and Somalia" from 2017 to 2023



Decentralized Evaluation Terms of Reference

WFP Livelihoods, Asset Creation & Resilience Unit

Commissioned by the Rome-based Agencies: WFP, FAO, IFAD

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1. Background

1. These terms of reference are for the final activity evaluation of the Rome-based Agencies' Joint Resilience Initiative "Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of Congo, Niger and Somalia." This evaluation is commissioned by the WFP Livelihoods, Asset Creation & Resilience Unit, though managed jointly by the Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD) and World Food Programme (WFP), and will cover the period from May 2017 to March 2023. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. The Canada/Rome-Based Agencies (RBA) Resilience Initiative was developed to support joint and integrated interventions in the sectors of resilience, livelihoods, food security, nutrition, and sustainable agriculture. The expected outcomes of the initiative have been geared to contribute to sustainably increasing the food security status and strengthen the resilience to shocks and stressors of 168,000 men, women, boys, and girls as members of 27,000 food insecure households in protracted and recurrent crises-affected regions of the Democratic Republic of the Congo, the Republic of Niger, and the Federal Republic of Somalia (Somaliland), with a specific focus on vulnerable women and children. In addition, a Global Component woven into the initiative provides coordination and oversight to the three participating countries with Canada, identifying how agency-specific analytical tools and processes supporting programme design can be aligned to complement each other, and acting as an advocacy voice at the global level for the initiative.

3. While household needs are context-specific, they have been categorically supported through: (1) increased availability and access to a nutritious, diversified and stable **food** supply; (2) increased quantity and quality of productive assets for **livelihoods** at both household and community level; (3) enhanced delivery of gender sensitive **nutrition** outreach activities; (4) strengthened **governance** of common natural resources; (5) a systematic approach to **capacity** development; and (6) gender mainstreaming in all interventions combined with **gender equality** and women's empowerment (GEWE) specific activities.

4. This Resilience Initiative was due to end on the 31st of March 2022, however due to COVID-19 and other unforeseen events, certain programme activities were affected, delayed, or cancelled. As a result, the RBA approached Canada in June 2021 to request for a 1-year no-cost extension (NCE) to enable the country teams to make full use of the 2022 agricultural cycle to complete any missed activities, utilize any unspent balances, and to implement IFAD activities in Niger. This was approved by Canada, thereby extending the end date of the project to 31st March 2023.

5. In line with the OECD – DAC criteria, this final evaluation will examine programme relevance, coherence, efficiency, effectiveness, and sustainability, as well as impact to the extent possible. Given the joint nature of the initiative, the evaluation should assess the effectiveness of working jointly at the country- and global-levels, and lessons learned to inform similar initiatives in the future. Evaluation analysis will examine results for all beneficiaries, focusing specifically on vulnerable women and children. Qualitative and quantitative data should be disaggregated by gender, age and disability status whenever possible. Due to programme delays and adjustments to activities, the scope of the evaluation will focus on all activities that could be implemented within the changing context and investigate how changes and delays impacted results and findings under the evaluation criteria.

1.2. CONTEXT

6. The majority of people affected by conflict and protracted crises rely on crops, livestock, fisheries and forestry for their livelihoods. Conflict and violence interrupt food production and agriculture, deplete food stocks and seed reserves, disrupt markets, deepen hunger and exacerbate malnutrition. Strengthening resilience for food security and nutrition is a priority for the most vulnerable people, particularly in the most at-risk and disaster-prone parts of the world.

7. One of the largest and least developed countries in Africa, the Democratic Republic of the Congo (DRC) ranked 179th of 191 countries on the 2021/22 Human Development Index (HDI).¹ Though DRC is endowed with a vast wealth of natural resources, including fertile and diverse soil which presents tremendous opportunities for agricultural production and rural development, the country is one of the largest hunger crises in the world. Unfortunately, during the last two decades, the country has been exposed to successive waves of crises and shocks including violence and armed conflicts, resulting in mass displacements, infrastructure deterioration, and environmental shocks caused by abusive exploitation of natural resources, compounding DRC's humanitarian challenges. Country-wide, over 5.5 million people have fled their homes and lost their means of livelihood (52% female; 58% children), and North Kivu, South Kivu and Ituri are the provinces where war and unrest have been the most protracted.²

8. While the Government of DRC has demonstrated a commitment to the Sustainable Development Goals (SDGs) and increased food security through its National Strategic Development Plan (NSDP) (2019) and the National Agricultural Investment Plan for 2013 to 2020³, today, the country remains in a protracted crisis with widespread poverty and limited livelihood options: 65% of the population is in a status of acute multidimensional poverty (77% living on less than \$1.90 per day)⁴, while the prevalence of undernourishment (POU) is 42%⁵. The number of highly food-insecure people stands at 25.9 million (51% female), making access to food a daily struggle for a significant part of the Congolese population.⁶ An estimated 3.4 million children are acutely malnourished.⁷

9. The determinants of food and nutrition insecurity in Eastern DRC include poverty, poor infrastructure, inadequate access to basic social services and markets, and poor eating habits. In the Rutshuru territory in the North Kivu province of Eastern DRC, over 80% of the population depends on rain fed agriculture and pastoralism; and while the territory is one of the key agricultural granaries of the region, its long-term resilience has been challenged by climatic disturbances with uneven rainfall distribution, deforestation due to local demand for firewood and without coherent reforestation efforts, as well as water erosion, accelerating soil degradation and pollution of rivers due to uneven land surface over much of the territory. The availability of arable land is further limited by increasing population density and land tenure, with the vast majority of arable land owned by large landowners who impose access conditions disadvantageous to small producers. The area hosts the national park of Virunga, which is under increasing pressure from rebel groups and the local population fighting for their livelihoods. In Eastern DRC, conflicts and food insecurity are strongly interlinked, and there is evidence that individuals, households and communities in Eastern DRC face serious constraints in coping with conflicts and maintaining adequate nutrition levels and food security.

10. The year 2021 was marked by the deterioration of the security situation in Rutshuru territory, with a proliferation of armed conflicts, large-scale banditry, and kidnappings. This situation led the government to declare a state of siege in North Kivu province in early May 2021. The deteriorating situation and incursions by domestic armed groups have affected the livelihoods of the population, limiting the amount of land that can be cultivated and causing population movements within the country. Further exacerbating the situation, the volcanic eruption of Nyiragongo in May 2021 resulted in significant population movements, which were linked to the deterioration of rural livelihoods. An estimated number of 364,000 people in Goma and the surrounding areas were forced to flee their homes, with nearly 2,901 families losing their homes, and almost 900 individuals losing their land. The magnitude of the displacement coupled with the impact of COVID-19 pandemic restrictions since 2020 had consequences on the livelihoods and food security status of households due to increases in food prices combined with the loss of agricultural assets. Considering this

¹ United Nations Development Programme. (2022). Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World. <https://www.undp.org/somalia/publications/human-development-report-2022>

² <https://www.wfp.org/countries/democratic-republic-congo>

³ WFP DRC Country Strategic Plan (2021 – 2024)

⁴ United Nations Development Programme. (2022). Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World. <https://www.undp.org/somalia/publications/human-development-report-2022>

⁵ <https://www.fao.org/state-of-food-security-nutrition/2-1-1/en/>

⁶ WFP. (August 2022) Democratic Republic of the Congo July Situation Report #39. https://docs.wfp.org/api/documents/WFP-0000142688/download/?_ga=2.223548313.325988284.1664822653-458715586.1664822653

⁷ Ibid.

challenging context, the Rutshuru territory was classified as Phase 3 (Crisis) of the Integrated Food Security Phase Classification (IPC) in 2021.⁸

11. Niger is a land-locked, low-income and food-deficit country in the Sahel region with one of the lowest Human Development Index indicators (189 of 191) in the world⁹. The population, predominantly rural, reaches over 25 million, and is growing at nearly 4% a year – one of the highest rates in the world – which significantly affects food availability, access and utilization. On average, a woman in Niger has 6.7 children during her lifetime – the world's highest fertility rate.¹⁰

12. This growth rate and demographic pressure is expected to exacerbate poverty levels, food insecurity and hunger. The main challenges of the country continues to be persistent poverty, with 45% living on less than 1.90 USD per day (or 91% of the population estimated to be in a status of acute multidimensional poverty)¹¹, as well as poor governance of common infrastructure and basic services, land and environmental degradation, recurrent droughts, limited livelihood options, gender disparity and a high prevalence of food insecurity and malnutrition. In Niger, the rainy season is short, and the country is hit by increasingly irregular rainfall, rising temperatures, desertification and ever more frequent climate shocks. Four severe climate-related food and nutrition crises since 2000 have exacerbated Niger's vulnerability to food insecurity. In addition, epidemics and conflict in three neighbouring countries aggravate the situation. The conflict in northern Nigeria has displaced people – many of whom are chronically malnourished – into the Lake Chad Basin area. Fighting has spilled over the border, deepening local food insecurity and endangering host communities, refugees and humanitarian workers.

