



WFP EVALUATION



World Food Programme

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Evaluation of Kenya WFP Country Strategic Plan 2018-2023

Centralized evaluation report – Volume II annexes

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Contents

Annex 1: Summary terms of reference	1
Annex 1.1: Overview of CSP strategic outcomes, activities, modalities, targets, locations and partners.	3
Annex 1.2: Evolution of context and WFP interventions in Kenya	2
Annex 2: Evaluation timeline	4
Annex 3: Methodology guidance.....	6
Annex 4: Results framework/line of sight	15
Annex 5: Reconstructed theory of change.....	16
Annex 6: Evaluation matrix	23
Annex 7: Data collection tools	48
Annex 8: Fieldwork Agenda	68
Annex 9: Findings-Conclusions-Recommendations mapping.....	69
Annex 10: Quantitative overview of performance.....	73
Annex 11: List of people interviewed	99
Annex 12: Bibliography	108
Annex 13: Acronyms.....	112
Annex 14: Capacity Strengthening Indicators	117
Annex 15: Additional information on SO3	139
Annex 16: Additional Information on SO1	143
Annex 17.1: CO Kenya engagement in evaluative activities (2015-2021).....	146
Annex 17.2: Conclusions from the CSP Kenya 2018-2023 mid-term review	149
Annex 18: Theory of Change - Food Systems for Healthy Diets.....	150
Annex 19: SO2 theory of change.....	151
Annex 20: Recommendations – full presentation.....	153

List of figures

Figure 2: WFP Kenya operations map 2018-2023	1
Figure 1: Evolution of context and WFP interventions in Kenya (2015-2022).....	3
Figure 3: Reconstructed theory of change	19
Figure 3 Kenya CSP budget revisions by strategic outcome 2018-2021	74
Figure 4 Kenya CSP budget by activity following BR06 – 2021	76
Figure 5 Cumulative contributions to CSP by donor/income source (2019-2023).....	79
Figure 6 Total multilateral directed contribution by level of earmarking by year (2018-2022)	80
Figure 7: Total cash and voucher planned and actual distribution (USD) by year (2018-2022).....	81
Figure 8: Total food distribution - planned and actual distribution (mt) by year (2018-2022).....	81
Figure 9 Actual beneficiaries receiving cash-based transfers or food by year.....	84
Figure 10 Number of beneficiaries per month by province	84
Figure 11: Country level EPCI rankings (2018-2021)	118
Figure 12 SABER output indicator values 2019-2021	131
Figure 13: SO3 theory of change – SO3 Outcome Monitoring Report, 2018-2021	141
Figure 14: Theory of change - Food systems for healthy diets	150

List of tables

Table 1 Overview of CSP strategic outcomes, activities, modalities, targets, locations and partners	5
Table 2: Cross-cutting issue assessment framework	7
Table 3: Gender mainstreaming approaches implemented by evaluation phase	7
Table 4 Accountability to affected populations assessment	8
Table 5: Stakeholder sampling strategy at inception phase.....	10
Table 6: County sampling strategy at inception phase	11
Table 7: Actual sample of stakeholders at county case-study level.....	11
Table 8: Key informant interviews conducted at national level/central level by stakeholder category and sex	12
Table 9 Ethical issues/risks and safeguards	14
Table 10 Critical assumptions underpinning the theory of change	20
Table 11: Compendium of key informant interview questions.....	48
Table 12: County-level data collection schedule	68
Table 13 Kenya CSP budget revisions by strategic outcome 2018-2021	73
Table 14 Kenya CSP budget revisions by activity 2018-2021	74

Table 15 Cumulative financial overview – Needs- based plan (NBP), allocated resources and expenditures (to 2023)	77
Table 16 Annual financial overview 2018–2022	78
Table 17 Resource situation for total duration of CSP (2018 to 2022) – contributions by donor/income source	79
Table 18 CSP contributions by earmarking level.....	80
Table 19 Total Multilateral Directed Contribution by level of earmarking by year	80
Table 20 Total multilateral directed contribution by earmarking level - 10 largest donors only (cumulative – 2018-2022)	80
Table 21 Total food, cash and voucher planned and actual distribution by year (2018-2021).....	80
Table 22 Planned and actual distribution of food and cash-based transfers by strategic outcome and year (2018–2022).....	81
Table 23 Summary of planned and actual male and female beneficiaries by year (2018-2022).....	82
Table 24 Actual beneficiaries (and % of planned) by residence status and year (2018-2021).....	82
Table 25 Planned and actual beneficiaries by activity tag, sex, and year	82
Table 26 Actual beneficiaries by activity tag and modality (food and cash-based transfer) - 2018-2021	83
Table 27: Outcome Indicator baselines, targets and values.....	87
Table 28 Cross-cutting indicator baseline, targets, and actuals (2020 and 2021).....	94
Table 29: Complaints and feedback mechanisms cases - resolution rates.....	96
Table 30: Complaints and feedback mechanism cases - proportion of cases by sex.....	96
Table 31: Financial execution rates (NBP, implementation plan and expenditures) by focus area and activity.....	97
Table 32: Cost per unique beneficiary (transfer value plus cost/beneficiaries).....	97
Table 33: Average number of months from grant valid date to first allocation date.....	98
Table 34: Central level consultations - List of people interviewed	99
Table 35: List of key informant interviews/focus group discussions conducted at county fieldwork level	103
Table 36: Description of EPCI rankings.....	117
Table 37: Example EPCI county rankings report rationale.....	119
Table 38: County Level EPCI rankings and trend analysis.....	123
Table 39: Additional EPCI indicator rankings: resilience and market access.....	129

Annex 1: Summary terms of reference

Evaluation of Kenya WFP Country Strategic Plan 2018-2023

Summary Terms of Reference



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

Subject and focus of the evaluation

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

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

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

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

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

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

Objectives and stakeholders of the evaluation

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

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

Key evaluation questions

The evaluation will address the following four key questions:

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

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

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

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

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

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

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

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

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

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

Scope, methodology and ethical considerations

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

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

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

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

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

Roles and responsibilities

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

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

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

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

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

Communication

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

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

Timing and key milestones

Inception Phase: January – May 2022

Data collection: May – June 2022

Remote Debriefing: June – July 2022

Reports: July – December 2022

Learning Workshop: September 2022

Executive Board: June 2023

Annex 1.1: Overview of CSP strategic outcomes, activities, modalities, targets, locations and partners

1. The country strategic plan (CSP) has four closely linked and partially overlapping strategic outcomes (SOs).
2. **SO1 aims to ensure that refugees/asylum seekers in camps/settlements and populations affected by crises can meet their food and nutrition needs throughout the year.** Activity 1 provides food assistance, nutrition services, livelihoods support and school feeding for refugees living in camps (Dadaab and Kakuma) and settlements (Kalobeyei) all year round, and accounts for around 50 percent of the CSP budget, representing a continuation/further development of the previous protracted relief and recovery operation (PRRO) for refugees. Activity 2 provides food assistance and malnutrition treatment to vulnerable Kenyan populations in the refugee hosting areas and other arid and semi-arid lands (ASALs), during times of acute food need (rather than year-round), and thus represents the continuation of the “acute food needs” aspect of the previous PRRO for residents. Under Activity 2, amid the COVID-19 pandemic in 2020 and 2021, WFP responded to a request from the Government to provide assistance to vulnerable populations in Mombasa and Nairobi, through the Ministry of Health.
3. **SO2 aims to increase resilience to climate shocks by 2023 by improving the sustainability and inclusivity of food systems.** The activities target smallholder food producers and vulnerable populations across the country (but predominantly in ASALs) with the aim of building resilience to climate shocks and improving the sustainability and inclusivity of food systems. Activity 3 supports the most food insecure households through food/cash transfers to meet seasonal food gaps, while mobilizing communities to create climate-resilient assets for increasing production and diversifying livelihoods. This includes new technologies for natural resource management, livelihood diversification, nutrition-sensitive agriculture, agribusiness and access to financial services including microinsurance products, and aims for equitable participation and benefits for women and men through a gender transformative approach.
4. Activity 4 aims to facilitate smallholder access to markets and provide technical expertise in supply chain management to smallholder farmers and retailers (including in connection with the procurement of the national home-grown school feeding (HGSF) programme and WFP’s own commodity procurement). It aims to invest in value addition (for example, food fortification) and food standards by engaging private actors, regulators and national/local authorities. Activity 4 also encompasses WFP work as part of the Farm to Market Alliance (FtMA), a public-private consortium aiming to support smallholders in Kenya, Rwanda, Tanzania and Zambia to transition to commercial agriculture through four integrated pathways: predictable markets; affordable finance; technologies and quality inputs – such as seeds and fertilizers –; and handling and storage solutions. In Kenya, the FtMA works outside of the ASAL counties in highland/Rift Valley Kenya, but adjacent to several semi-arid zones.
5. WFP has decades of experience in livelihoods interventions and agricultural market support and, since 2009, has engaged in “asset creation” in the ASALs, including under the previous PRRO and development programme. However, SO2 of the CSP goes beyond this by embracing a “food systems” approach, using livelihood and asset creation activities as platforms for the use of new technologies for climate adaptation, engagement of youth/women in commercial agriculture, and support along the supply/value chain to processors, traders and retailers. Activities 3 and 4 are designed to be linked, sequenced and “layered” to provide a package of services that facilitate a pathway out of extreme poverty and transition away from reliance on food assistance.