13. In 2017, more than 1.5 million people in Niger were affected by food insecurity. At present, according to the final results of the March 2022 Cadre Harmonize (CH), more than 4.4 million people in Niger are acutely food insecure during the 2022 lean season (June-August) – representing over 17 percent of the population.¹² 6.8 million people are also chronically food insecure and do not have enough to eat all year round, every year.¹³ In a context of widespread and entrenched gender inequality, food insecurity affects women disproportionately, especially in rural areas. Persistent gender disparities, especially in literacy, lack of access to basic services and markets, and inequitable rights to land and assets, continue to challenge development and have an impact on food and nutritional security. Niger ranks at 189th out of 191 countries in terms of the Gender Inequality Index.

14. In addition, 43.5% of children under 5 years of age in Niger are chronically malnourished (which places the country in an emergency according to the World Health Organization classification) and over 12% are acutely malnourished (15.1% for boys and 11.8% for girls, both above the 10 percent of the alert threshold set by the WHO), placing the country in a situation of alert.¹⁴ Diets lack the necessary vitamins and minerals. As a result, over 72% of children under 5, and almost 50% of women of reproductive age, are anaemic.¹⁵ In addition, Niger has one of the highest stunting rates (46.7%)¹⁶ in the West African region. The economy cannot support adequate social safety nets for Niger's large vulnerable population, and the Government's ability to confront hunger is limited by financial, capacity and logistical constraints. As such, the country's sustainable development and inclusive growth strategy through 2035 and its economic and social development plan for 2017-2021 focus on the modernization of the rural world and the demographic transition; while the Nigeriens Nourishing Nigeriens initiative (3N) (2016 – 2020) priority action plan and the national nutrition security policy (2016 – 2025) focus on multisector, multistakeholder and holistic approaches to resilience building, social protection and nutrition.¹⁷

⁸ RBA Resilience Initiative Annual Reports

⁹ United Nations Development Programme. (2022). Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World. <https://www.undp.org/somalia/publications/human-development-report-2022>

¹⁰ <https://data.worldbank.org>

¹¹ United Nations Development Programme. (2022). Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World. <https://www.undp.org/somalia/publications/human-development-report-2022>

¹² https://docs.wfp.org/api/documents/WFP-0000141418/download/?_ga=2.116641536.72291282.1666200023-458715586.1664822653

¹³ Ibid.

¹⁴ Ibid.

¹⁵ <https://www.who.int/data/>

¹⁶ <https://data.unicef.org/sdgs/>

¹⁷ WFP Niger Country Strategic Plan (2020 – 2024)

Table 1 Select Poverty, Food Security & Nutrition Indicators

Countries	Human Development Index ¹⁸	Gender Development Index ¹⁹ / Gender Inequality Index	Severe food insecurity ²⁰	Number & Prevalence of Undernourishment ²¹
DRC	.479	.885 / .601 (179 th)	2.8 million	36.2 million / 41.7%
Niger	.400	.835 / .611 (189 th)	Not available	Not available
Somalia	Not available	Not available	6.8 million	9.2 million / 59.5%

15. Somalia has an estimated population of 16.4 million,²² with 71% of Somalis living on less than USD 2.15 a day.²³ Recurrent climate-induced shocks, protracted conflicts, environmental degradation, limited investments, and poor infrastructure continue to impact food systems, hindering availability and access to nutritious foods and adequate nutrient intake. Somalia suffers from prolonged and recurrent droughts that on average occur every three years. After a gradual recovery from the food insecurity and famine of 2011, Somalia's food security is once again under threat. In 2017, an unexpected drought caused severe water shortages, limited availability of pasture, low productivity which resulted into declining income levels. In 2021, drought conditions prevailed and the situation is worsening in rural areas following consecutive seasons of poor rainfall and low river water levels. Other stressors and shocks, such as the desert locust infestation, affected crops and pasture and compounded the socioeconomic impact of the COVID-19 pandemic and political instability. These conditions have led to near total crop failures, reduced rural employment opportunities, widespread shortage of water and pasture – with consequent increases in livestock deaths. As local staple food prices continue to rise sharply and livestock prices decrease significantly, access to food is rapidly diminishing among poor families, as well as income and household purchasing power.

16. As of August 2022, 7.1 million people cannot meet their daily food requirements today and require urgent humanitarian assistance – including 3.5 million who face Crisis (IPC Phase 3) and more than 200,000 facing catastrophic hunger.²⁴ Malnutrition is driven by chronic food insecurity, poor infant and young child feeding practices, diseases, limited access to clean water, sanitation, and health. An estimated 1.2 million children under 5 suffer from acute malnutrition, of which 213,440 face a high risk of disease and death.²⁵ While social protection is evolving, scale and coverage remains low. The school gross enrolment rate is low (32%) in primary school and drop-out rates are high and prevalent nationally.²⁶

17. Somaliland has managed to secure peace and stability for over 20 years after more than a decade of civil war and state collapse. In addition, Somalia's ninth National Development Policy prioritizes inclusive and accountable politics, improved security, the rule of law, and economic and social development.²⁷ However, protracted conflict in Somalia led to low levels of investment, with a consequent impact on economic growth. Both economic production and trade are dominated by livestock production, which has led to macroeconomic volatility. Poverty rates are higher and human development indicators are lower than other least developed countries in the region. The upsurge in displacement has increased protection concerns as well as disease outbreaks and has exacerbated existing vulnerabilities, particularly among women, children, elderly, persons with disabilities and marginalized communities. Inter-communal tensions over access to water and grazing lands are also on the rise. Because of all these factors, the number of people in need of assistance has increased significantly, going from 4.9 million in late 2015 to 6.2 million in 2017, i.e. more than half of the Somali population.

¹⁸ United Nations Development Programme. (2022). Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World. <https://www.undp.org/somalia/publications/human-development-report-2022>

¹⁹ Ibid.

²⁰ <https://www.fao.org/state-of-food-security-nutrition/2021/en/>

²¹ Ibid.

²² <https://data.worldbank.org>

²³ Ibid.

²⁴ <https://www.ipcinfo.org/ipcinfo-website/alerts-archive/issue-45/en/>

²⁵ https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Somalia_Acute_Food_Insecurity_Malnutrition_2021JulyDec_Report.pdf

²⁶ https://docs.wfp.org/api/documents/WFP-0000142533/download/?_ga=2.105032453.72291282.1666200023-458715586.1664822653

²⁷ WFP Somalia Country Strategic Plan (2022 – 2025)

2. Reasons for the evaluation

2.1. RATIONALE

18. With funding from the Government of Canada's Department of Foreign Affairs, Trade and Development (DFATD) and based on a history of collaboration amongst the three Rome-based Agencies (RBA) on resilience at the global, regional, national and sub-national levels, this joint programme was developed to practically consider, implement, and improve on good practices and lessons from ongoing RBA collaborations and the 2015 'Strengthening resilience for food security and nutrition - A Conceptual Framework for Collaboration and Partnership among the Rome-based Agencies'. This included supporting joint and integrated interventions across countries in the resilience, livelihoods, food security, nutrition, and sustainable agriculture sectors, as well as combining agencies' tools to maximize synergies in assessment, diagnostic and analysis phases, local partner consultation and the use of multi-stakeholder platforms for the planning and implementation of interventions and developing and undertaking joint monitoring and evaluation systems.

19. In accordance with the Memorandum of Understanding (MOU) between FAO, IFAD and WFP and with the Inception Report to Canada guiding the operational aspects of this Joint Programme, agencies have jointly conducted monitoring and evaluation of activities and outcomes for the country-level and global components. In addition, towards the end of 2021, the Participating UN Organizations at the global/HQ level have mutually discussed, agreed to and recommended the commissioning of a joint final evaluation in order to critically and objectively assess performance and draw overall lessons from this multi-year initiative that will inform future joint programming efforts by the RBAs.

20. As noted, routine monitoring has supported the tracking of implementation of the RBA Joint Resilience Initiative and monitoring of progress on achievement of the global and country-level immediate, intermediate and ultimate outcomes detailed within the Performance Measurement Frameworks. An evaluation is, however, needed to systematically and comprehensively assess the results of the programme, including how and why they were achieved. The evaluation will also enable country analysis and an assessment of the value of a global framework and governance mechanism.

21. The evaluation will have the following uses for the partnering RBA agencies and initiative stakeholders, including donors: i) assess and understand programme performance in supporting improved nutrition, food security and resilience for vulnerable population groups, especially women and children, in targeted regions ii) enable cross-fertilization among participating countries and the three RBAs on good practices and lessons for improving coherence, coordination and shared ownership of evidence-based gender-sensitive interventions, including innovative resilience programming, iii) act as an accountability and learning mechanism for Canada (as donors) and wider constituency, and iv) inform future action on humanitarian food assistance, shock-responsive food security, and the design of other joint and multi-year programmes amongst RBAs.