6. **SO3 aims to strengthen the capacity of national and county government institutions to assist food insecure and nutritionally vulnerable populations by 2023.** Activity 5 conducts capacity strengthening activities at national and county government-level (especially in the areas where WFP has an operational presence) in the areas of nationally owned school feeding (transitioned from WFP), social protection systems, nutrition/HIV, and emergency preparedness and response (EPR).¹ The provision of WFP country capacity strengthening (CCS) is based on response to demand, capacity needs assessments and joint work plans with institutions to achieve shared goals. In most areas, support can be broadly categorized as engaging in policy, management information systems (MIS) including emergency early warning systems, and community participation (though, in practice, there has been more attention to stakeholder participation), with an ultimate aim of securing national/county funding allocations and facilitating handover. Rather than through stand-alone interventions, the principal pathway for much country capacity strengthening support has been via integration into ongoing core programme activities, such as programme design and delivery, as well as evidence generation with food security assessments. The objective of interventions of this kind is the strengthening of systems and capacities for government-led assistance.

7. **SO4 aims to ensure that government, humanitarian and development partners can access and benefit from cost-effective logistics services.** The most significant activity under this strategic outcome is the provision of the United Nations Humanitarian Air Service (UNHAS) (Activity 6) and the new Humanitarian Aid Department of the European Commission (ECHO) Flight (Activity 8) air services, but it also includes provision for on-demand service agreements to procure/transport goods on behalf of the Government and other partners, for example, medical item supply chain (Supply Optimization through Logistics Visibility and Evolution (SOLVE) Activity 7), and new food procurement (Activity 10) and transport (Activity 9) services, added after the CSP was originally approved. The supply chain function of WFP also provides cross-cutting support to all strategic outcomes, which includes a programme-wide focus on enhancing and strengthening the sustainability of Kenyan supply chains. It also includes management of the “Mombasa Corridor”, which is important for supporting WFP activities in both Kenya and the wider region (beyond the scope of this country strategic plan evaluation CSPE).

8. The strategic focus appears to have been relatively consistent throughout the CSP period to date. WFP has been pursuing a gradual shift from direct provision of transfers and services to strengthening national systems and response capacities. The number of beneficiaries receiving WFP transfers generally decreased between 2018 and 2020, and, among these, the proportion receiving in-kind food shrank, while the proportion receiving cash-based transfers (CBT) expanded. Major contextual changes in 2020 and 2021, in the form of the COVID-19 pandemic and the Government’s intention to close the refugee camps, have presented challenges to the CSP’s strategic focus but can also be said to have reinforced the need to strengthen national capacities as a long-term and sustainable solution to meeting/preventing humanitarian and protection needs. The most significant budget revision (BR) to the CSP was BR04 in September 2020, expanding SO1 support to vulnerable urban populations in line with the Government’s COVID-19 response. This budget revision required WFP to deprioritize SO2 assistance in some semi-arid areas to maintain assistance in arid areas and meet increased urban needs. Other budget revisions (BRs 03, 05 and 06, adding Activities 8, 9 and 10) were relatively small and less consequential for the overall programme, and were made in response to agreements with, or demand from, humanitarian and government partners for air, supply chain and procurement services.