2.2. OBJECTIVES

22. This evaluation will serve the dual and mutually reinforcing objectives of accountability and learning. While the evaluation will be important for consolidating evidence for the purpose of accountability to the donor, the RBAs also consider the evaluation critical to build evidence around multi-year funding for joint programming, as well as to ensure accountability to the people being served – that is, the most vulnerable people, especially women and children, in the most at-risk and disaster-prone parts of the world. Therefore, there will be a **strong focus on learning** and an emphasis on mainstreaming gender equality and women's empowerment (GEWE), human rights and equity across both evaluation objectives.

- **Accountability** – The evaluation will assess and report on the performance and results of the RBA Joint Resilience Initiative in the three participating countries and for the global component. For accountability, the evaluation will assess whether targeted beneficiaries have received the interventions in accordance with the Programme Inception Report (October 2018) and its addendum (January 2022), if the programme is on track to meet the stated outcomes and targets by March 2023, and if results are aligned with the global and country-level performance measurement frameworks and Theory of Change (ToC) assumptions and post COVID-19 revisions.

- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making, with specific focus on this resilience initiative’s jointness and innovative elements as a multi-year approach at the humanitarian-development nexus. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.

2.3. STAKEHOLDER ANALYSIS

23. The evaluation will seek the views of, and be useful to, a broad range of internal (partnering Rome-based Agencies) and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated.

24. Among the primary users who are interested in learning from this evaluation are the Rome-based Agencies across levels of implementation (headquarters/global, regional, country and community-level). The Government of Canada and the RBA Resilience Initiative beneficiaries also have interest in the evaluation for the purpose of accountability.

25. Accountability to affected populations, is tied to UN commitments to include beneficiaries as key stakeholders in its work. The RBAs are committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

26. Preliminary stakeholders identified include primary and secondary stakeholders, some who will be engaged as key informants in the evaluation process. Among the primary stakeholders are internal stakeholders, such as the RBA country offices in DRC, Niger and Somalia, including programme coordination units and implementation teams, RBA regional bureaus and offices (West & Central Africa; Eastern Africa), and headquarters divisions / units / specialists focused on resilience. Primary stakeholders also include external stakeholders, such as donor representatives, government ministries, local/provincial government members/entities, non-governmental organizations working as implementing partners and beneficiaries, including farmer organizations, unions and cooperatives, women’s groups, pregnant and lactating women and girls, school-aged children, amongst others.

27. Annex 9 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

28. The subject of the evaluation is the Canada/Rome-based Agencies’ (RBA) Resilience Initiative “Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of Congo, Niger and Somalia.” Through the Government of Canada’s generous support of CAD 50 million (USD 38 million), the RBA launched this 5-year resilience programme initiative, from April 2017 through March 2022 (with one-year no cost extension to 2023). This programme was developed to support joint and integrated interventions in the following sectors: resilience, livelihoods, food security, nutrition, and sustainable agriculture. The expected outcomes of the initiative have been geared to contribute to sustainably increasing the food security status and strengthen the capacity of resilience to shocks and stressors of 168,000 men, women, boys, and girls as members of 27,000 food insecure households in protracted and recurrent crises affected regions of the Democratic Republic of the Congo, the Republic of Niger, and the Federal Republic of Somalia (Somaliland). This joint programme bridges humanitarian and development objectives through a complementary approach that focuses specifically on vulnerable women and children. See the maps in Annex 1 for clarifying the geographic coverage of the programme and scope of the evaluation.

Table 2 Targeted Beneficiaries

Countries	Locations of the programme	Number of households	Number of individuals
DRC	Rutshuru territory (North Kivu Province)	12,500 households	75,000 individuals
Niger	Communities of Chadakori (Maradi region) and Dogo (Zinder region)	5,500 households	39,000 individuals
Somalia	Burao and Odeweyne Districts (Togdheer region, Somaliland)	9,000 households	54,000 individuals

29. The RBA Resilience Initiative takes a complementary approach to bridge humanitarian and development objectives:

- i. Supporting and investing in the same vulnerable communities over a five-year period
- ii. Joint planning and programming among the three agencies to layer and integrate efforts
- iii. Package of complementary activities, with a focus on gender- and nutrition-sensitive approaches
- iv. Addressing the root causes of food insecurity and vulnerability to ultimately reduce dependency on humanitarian assistance.

30. In order to achieve the ultimate objective of improved nutrition, food security and resilience for vulnerable population groups, especially women and children in targeted regions, the programme has provided an integrated package of activities at the country-level, composed of a flexible combination of multi-sectoral, conditional and unconditional assistance. Based on the RBA Joint Conceptual Framework for Strengthening Resilience for Food Security and Nutrition, the three agencies align interventions to complement each other’s efforts:

- i. **WFP** targets the most food-insecure people through Food Assistance for Assets interventions, providing food and/or cash transfers to cover households’ immediate food needs so they can dedicate time to building assets that reduce the risk of climactic shocks and seasonal hardships. WFP Purchase for Progress (P4P) programmes connect smallholder farmers to markets, giving them opportunity to grow their businesses and improve their lives and those of their communities.
- ii. **FAO** supports Farmer and Pastoral Field Schools, along with training in climate-resilient agricultural practices, to help boost production, increase incomes, and diversify livelihoods. FAO Dimitra listeners’

clubs also mobilize the community, improve social cohesion and gender equality, and increase women's leadership in the selected villages.

- iii. **IFAD** works to strengthen local producers' organizations; promote greater access to rural financial services; and improve the community-based governance of scarce natural resources.

31. As such, while household needs are context-specific, they have been categorically supported through: (1) increased availability and access to a nutritious, diversified and stable **food** supply; (2) increased quantity and quality of productive assets for **livelihoods** at both household and community level; (3) enhanced delivery of gender sensitive **nutrition** outreach activities; (4) strengthened **governance** of common natural resources; (5) a systematic approach to **capacity** development; and (6) gender mainstreaming in all interventions combined with **gender equality** and women's empowerment (GEWE) specific activities.

32. The planning and design of the activities was based on WFP's [Three-Pronged Approach \(3PA\)](#) to resilience building, which is a consultative process that places people and partners at the centre of planning, and [FAO's Resilience Index Measurement and Analysis \(RIMA\) model](#) was planned to be used to measure the impact of the interventions on household resilience. While each RBA country team has defined their own results and activities based on agencies' existing guidelines, ongoing RBA collaborations, ongoing Government requests or guidance, as well as the results of the 3PA needs assessments and other contextual considerations, common programmatic pillars - formulated as intermediate outcomes with shared indicators - were derived to guide countries to the overall objective. These include:

- i. Improved coherence, coordination and shared ownership of evidence-based gender sensitive interventions, including innovative and resilience programming, by RBAs and other actors at global, regional, national and field levels in targeted regions;
- ii. Increased availability and equitable access to nutritious, diversified and stable food supplies for vulnerable population groups, especially women and children, in targeted regions;
- iii. Improved sustainable gender-sensitive governance of collective productive resources by relevant authorities and/or other relevant stakeholders in targeted regions;
- iv. Improved essential family practices in nutrition, diet and food hygiene, and screening and treatment of moderate acute malnutrition), in targeted regions

33. In addition, the initiative included a Global Component, whose role was to provide coordination and oversight to the three participating countries with Canada, identifying how agency-specific analytical tools and processes supporting programme design can be aligned to complement each other, and to act as an advocacy voice at the global level for the initiative. All programme activities were selected jointly by the agencies and are governed by a joint logical framework (logframe) and performance measurement framework (Annex 8), developed through a Programme Inception Report that describes and guides all aspects of this initiative. The common indicators agreed to in the Inception Report are included below in Table 3.

Table 3 Common Indicators Across Countries

LOGIC MODEL EXPECTED RESULTS	COMMON INDICATORS
Ultimate outcome	
1000 – Improved nutrition, food security and resilience for vulnerable population groups, especially women and children, in targeted regions	Resilience Index (RIMA/RIC) (disaggregated by sex of household head)
	Prevalence of acute malnutrition among children under 5
	Prevalence of chronic malnutrition among children under 5
	Percentage of households with poor Food Consumption Score (disaggregated by sex of household head)
Intermediate outcomes	
1100 - Improved coherence, coordination and shared ownership of evidence-based gender sensitive interventions, including innovative and resilience programming, by RBAs and other actors at global, regional, national and field levels in targeted regions	# of joint activities undertaken to support resilience programming
	# of jointly developed reports and publications disseminated and promoted
1200 - Increased availability and equitable access to nutritious, diversified and stable food supply for vulnerable population groups, especially women and children, in targeted regions	Food Coping Strategy Index (household level)
	Livelihood Coping Strategy Index (household level)
	Proportion of women of reproductive age (15 – 49 years old) consuming Minimum Diet Diversity (MDD-W)
	Proportion of children aged 6-23 months consuming a Minimum Acceptable Diet (MAD)
1300 - Improved sustainable gender-sensitive governance of collective productive resources by relevant authorities and/or other relevant stakeholders in targeted regions	# of joint capacity development activities organized at country and field level
	Composition of community level management committees/ decision making bodies (disaggregated by sex)
1400 - Improved essential family practices in nutrition, diet and food hygiene, and screening and treatment of moderate acute malnutrition (MAM), in targeted regions	Proportion of beneficiaries who have adopted at least 60 % of good nutrition practices (disaggregated by sex)
	Proportion of eligible population that participates in MAM treatment programme (coverage) ²
	MAM treatment performance: recovery, mortality, default and non-response rate ³

34. The overall planned budget (in CAN\$) of the programme by agency and component is below:

Table 4 Planned Budget by Agency and Component

Components	FAO	IFAD	WFP	Sub-total by component
DRC	7,651,414	1,880,684	6,196,359	15,728,457
Niger	5,964,896	-	9,763,561	15,728,457
Somalia	7,864,228	-	7,864,228	15,728,457
Global support	925,852	462,926	925,852	2,314,630
Sub-total by agency	22,406,390	2,343,610	24,750,000	49,500,000
1% management fee	500,000			
TOTAL	50,000,000			

35. This Canada/RBA Resilience Initiative was due to end on the 31st March 2022, however due to a series of unforeseen events, certain programme activities were delayed, which in turn has impacted on the progression of the programme. These events included delays and gaps in joint programme planning, seasonally-linked activities, and monitoring and evaluation activities as a result of increased insecurity, national elections and other political events and road blocks, natural disasters and shocks (drought and locust outbreaks), as well as COVID-19 restrictions and travel bans.