9. The table below illustrates the CSP strategic outcomes, activities (and sub-activities), target groups, key locations and major partners.

¹ SO2 also includes capacity strengthening of county governments but in different areas: resilience of communities to shocks and facilitating county capacity to support the production, transformation, and consumption of food.

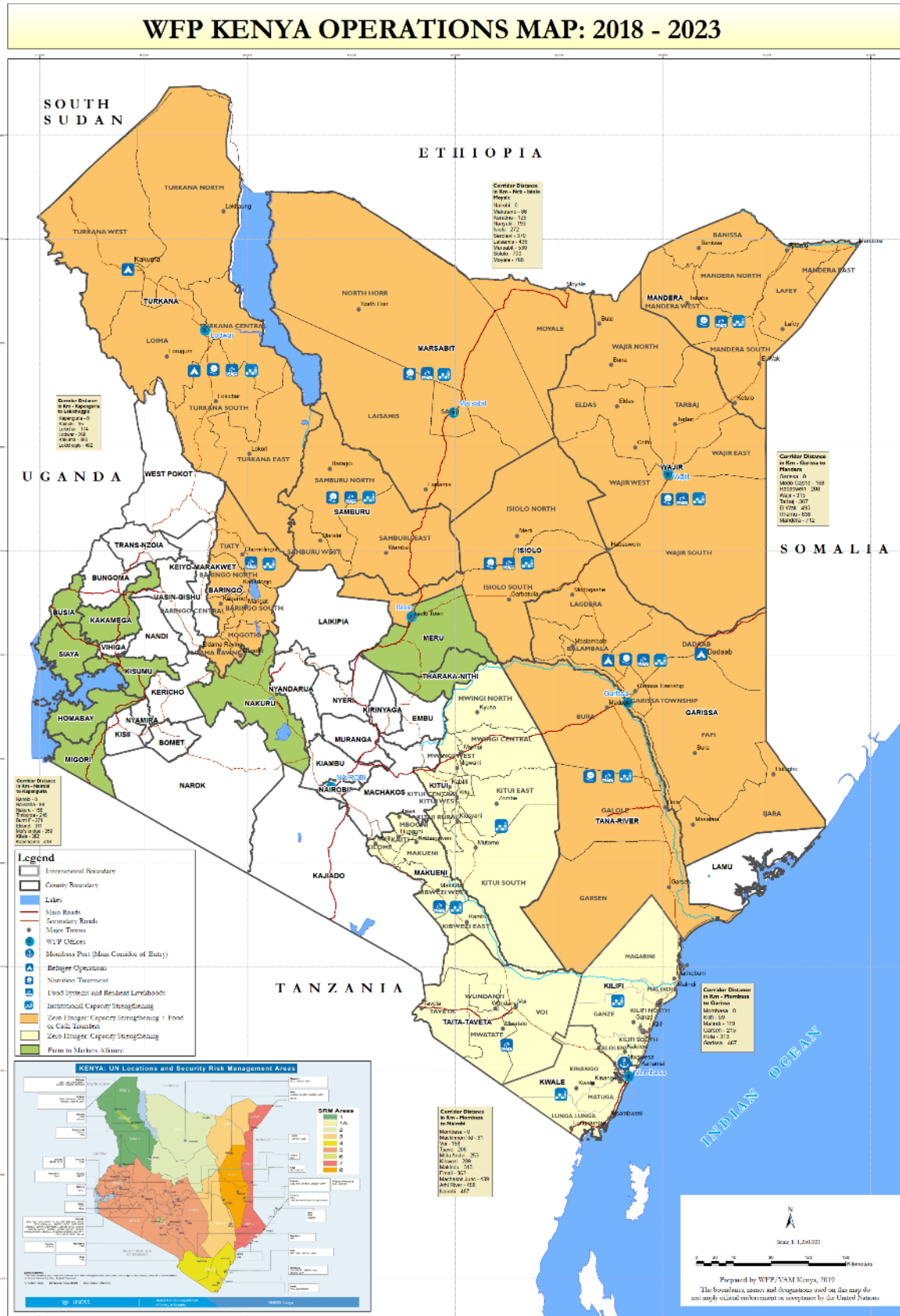
Table 1 Overview of CSP strategic outcomes, activities, modalities, targets, locations and partners