36. As this combination of events led to several interconnected activities being delayed or cancelled, the RBAs approached Canada in June 2021 to request for a 1-year no-cost extension to enable the country teams to make full use of the 2022 agricultural cycle to complete any missed activities, utilize any unspent balances,

and to implement IFAD activities in Niger. This was approved by Canada, thereby extending the end date of the project to 31st March 2023.

37. To indicate any changes and/or additional activities and subsequent outputs that this initiative would achieve through this one-year no-cost extension, the initial logframe and performance measurement frameworks were reviewed by the three countries and the global team, revising indicators and targets, or in some cases removing immediate outcomes and related indicators entirely under the global component. These revisions were discussed with and subsequently approved by Canada at the 5th Annual Steering Committee meeting held on 17th January 2022.

38. However, it is expected that these changes to the logical framework, and specifically the removal of two global-level outcomes and one output related to institutional capacity building, improved knowledge management, and policy influencing²⁸ be considered, reframed, and assessed within this final evaluation.

3.2. SCOPE OF THE EVALUATION

39. This final evaluation will cover all activities implemented from May 2017 – March 2023, looking at the activities through different lenses (design, implementation, results) and across the different levels (community, national, regional and global). With respect to geographical coverage, the evaluation is expected to look at activities implemented in the target areas of DRC (Rutshuru territory, North Kivu Province), Niger (Maradi region, Chadakori Communes and Zinder region, Dogo Communes), and Somalia (Togdheer Region, Somaliland), as well as the global component.

40. This joint resilience initiative was intended to meet the needs of the most vulnerable communities and households, and especially women in children, affected by multiple and recurrent crises and hazards. While the results for all vulnerable population groups outlined in the preliminary stakeholder analysis should be considered (including members of Farmers' Organizations, Unions, Producer Organizations, Women's Groups, etc.), the evaluation is expected to pay special attention to the results of the programme for women, children and other specific groups identified as 'the most vulnerable' in the RBA Initiative Inception Report, Annual Reports, and other needs and situation analyses reports. Specifically, the evaluation will look at which groups were identified as the most vulnerable, disadvantaged and marginalized, whether and how their needs were assessed and met, as well as provide sufficient analysis in the findings and conclusions on differential results, both intended and unintended, for all of them. Qualitative and quantitative data should be disaggregated by gender, age and disability status, whenever possible. In line with the Leaving No One Behind principle and the obligations stemming from the Convention on the Rights of Persons with Disabilities, even programmes that do not target directly persons with disabilities should ensure that persons with disabilities within targeted populations can access the programme without discrimination.

41. Through the OECD – DAC criteria of relevance, coherence, efficiency, effectiveness, sustainability and impact (to the extent possible), the evaluation will therefore examine the extent to which: (i) joint programme design, implementation, and monitoring has been inclusive of women, children, and other identified vulnerable groups; (ii) the joint programme effectively contributed to the food security status and strengthened resilience to shocks and stressors of women, children, and other vulnerable groups as members of food insecure households in protracted and recurrent crises-affected regions. Given the joint nature of the initiative, the evaluation should assess the effectiveness of working jointly and lessons learned to inform similar initiatives in the future. Due to programme delays and adjustments to activities, the scope of the evaluation will focus on all activities that could be implemented within the changing context and investigate how changes and delays impacted the evaluation criteria.

²⁸ 2021 Annual Report on the RBA Canada Resilience Initiative, p. 3.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

42. The evaluation will address the international evaluation criteria of Relevance, Coherence, Efficiency, Effectiveness, and Sustainability, as well as Impact. Gender Equality and Women’s Empowerment (GEWE), Human Rights, Equity and Inclusion will be mainstreamed throughout, and addressed as a cross-cutting criterion. These criteria were chosen as they will provide pertinent and specific evidence to inform decision-making, ensure accountability and enhance learning.

43. The following key questions, which will be further developed and tailored by the evaluation team through a thorough evaluability assessment and detailed evaluation matrix during the inception phase, aim at highlighting the key lessons and performance of the Rome-based Agencies Resilience Initiative with a view to informing future strategic and operational decisions.

44. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, implementation, and monitoring and evaluation, and whether the evaluation subject has been guided by system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be addressed as cross-cutting criterion, as well integrated into all evaluation criteria, as appropriate.

Table 5 Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – To what extent is the RBA Resilience Initiative design and implementation relevant to the needs and priorities of its targeted stakeholders across countries and at the global level?		RELEVANCE
1.1.	To what extent were the RBA Resilience Initiative’s scope, estimation of required resources and expected results and results frameworks based on the analysis of available data, needs, risks, or capacity assessments? To what extent were they realistic and relevant? To what extent did the joint programme design process contribute to the RBA Resilience Initiative’s relevance, coherence, efficiency and effectiveness?	
1.2	To what extent was the design of the initiative relevant to institutional policies (RBA resilience policy frameworks) and the wider context (including international frameworks, priorities and humanitarian principles, such as Committee on World Food Security (CFS)-endorsed Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA)? To what extent are the RBA Resilience Initiative objectives, intended outcomes, and strategies in line with the priorities and policies of participating countries related to food security, nutrition and gender?	
1.3	To what extent was the RBA Resilience Initiative in line with the needs and priorities of the most vulnerable groups (e.g. men and women, boys and girls, people living with disabilities, etc.) as final intended beneficiaries? How does the RBA Resilience Initiative create an enabling environment for the most vulnerable groups to benefit?	
EQ2 – What have been the synergies between the Canada - RBA Resilience Initiative and other resilience interventions / programmes of FAO, IFAD, WFP and other actors operating in the same context?		COHERENCE
2.1	To what extent were synergies, alignment and complementarity achieved between the different activities implemented by the RBAs? What value added has been generated through these	

	synergies, if any? How did the RBA Resilience Initiative leverage and maximize each agency/s strengths, including resources, tools, capacities, targeting approach and suite of activities, for addressing the Humanitarian-Development-Peace (HDP) Nexus in targeted countries?
2.2	To what extent was the RBA intervention coherent with the programmatic objectives and policies of other actors operating within the same context on the HDP Nexus, including other UN Agencies, international, national and local non-governmental organizations and different levels of government? To what extent and how were multi-sector partnerships and actions appropriately and effectively leveraged for overall joint programme coherence and effectiveness?
EQ3 – To what extent has the RBA Resilience Initiative achieved its intended outcomes as defined in the performance measurement frameworks?	
EFFECTIVENESS	
3.1	To what extent were the expected results of the RBA Resilience Initiative accomplished, likely to be accomplished or and/or maintained given ongoing or sudden crises? Specifically: <ul style="list-style-type: none"> • To what extent did the programme increase availability and equitable access to a nutritious, diversified and stable food supply for populations, especially women and children, in targeted regions? • To what extent did the programme improve the gender-sensitive governance of common productive resources by relevant authorities and/or other relevant stakeholders in targeted regions? • To what extent did the programme improve essential family practices in nutrition, diet, and food hygiene, including screening and treatment of moderate acute malnutrition (MAM) in targeted regions? • To what extent did the programme improve coherence, coordination and shared ownership of evidence-based, gender-sensitive interventions, including innovative resilience programming, by RBAs and other actors at global, regional, national and field levels in targeted regions?
3.2.	What major factors influenced the achievement or non-achievement of results?
3.3	What are the unintended (positive or negative) outcomes of the RBA Resilience Initiative (if any)?
3.4	To what extent were the RBAs able to adapt the implementation of the programme to the COVID-19 context, climate-change related crises, the ripple effects on food security related to the war in Ukraine, and other context-specific crises over the five years to ensure/enable delivery of intended results?
EQ4 – How efficient was the partnership of the RBAs in view of implementing the joint multi-year resilience initiative and leveraging further resources?	
EFFICIENCY	
4.1	Which factors facilitated or hindered the collaboration and efficiency of the RBA Resilience Initiative, including an assessment of the governance and management of the programme through its global component, the steering committee, etc.? Which synergies and linkages contributed to the global outcome of improved coherence, coordination and shared ownership of evidence-based, gender-sensitive and innovative resilience programme, and what lessons and good practices can be drawn?