SOs	Activities	Transfer modalities	Sub activity and target groups	Locations	Major partners
SO1: Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to adequate food to meet their food and nutrition needs throughout the year	Activity 1: Provide food assistance & nutrient-rich commodities to refugees, including social behavioural change communication (SBCC) & support to self-reliance activities in the camps & settlement areas	Food Restricted (value voucher) and Unrestricted cash transfers Capacity strengthening	<ul style="list-style-type: none"> - General distribution - all refugees and in-patients. - School feeding (on-site) – primary school students - Treatment of moderate acute malnutrition (MAM) – children and pregnant and lactating women and girls (PLWGs) - Prevention of acute malnutrition -children, PLWGs and activity supporters - HIV/TB care and treatment/mitigation and safety nets – ART clients - Food assistance for training 	Garissa County (Dadaab Camp and Fafa) Turkana County (Kakuma Camp, Kalobeyei Settlement, and Turkana West) Marsabit (temporary assistance in 2018)	UNHCR <u>Dadaab</u> – CARE, Lutheran World Federation (LWF), Medicines sans Frontières (MSF), Kenyan Red Cross, World Vision <u>Kakuma/Kalobeyei</u> – African Inland Church, Lotus Kenya Action for Development organization (LOKADO), LWF, Norwegian Refugee Council (NRC), Red Cross, World Vision <u>Marsabit</u> – World Vision
	Activity 2: Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations in order to meet acute food needs		<ul style="list-style-type: none"> - Emergency preparedness activities – all, children and PLWGs - Treatment of MAM - children and PLWGs All Tier 1 (plus Tier 3 bens. of SBCC and knowledge/skills transfers)	Nairobi (2020-21), Mombasa (2020-21), Garissa, Turkana, Mandera, Marsabit, Samburu, Wajir, Tana River, Isiolo, Baringo	CPs: Relief, Reconstruction and Development Organization (RRDO) (Garissa), Strategies for Northern Development (Isiolo/Marsabit/Samburu), Consortium of Cooperating Partners (COCOP) (Mandera), Ministry of Health (Nairobi/Mombasa), Red Cross (Tana River), World Vision (Turkana), Arid Lands Development Focus (ALDEF) (Wajir) County governments and national ministries of

					agriculture, health and devolution/ASALs
SO2: Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023	Activity 3: Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households	Food Restricted (value voucher) and Unrestricted cash transfers Capacity strengthening	Asset creation and livelihood (ACL) support: - Climate adaptation and risk management - Food assistance for assets (FFA) - Micro-meso insurance climate actions - Service delivery general Targets: Smallholders, vulnerable/food insecure populations (Tier 1 and Tier 2)	Priority 1 - full package - Baringo, Garissa, Isiolo, Mandera, Marsabit, Samburu, Tana River, Turkana, and Wajir Priority 2 – custom package (without FFA) - Makueni, Kitui, and Taita Taveta (previously Kilifi and Kwale) FtMA – Nakuru, Nyandarua, Narok, Elgeyo Marakwet, Kisumu, Busia, Siaya, Bungoma, Kakamega, Migori, Homabay, Tharaka Nithi, Meru	RRDO (Garissa), COCOP (Mandera), Strategies for Northern Development (Marsabit), Red Cross (Tana River), World Vision (Turkana), ALDEF (Wajir) Farm to Market Alliance, agricultural suppliers, research institutes, Overseas Development Institute (ODI), World Bank, Rome-based agencies (RBAs)
	Activity 4: Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers	Capacity strengthening	Smallholder agricultural market (SMS) support: - Technical support for improved market/supply chain efficiency - commercial supply chain actors (Tier 1) - Policy, advocacy and partnership support - smallholder producers, small-scale traders & processors (Tier 2) - Access to commodity markets, financial services, agricultural inputs - smallholder producers, small-scale traders & processors (Tier 2)		
SO3: National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure and nutritionally vulnerable	Activity 5: Engage in the strengthening of capacities of national & county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets	Capacity strengthening	Institutional capacity strengthening (CSI): - National and county social protection/safety net programmes – all clients (Tier 3) - National school meals programme – all primary/pre-primary children (Tier 3) - National/county EPR and recovery mechanisms – all crisis-affected populations (Tier 3) - Supply chain – users of govt. food assistance/nutrition services (Tier 3)	County social protection: Baringo, Marsabit, Wajir, Samburu, Makueni, County EPR: Turkana, Baringo, Marsabit, Wajir, Samburu, Makueni, Isiolo, Garissa, Tana River	National government ministries including Education, Devolution/ Arid and Semi-Arid Lands , Labour and Social Protection, National Drought Management Authority (NDMA), Ministry of Health and National AIDS & STI Control Programme

populations by 2023			- National/county nutrition action plans and HIV strategic frameworks – food insecure/nutritionally vulnerable populations (Tier 3)	County nutrition and HIV: All of the above except Makueni Home-grown school feeding (HGSF) – all counties National social protection – all counties	County governments and departments covering the key sectors.
SO4: Government, humanitarian and development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains, when needed	Activity 6: Provide humanitarian air services for partners	Service delivery	Service provision and platforms (CPA): - Air transport to and from refugee camps and other areas Beneficiaries: Voluntary repatriation cases (refugees), refugees/crisis affected pop. In general (Tier 3).	Kakuma/Dadaab and Nairobi Ethiopia/Somalia – light cargo and voluntary repatriation	Government and humanitarian partners/community
	Activity 7: Provide health supply chain services for partners (service provision and platforms activities)		CPA: Health commodities supply chain support Beneficiaries: Health product suppliers, distributors/ retailers, consumers (Tier 2)	National	SOLVE - Bill and Melinda Gates Foundation
	Activity 8: Provision of Humanitarian Air Service in support of DG-ECHO funded projects (BR03, 2020)		CPA: Air transport to and from refugee camps and other areas Beneficiaries: Refugees/crisis affected pop. In general (Tier 3).	Kakuma/Dadaab and Nairobi	Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and implementing partners (IPs)
	Activity 9: Provide supply chain services for Kenyan Government and partners (BR04, 2020)		CPA: Other supply chain and procurement services	Various	FAO UNOPS
	Activity 10: Provide food procurement services for Government of Kenya and partners. (BR06 2021)		Beneficiaries: Users of government and other partners assistance programmes	Various	WHO UNHCR



Figure 1: WFP Kenya operations map 2018-2023



Source: WFP Kenya Country Office

Annex 1.2: Evolution of context and WFP interventions in Kenya

Figure 2: Evolution of context and WFP interventions in Kenya (2015-2022)