4.2	To what extent does the RBA Resilience Initiative represent a link to and point of leverage for other food security and resilience efforts operating in the Humanitarian-Development-Peace Nexus?
4.3	To what extent were funds deployed against plan by activity and RBA in a timely manner?
EQ5 – Did the RBA Resilience Initiative contribute to long-term intended results or unintended impacts?	
IMPACT	
5.1	To what extent did the combined effect of the different components of the RBA Resilience Initiative contribute to improving the nutrition, food security, and resilience of vulnerable population groups, especially women and children, in targeted regions? Where climate change is a major destabilizing force, to what extent did the RBA Resilience Initiative contribute to results on climate resilience?
5.2	To what extent did the RBA Resilience Initiative contribute to results on the HDP Nexus, including conflict mitigation, social cohesion and other possible peace outcomes?
EQ6 – To what extent are the benefits of the RBA Resilience Initiative sustainable?	
SUSTAINABILITY	
6.1	To what extent is it likely that the benefits of the RBA Resilience Initiative at the national, regional and global level will continue after its implementation ceases? To what extent did the programme design and implementation support transition planning and handover to local actors, including government institutions, community structures and other partners? What other major factors influence sustainability of results?
6.2	To what extent has the programme been able to promote replication and/or up-scaling of successful practices?
6.3	To what extent are the synergies and pathways for collaboration created through the RBA Resilience Initiative between the RBAs likely to persist after its completion?
EQ7 – To what extent did the RBA Resilience Initiative take into account and contribute to gender, human rights, equity and inclusion?	
GENDER, HUMAN RIGHTS, EQUITY & INCLUSION	
7.1	To what extent was the RBA Resilience Initiative design, implementation, monitoring and transition planning sensitive to gender, human rights, equity, and inclusion?
7.2	What are the concrete and differential results of the programme in terms of gender equality, women's empowerment, equity, inclusion of persons with disabilities and other vulnerable groups?

4.2. EVALUATION APPROACH AND METHODOLOGY

45. The evaluation team, in consultation with key stakeholders, will develop an appropriate evaluation design, sampling strategy and methodological approach at inception phase for the final evaluation. The methodology will be appropriate in terms of addressing the overarching evaluation questions, with due attention to limitations related to, for example, data availability, available resources and duration.

46. The methodology designed by the evaluation team should consider the below as guidance:

- Employ the relevant evaluation criteria above
- Be utilization-focused

- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints
- Consider the use of a gender analysis or other conceptual framework for deepening understanding of the evidence on gender equality and women's empowerment in food systems in protracted crises
- Ensure through the use of mixed methods (quantitative, qualitative, participatory, etc.) that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used
- Collect field-level data in all three of the participating countries and at the global-level, and consider the use of a case study approach to generate in-depth understanding of thematic and/or country-level issues and outcomes (however, considering safety considerations in DRC at present, it is not expected that any data collection in the country would extend outside of Kinshasa).
- Apply participatory and innovative approaches to engage women, youth, persons with disabilities and other vulnerable groups to encourage inclusive participation in evaluation processes as well as to overcome possible access limitations resulting from the insecure and conflict-affected environments
- Along with the actions of the evaluation team, be guided by the international humanitarian principles
- Consider using contribution analysis, qualitative comparative analysis or other appropriate approaches to assess monitoring and collected data and the extent to which the joint RBA Resilience Initiative's has contributed to longer-term changes at the national and global levels
- Benchmarking may be used to compare the RBA with other joint programmes and international partnership arrangements

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

48. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex, age and disability status; an explanation should be provided if this is not possible. The effort to capture perspectives of diverse group should be made not only at community level but also at institutional level (e.g., when identifying key informants).

49. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.

50. The evaluation findings, conclusions and recommendations must reflect gender, human rights, and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality, human rights and equity dimensions. The report should provide lessons/challenges/recommendations for conducting gender and equity-responsive evaluations in the future.

51. The following mechanisms for independence and impartiality will be employed:

- i. Joint Evaluation Steering Committee composed of project coordination team focal points in each country, the evaluation manager, and the WFP and FAO evaluation officers will be established to validate and approve key deliverables including the Terms of Reference, Inception Report, and Evaluation Report and take other relevant decisions related to the evaluation.
- ii. Evaluation Reference Group (ERG) composed of internal and external stakeholders will be established to provide technical advice, comment on evaluation deliverables and act as key

informants at inception and data collection phases. The ERG will be comprised of members of the RBA Resilience Initiative's Steering Committee, Country Representatives from each of the participating agencies, project managers / coordinators, donors, and any other stakeholders deemed appropriate by the Joint Evaluation Steering Committee.

- iii. An evaluation manager that has not been involved in the implementation of the RBA Resilience Initiative has been nominated from FAO. She will be supported and advised by a team of monitoring and evaluation officers from the evaluation offices and resilience and livelihoods units of WFP and FAO. Moreover, all key deliverables will be submitted for second-level external quality assurance as per WFP's standard process for decentralized evaluations.

52. The following potential risks to the methodology and associated mitigation measures have been identified:

- i. A large number of stakeholders and partners with numerous activities at different levels (community, national, regional, global) were involved in the programme in addition to the staff of three different Agencies running complementary, adjacent or integrated projects focused on resilience. Assessing the depth of every single activity is likely not feasible within the timeframe and budget allocated for this evaluation.
- ii. Similarly, implementing partners, other UN Agencies, and the Rome-based Agencies themselves are implementing numerous other programmes/projects in the intervention areas with potentially overlapping objectives or activities, though different donor funding. It will therefore be challenging to isolate the results and effects of the Canada-funded RBA Resilience Initiative.
- iii. There is limited data available on gender equality and women's empowerment related results.
- iv. Due to the volatile nature of security conditions in the contexts this RBA Resilience Initiative is operating, it is possible the evaluation team, especially international members, may not be able to physically travel to the remote intervention areas, especially in DRC. The evaluation team is expected to consider lessons and good practices for conducting evaluations remotely, maintaining inclusive and participatory elements, and/or the use of national experts as members of the evaluation team. The evaluation team should maintain international humanitarian and the 'do no harm' principles at the centre of decision-making.

53. However, monitoring data has been collected in accordance with the RBA Resilience Initiative Performance Measurement Frameworks, and the approach and sampling framework for most outcome and impact-level indicators in DRC and Niger included collection of data from both 'treatment' and 'control' groups at baseline (and planned for endline). Based on a more detailed evaluability assessment conducted during the inception phase, the evaluation team needs to confirm the prioritization, scope and evaluation questions outlined in the ToR and propose adjustments, if necessary. The evaluation team will also need to consider and expand on the methodology proposed in the ToR, including the potential use of contribution analysis and gender analysis frameworks, to develop a detailed and targeted evaluation matrix and sampling strategy in the inception report.

4.3. EVALUABILITY ASSESSMENT

54. In terms of available data, the secondary sources available are the RBA Resilience Initiative Inception Report (2018) and addendum (2022), annual country reports (2017 – 2021), monitoring data reported in the performance measurement frameworks for each country and the global component, as well as minutes from the Steering Committee Meetings. The performance measurement frameworks include baseline values and status to date, as available, as well as targets and whether targets have been revised or the teams are on-track to meeting them. There is an endline survey expected to take place prior to this final evaluation's data analysis phase, and the evaluation team is expected to have access to the survey outputs for integration and triangulation with collected data during fieldwork.

55. In addition, there are several upcoming and ongoing evaluations in Niger, DRC and Somalia which should serve as possible data sources (through document review and/or interviews with associated stakeholders), including an ongoing impact evaluation on resilience priorities in the Sahel, a WFP-UNICEF evaluation of a Joint Resilience Programme in South-Central Somalia, a centralized evaluation of WFP's Resilience Policy, and a Joint Decentralized Evaluation of UN Joint Action for Building Resilience in Somalia.

56. In terms of limits to data availability and reliability, there are some considerations which the evaluation team is expected to review and confirm.

- i. While M&E systems are in place, there are variations in the quantity and quality of both quantitative and qualitative data across countries, and even internal to countries between data collected at baseline and midline. There is more limited qualitative data on results.
- ii. M&E systems are planned and executed based on seasonality and project delivery, rather than on reporting timelines, which has led to the conduct of additional data collection outside of the regular M&E schedules and some reporting delays; while it is expected that these schedules will be synced, there is a risk that endline data collection may be delayed, limiting the utility of this data to this evaluation.
- iii. Insufficient explanation and evidence of work related to gender (i.e. what is being done and what is expected to change in GEWE conditions), including sex-disaggregated data and data sets and limited qualitative data. The RBA has worked on documenting current work on gender in the three countries and identifying how to measure impact on gender, likely through further quantitative and qualitative gender monitoring and evaluation and the use of common indicators, though this is a new development.
- iv. High staff turnover in RBAs and implementing partners leading to limited institutional memory.
- v. Limited staff availability and 'fatigue' due to multiple ongoing evaluations focused on resilience, thematically, or country programmes in various countries, including DRC and Somalia.

57. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information provided above. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

58. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

59. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

60. Ethical considerations, particularly regarding data collection during the COVID pandemic or in insecure environments should be well developed during the inception phase. No further specific ethical risks have been identified at this stage.

61. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the RBA Resilience Initiative nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided when signing the contract.

4.5. QUALITY ASSURANCE

62. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the

evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

63. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

64. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

65. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

66. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#), a rationale should be provided for comments that the team does not take into account when finalizing the report.

67. 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.

68. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.

69. The commissioning agencies expect that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

71. Table 6 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 6

Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	22 Sept 2022 – 10 Feb 2023	Preparation of ToR Selection of the evaluation team & contracting	Evaluation manager
2. Inception	14 Feb – 25 April 2023	Document review Inception interviews Inception report	Evaluation team leader
3. Data collection	1– 19 May 2023	Fieldwork Exit debriefing (PPT)	Evaluation team leader
4. Reporting	22 May – 11 Aug 2023	Data analysis and report drafting Comments process Recommendation’s validation and learning workshop Evaluation report Country / thematic case studies (3) 2-page brief	Evaluation team leader
5. Dissemination and follow-up	14 Aug – 5 Sept 2023	Management response Dissemination of the evaluation report	Joint Evaluation Steering Committee

5.2. EVALUATION TEAM COMPOSITION

72. The evaluation team is expected to include a team leader and a mix of national (Somalia, Niger, DRC) or regional and international evaluators with knowledge and experience in the West, Central and East African regions and conflict-affected settings, as well as technical expertise in evaluating resilience programmes and in the proposed evaluation methodology. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have experience conducting evaluations commissioned by the RBAs and following UNEG norms and standards.

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

- Extensive experience evaluating resilience, livelihoods, food security, nutrition, and sustainable agriculture interventions
- Extensive experience evaluating programmes in protracted and recurrent crises affected-regions
- Excellent knowledge of gender, equity and wider inclusion issues, as well as in conducting gender analysis
- Experience in systems and institutions analysis
- Very familiar with FAO, IFAD and WFP operating structures
- Familiarity with RBA resilience-building approaches, as well as the specific Agency interventions (e.g. FAO Dimitra Clubs or WFP P4P, etc.)
- All team members should have strong analytical and communication skills, evaluation experience (quantitative and qualitative approaches) with a track record of written work on similar assignments, and familiarity with DRC, Niger and/or Somalia
- Experience in conducting joint evaluations is considered an asset
- Oral and written fluency in English and French (though deliverables will be in English)

74. The team leader will have expertise in most of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission(s) (either remotely or in-person) and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

75. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

76. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation manager. The team will be hired following agreement with the Joint Evaluation Steering Committee on its composition.

5.3. ROLES AND RESPONSIBILITIES

77. The WFP Livelihoods, Asset Creation & Resilience Unit will organize the evaluation and take responsibility to:

- Assign an evaluation manager for the evaluation [Ashley Hollister, Evaluation Manager, FAO]
- Compose the Joint Evaluation Steering Committee and the Evaluation Reference Group (see below)

78. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; coordinating and communicating with the evaluation steering committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader and the firm's focal point, and RBA counterparts to ensure a smooth implementation process.

79. A **Joint Evaluation Steering Committee (JESC)** is formed to help ensure the independence and impartiality of the evaluation, it will be chaired by an agency representative from WFP with representative membership from FAO and IFAD and take responsibility to:
- Approve the final ToR, inception and evaluation reports,
 - Approve the evaluation team selection,
 - Ensure the independence and impartiality of the evaluation at all stages,
 - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team,
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
80. **An evaluation reference group (ERG)** is formed as an advisory body with representation from all RBA headquarters, regional bureaus / offices, technical staff, and country offices. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.
81. **Relevant RBA Headquarters divisions, notably evaluation offices,** will take responsibility to:
- Advise the evaluation manager and provide support to the evaluation process where appropriate
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
 - Discuss agency strategies, policies or systems in their area of responsibility and subject of evaluation
 - Provide comments on the draft ToR, inception and evaluation reports
 - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
82. While the evaluation officers Mona Selim, Mercy Mkhumba (WFP), Jenin Assaf and Valentina DiMarcoConte (FAO) will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
83. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will be identified for providing inputs and interviews by the evaluation team and are expected to be actively involved in different phases of the process, as appropriate.
84. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

85. **Security clearance** where required is to be obtained from the WFP country offices in DRC, Somalia and Niger:
- As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.
 - All planned field work must be coordinated with the relevant area offices to ensure the safety and security of the evaluation team during field activities. The evaluation manager will be assisting the evaluation team to ensure a smooth implementation process.

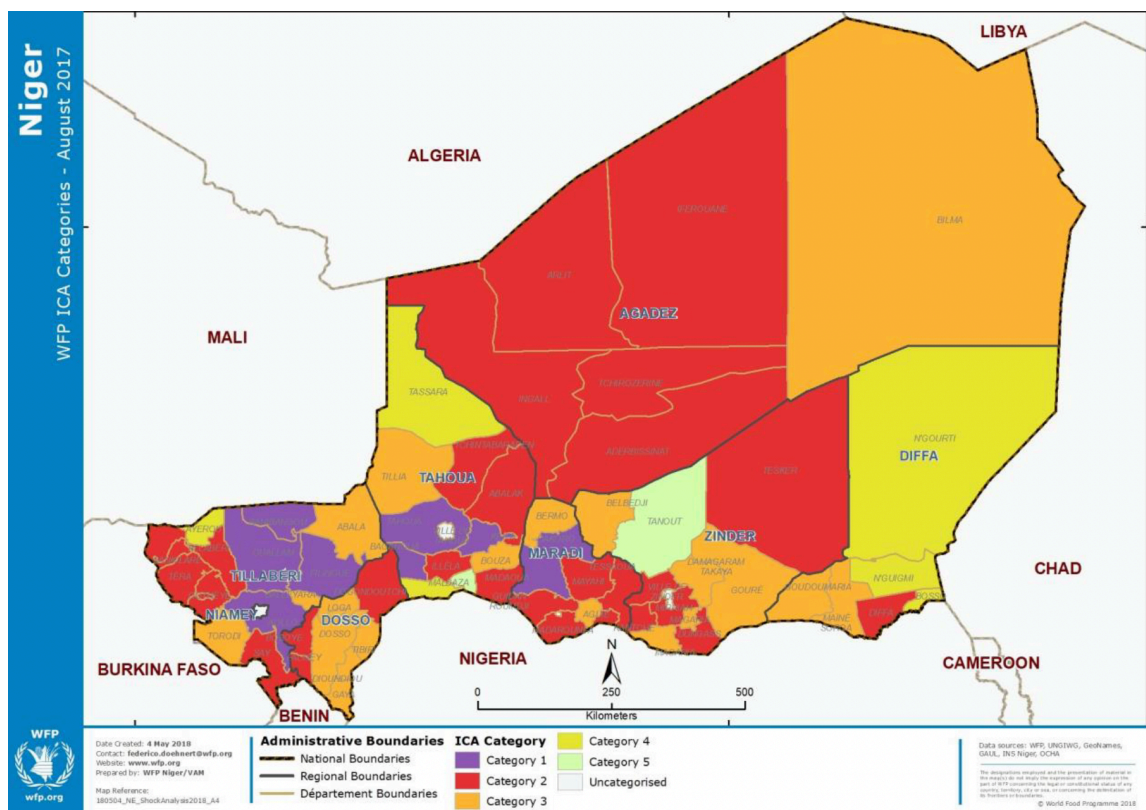
5.5. COMMUNICATION

86. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The evaluation team leader is expected to communicate with the evaluation manager appointed for this mandate who will streamline the communication with the RBA focal points and management, as well as other internal and external stakeholders as necessary.
87. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
88. Based on the stakeholder analysis, the communication and knowledge management plan (in Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
89. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the report and associated deliverables will be disseminated as per Annex 5.
90. Besides the main report that should conform to the WFP template and standards, further deliverables are requested: 2-3 pager visually attractive summary briefs in English and French and three visually attractive thematic or country-level case study documents.

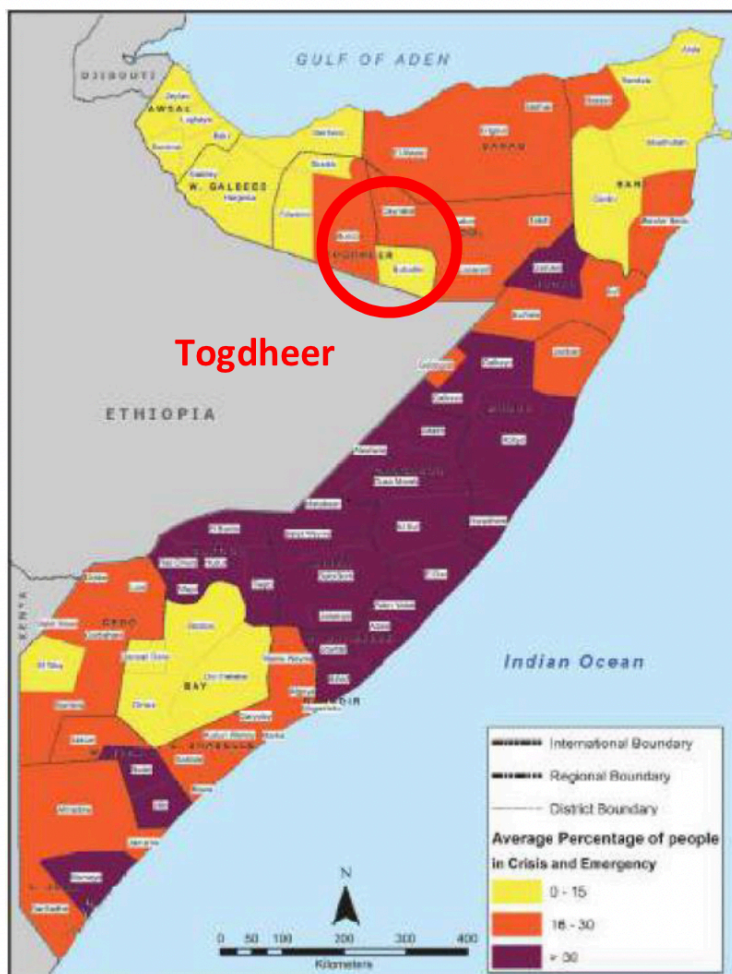
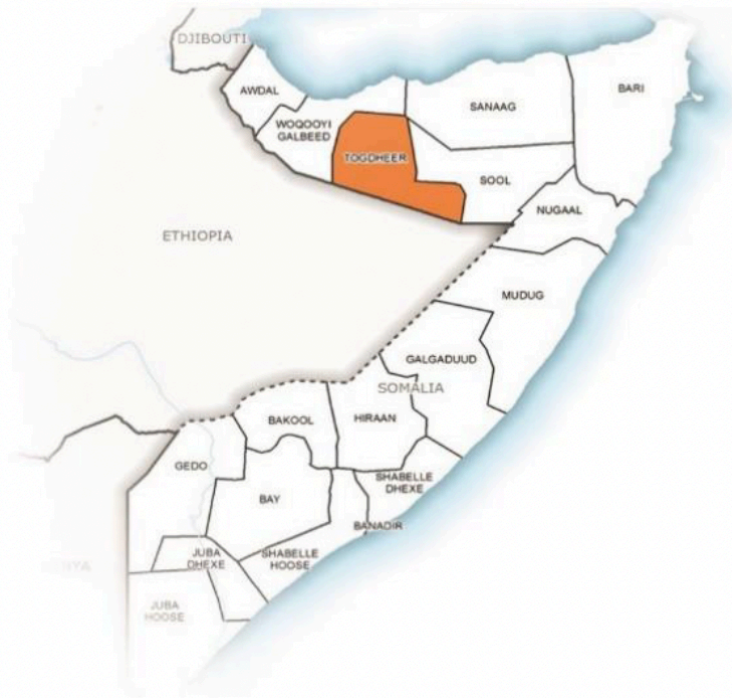
5.6. BUDGET

91. The evaluation will be financed jointly from the RBA Resilience Initiative funds.
92. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). Travel/subsistence/other direct expenses should be accounted for in the proposed financial offer in accordance with the conditions of the long-term agreement signed with WFP.
93. Please send any queries to Ashley Hollister, Evaluation Manager at Rebecca.hollister@fao.org by 24 January 2023. Completed Technical and Financial Proposals should also be submitted via email by end of day CET, 7 February 2023.

Niger, Zinder and Maradi Region Area Maps (2017 Annual Report)



Somalia, Togdheer Region Area Maps (2017 Annual Report)



Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		Up to 9 weeks
EM	Desk review, draft ToR and quality assurance (QA) by EM and EO focal points	22 Sept – 14 Oct 2022
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	17 Oct – 4 Nov 2022
ERG	Review and comment on draft ToR	7 – 14 Nov 2022
EM	Review draft ToR based on comments received and submit final ToR to JESC Chair	15 Nov 2022
JESC Chair	Approve the final ToR and share with key stakeholders	16 Nov 2022
EM	Evaluation team recruitment/contracting	11 Jan 2023 – 8 Feb 2023
EM	Assess evaluation proposals and recommends team selection	8 -10 Jan 2023
JESC Chair	Approve evaluation team selection and recruitment of evaluation team	10 Feb 2023
Phase 2 - Inception		Up to 7 weeks
EM/TL	Brief core team	14 Feb 2023
ET	Desk review of key documents	15 Feb – 3 Mar
ET	Draft inception report	15 Feb – 13 Mar
EM	Quality assurance of draft IR by EM and EO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	14 – 23 Mar
EM/ERG	Share revised IR with ERG / Review and comment on draft IR	24- 7 Apr
ET	Review draft IR based on feedback received and submit final revised IR	10 – 19 Apr
EM	Review final IR and submit to the joint evaluation steering committee for approval	20 – 25 Apr
JESC Chair	Approve final IR and share with ERG for information	25 April
Phase 3 - Data collection		Up to 3 weeks
ET	Data collection (including in-country debriefings)	1 May – 19 May
Phase 4 - Reporting		Up to 11 weeks
ET	Draft evaluation report (including summary briefs in English and French and three thematic or country-level case study documents)	22 May – 9 June
EM	Quality assurance of draft ER by EM and EO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	12 – 21 June
ET	Review and submit draft ER based on feedback received by DEQS, EM and EO	22 – 30 June
EM / ERG	Circulate draft ER for review and comments to ERG / Review and comment on draft ER	3 July – 14 July

EM / ERG	Organize validation workshop with ERG	10- 14 July
EM	Consolidate comments received	17 July
ET	Review draft ER based on feedback received and submit final revised ER	18 - 31 July
EM	Review final revised ER and submit to the evaluation committee	1- 4 Aug
JESC Chair	Approve final evaluation report (including summary briefs in English and French and three thematic or country-level case study documents) and share with key stakeholders for information	11 Aug
Phase 5 - Dissemination and follow-up		Up to 4 weeks
JESC Chair	Prepare management response	14 Aug - 1 Sept
EM	Share final evaluation report and management response with the EO for publication and participate in end-of-evaluation lessons learned call	5 Sept 2023

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the joint evaluation steering committee is to ensure a credible, transparent, impartial and quality evaluation in accordance with UNEG norms and standards as well as the WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report), and submitting them for review and endorsement by the chair of the committee.

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

- Ashley Hollister, Evaluation Manager (Joint Evaluation Steering Committee Secretary)
- Scott Ronchini, Senior Programme Advisor, Asset Creation and Livelihoods Unit, WFP
- Etienne Juvanon Du Vachat, Resilience Expert, Office of Emergencies and Resilience, FAO
- Manu Moncada, Programme Officer, FAO
- Eric Rwabidadi, Associate Country Programme Manager in the Near East, North Africa and Europe Division, IFAD

The final members of the joint evaluation steering committee will be confirmed by the start of the inception phase.

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

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

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

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

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

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

The final members of the evaluation reference group will be confirmed and finalized by the start of the inception phase.

Composition (tentative)

Country office	Name
<ul style="list-style-type: none"> • Programme Policy Officer, WFP - Niamey, Niger • Consultant, WFP – Kinshasa, DRC • Resilience & Social Protection Coordinator, FAO – Somalia (in Nairobi, Kenya) • Resilience Officer, FAO – Somalia • M&E Officer and Head of Monitoring and Evaluation Unit, FAO – Somalia • Programme Monitoring, Evaluation, Accountability and Learning Officer, FAO – Niamey, Niger • Project Coordinator (Support to FAO Niger Focal Point), FAO – Niamey, Niger 	<p>Raffaella Policastro</p> <p>Min Jung Lee</p> <p>Andrew John Lanyon</p> <p>Stella Keino</p> <p>Wakweya Tamiru Yada</p> <p>Dylan Citerin</p> <p>Maazou Ranaou</p>
Regional bureau	Name
<ul style="list-style-type: none"> • Regional Resilience Advisor, Regional Bureau Johannesburg, WFP • Regional Evaluation Officer, Regional Bureau Johannesburg, WFP • Programme & Policy Officer, Regional Bureau Dakar, WFP • Regional Research, Assessment and Monitoring (RAM) Officer, Regional Bureau Dakar, WFP • Regional Evaluation Officer, Regional Bureau Dakar, WFP • Emergency and Rehabilitation Officer, Regional Office for Africa, Accra, Ghana, FAO • Programme & Operation Consultant, Regional Office for Africa, Accra, Ghana, FAO • Resilience Team Leader for Eastern Africa, Nairobi, FAO 	<p>Ashraful Amin</p> <p>Jean Providence Nzabonimpa</p> <p>Greta Tumbrink</p> <p>Federico Doehnert</p> <p>Claudia Schwarze</p> <p>Abeshaw Gebru</p> <p>Kossi Adufu</p> <p>Cyril Ferrand</p>
Headquarters	Name
<p>Resilience Expert, Office of Emergencies and Resilience, FAO</p> <p>Nutrition and Food Systems Officer, FAO</p> <p>Monitoring & Evaluation Officer, WFP</p> <p>Evaluation Officer, WFP</p> <p>Evaluation Officer, FAO</p> <p>Evaluation Outreach, Coordination and Synthesis, FAO</p> <p>Evaluation Manager (Secretary), FAO</p>	<p>Etienne Juvanon Du Vachat</p> <p>Darana Souza</p> <p>Mercy Mkhumba</p> <p>Mona Selim</p> <p>Jenin Assaf</p> <p>Valentina DiMarcoConte</p> <p>Ashley Hollister</p>
Donor Representatives	Name
<p>Senior Policy Analyst, Environment and Climate Change, Global Affairs Canada</p> <p>Deputy Director, Food Security, Global Affairs Canada</p>	<p>Maxime Charbonneau</p> <p>Nikita Eriksen-Hamel</p>

Annex 5: Communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
Preparation	Draft TOR	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff	Evaluation manager	Email	To request review of and comments on TOR
	Final TOR	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff	Evaluation manager	Email	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
Inception	Draft Inception report	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff	Evaluation manager	Email	To request review of and comments on IR
	Final Inception Report	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff and Field-level offices	Evaluation manager	Email	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc. Informs support staff of required logistical support
Data collection	Debriefing power-point	RBA country offices management and programme staff	Team leader	Meeting	To invite key stakeholders to discuss the preliminary findings at the country-level
Reporting	Draft Evaluation report, 2-page briefs	Key stakeholders through Evaluation Reference Group, Joint Evaluation	Evaluation manager	Email	To request review of and comments on ER

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
	in English and French, case study documents	Steering Committee, other support staff			
	Validation workshop power-point or visual thinking ²⁹	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff	Evaluation manager and Team Leader	Meeting	To discuss preliminary conclusions and recommendations
	Final Evaluation report, 2-page briefs in English and French, case study documents	Evaluation Reference Group; RBA Management; donors and partners; Evaluation community; RBA employees; general public	Evaluation manager	Email; Evaluation Network platforms (e.g. UNEG, ALNAP); RBA Evaluation websites	To inform key stakeholders of the final main product from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	Key stakeholders through Evaluation Reference Group, Joint Evaluation Steering Committee, other support staff	Evaluation manager	Email and a management response preparation workshop	Communicate the suggested actions on recommendations and elicit comments Discuss the RBAs' action to address the evaluation recommendations
	Final Management Response	Evaluation Reference Group; RBA Management; RBA employees; donors; general public	Evaluation manager	Email Posting on RBA Evaluation websites	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available

²⁹ See WFP visual thinking evaluation workshop video from Sri Lanka CO on climate change DE ([here](#) and [here](#)).

Annex 6: Bibliography

Integrated Food Security Phase Classification. November 2021. Somalia. <https://www.ipcinfo.org/ipcinfo-website/alerts-archive/issue-45/en/>

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United Nations Development Programme. 2022. Human Development Report 2021/2022 – Uncertain Times, Unsettled Lives: Shaping Our Future in a Transforming World.

<https://www.undp.org/somalia/publications/human-development-report-2022>

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[0000142688/download/?_ga=2.223548313.325988284.1664822653-458715586.1664822653](https://docs.wfp.org/api/documents/WFP-0000142688/download/?_ga=2.223548313.325988284.1664822653-458715586.1664822653)

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[0000142533/download/?_ga=2.105032453.72291282.1666200023-458715586.1664822653](https://docs.wfp.org/api/documents/WFP-0000142533/download/?_ga=2.105032453.72291282.1666200023-458715586.1664822653)

Websites / Databases:

<https://www.wfp.org/countries/democratic-republic-congo>

<https://data.worldbank.org>

<https://www.who.int/data/>

<https://data.unicef.org/sdgs/>

<https://www.fao.org/state-of-food-security-nutrition/2021/en/>

Annex 7: Acronyms

3PA	Three-Pronged Approach
ANR	Assisted Natural Regeneration
APF	Agropastoral Field Schools
CBI	Cash-based Interventions
CBO	Community-based Organizations
CBPP	Community-based Participatory Planning
CFS	The Committee on World Food Security
CH	Cadre Harmonize
CNW	Community Nutrition Worker
DAC	Development Assistance Committee
DFATD	Government of Canada's Department of Foreign Affairs, Trade and Development
DRC	Democratic Republic of Congo
EB	Executive Board
EFP	Essential Family Practices
EO	Evaluation Office
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FFA	Framework for Action
FO	Farmer Organization
GAM	Global Acute Malnutrition
GEWE	Gender Equality and Women's Empowerment
HC3N	High Commissioner of the 3N Initiative
HDI	Human Development Index
HH	Household
HQ	Headquarters
I3N	Nigeriens Nourishing Nigeriens Initiative
ICA	Integrated Context Analysis
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activities
IP	Implementing Partner
IPC	Integrated Food Security Phase Classification
IPPN	Integrated Production and Pest Management

IYCF	Infant and Youth Child Feeding
JESC	Joint Evaluation Steering Committee
KM	Knowledge Management
LCSI	Livelihoods Coping Strategies Index
Logframe	Logical Framework
M&E	Monitoring & Evaluation
MAM	Moderate Acute Malnutrition
MCHN	Maternal and Child Health and Nutrition
MOU	Memorandum of Understanding
NCE	No Cost Extension
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
P4P	Purchase for Progress
PLWGs	Pregnant and Lactating Women and Girls
PMF	Performance Measurement Framework
POU	Prevalence of Undernourishment
RBA	Rome-based Agencies
rCSI	Reduced Coping Strategy Index
RIMA	Resilience Index Measurement and Analysis
SAM	Severe Acute Malnutrition
SLP	Seasonal Livelihood Programming
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCDF	UN Capital Development Fund
UNICEF	United Nations Children’s Fund
VSLA	Village Savings and Loan Association
WFP	World Food Programme

Annex 8: Performance Management Framework

[Due to file size, these documents will be shared directly with your firm’s primary point of contact upon confirming intent to submit a proposal]

Annex 9: Preliminary Stakeholder Analysis

Stakeholders	Stakeholders Listed in Annual and Steering Committee Meeting Reports	Interest and involvement in the evaluation
Internal (RBA) stakeholders		
RBA country offices (CO) in DRC, Niger and Somalia	Key informant and primary stakeholder - Responsible for the planning and implementation of JP interventions at country level. The country offices have an interest in learning from experience to inform decision-making. Offices are also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The country offices will be involved in using evaluation findings for programme implementation and/or in future programmes and partnerships. Staff in country offices are members of the Evaluation Reference Group.	
RBA regional bureaus, offices and representatives	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the RBA regional management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional offices would be involved in the planning of similar programmes, thus it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. Staff in regional offices are members of the Evaluation Reference Group.	
RBA Headquarters	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. The headquarters evaluation officers support regional officers and the evaluation managers to ensure quality, credible and useful decentralized evaluations.	

	Relevant headquarters units are members of the Evaluation Reference Group and should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.
RBA Offices of Evaluation (OEV)	Primary stakeholder – The Offices of Evaluation have a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as outlined in UNEG norms and standards. They may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
RBA governing bodies	Primary stakeholder – the governing bodies provide final oversight of RBA programmes and guidance to programmes. They have an interest in being informed about the effectiveness of joint programmes. This evaluation is not expected to be presented to the governing bodies, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Beneficiaries farmer organizations, unions and cooperatives, women’s groups, pregnant and lactating women and girls, school-aged children, amongst others	Key informants and primary stakeholders - As the ultimate recipients of assistance, beneficiaries have a stake in determining whether the joint programme is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government and national authorities in DRC, Niger and Somaliland	Key informants and primary stakeholder - National governments and other national authorities have a direct interest in knowing whether RBA activities in the countries are harmonized with the action of other partners and meet the expected results.
United Nations country team (UNCT) / other UN Agencies	Key informants and secondary stakeholder - The harmonized action of the United Nations should contribute to the realization of the resilience objectives at the humanitarian-development nexus. Various agencies, mostly UNICEF, have also partnered with RBAs on activities.
Non-governmental organizations (NGOs), academia and private sector partners	Key informants and primary stakeholder - NGOs and private sector entities are partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.
Donors	Primary stakeholder - RBA interventions are voluntarily funded by a number of donors; for this programme, it is the Government of Canada. The Government of Canada has an interest in knowing whether their funds have been spent efficiently and if RBA’s joint work has been effective and contributed to their own strategies and programmes.

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