	2015	2016	2017	2018	2019	2020	2021	2022		
Kenya relevant events	Natural events		Drought	Drought	Influx of asylum seekers from Ethiopia	Drought Flooding	Locust invasion Flooding COVID-19	Drought COVID-19	Drought COVID-19	
	National policies	Kenya Vision 2030								
		II Medium-Term Plan (2013-2017)				III Medium-Term Plan (2018-2022)				
					Uhuru Kenyatta elected (2 nd mandate)					August 2022: William Ruto (United Democratic Alliance) elected
					Food security bill					
					Kenya Social Protection Sector Review 2017					
					Kenya Climate Smart Agriculture strategy 2017- 2026					
				2017-2022 National School Meals and Nutrition Strategy						
UN	UNDAF 2014-2018					2019-2029 Agricultural Sector Transformation and Growth Strategy				
						UNDAF 2018-2022				
WFP Interventions	PRRO Protecting and Rebuilding Livelihoods in ASALs 2012-2015	a) General distribution; b) food assistance for assets; c) nutrition Required: 454,061,829 Received: 297,257,202 Funding: 65.5%								
	PRRO Food Assistance to Refugees 2011-2015	a) General distribution; b) school feeding; c) food assistance for assets; d) food assistance for training; e) nutrition f) HIV/TB care and treatment Required: 496,705,491 Received: 89,774,655 Funding 78.5%								
	PRRO Bridging Relief and Resilience in the Arid Lands, 2015-2018	a) General distribution; b) HIV/TB care and treatment; c) food assistance for assets; d) nutrition Required: 295,237,596 Received: 212,965,874 Funding: 72.1%								
	PRRO Food Assistance for Refugees 2015-2018	a) General distribution; b) school feeding; c) food assistance for assets; d) food assistance for training; e) nutrition f) HIV/TB care and treatment Required: 376,668,263 Received: 238,561,101 Funding: 63.3%								
	DEV Country Programme 2014-2018	a) School feeding; b) capacity strengthening; c) support to smallholder farmers; d) nutrition Required: 129,150,710 Received: 80,359,692 Funding: 62.2%								
	EMOP Treatment of malnutrition from drought 2017		Ready-to-use supplementary food Required: 1,492,962							
	KE01 Country Strategic Plan 2018-2023			a) General distribution; b) school feeding; c) nutrition; d) food assistance for assets; e) smallholder agricultural market support activities; f) nutrition; g) capacity strengthening; h) service delivery Required: 1,094,570,575 Received: 611,767,803 Funding 55.89%						
Outputs at country office level	Food distributed (mt) 	150,049	99,752	94,253	61,146 under pre-CSP operations 24,338 under CSP Total: 85,484	74,073	64,893	61,219	33,125 (to date 15.07.22)	
	Cash distributed (USD) 	16,933,891	23,731,855	33,147,774	24,822,897 under pre-CSP operations 11,609,803 under CSP Total: 36,432,700	30,115,855	49,254,985	40,571,236	20,079,673 (to date 15.07.22)	
	Actual beneficiaries (number)	2,585,679	2,094,970	1,917,860	2,582,720 under pre-CSP operations 540,689 under CSP	1,006,599	1,352,534	1,221,596	Not available	

Source: Evaluation team, ACRs (mt, USD, beneficiaries (bens.)) CSP budget requirements source NBP BR06, funding to date 22.06.2022 source ACRI-A_v33 (22.06.2022).

Note: 2022 data is preliminary. For 2022, source for (bens): CM-R001b (22.06.2022), source for USD and mt: CM-R007 (15.07.2022).

Annex 2: Evaluation timeline

Phase 1 – Preparation			
	Draft ToR submitted for QA2 review	EM	27 Sept 2021
	QA2 review window followed by evaluation manager (EM) adjustments to the draft ToR	QA2+EM	1 October
	Depute Director of Evaluation (DDoE) clearance to circulate final draft ToR for comments to country office (CO) and to long term agreement (LTA) firms	DDoE	19 October
	Deadline to receive country office (CO) comments	CO	3 November
	Deadline for LTA proposals based on the draft TOR	LTA	9 November
	Deadline extended to receive CO comments	CO	18 November
	EM+ research analyst (RA) review of the comments received, changes to the ToR made accordingly and submission to QA2	EM+RA	23 November
	Requests for clarification on the LTAs proposals received	EM+LTAs	19-24 November
	Final review of LTAs proposal - may include interviews with proposed Team Leaders	EM+RA+QA2	3 December
	DDoE window to review and clear the final ToR	DDoE	7-14 December
	Revised decision memo (reflecting QA2 comments) submitted to DDoE	EM	8 December
	DDoE approval of final ToR – posted on the internet and intranet for information and shared with WFP stakeholders	DDoE	14 December
	DDoE window to check the revised draft decision memo	DDoE	10-16 December
	DDoE approval of the decision memo and submission to Procurement	DDoE	17 December
	Contracting evaluation team/firm (purchase order (PO) issued)	Procurement / Admin	10 January 2022
Phase – - Inception			
	Team preparation, literature review prior to HQ briefing	Team	Starting 19 Jan
	HQ & regional bureau (RB) inception briefing	EM & Team	31 Jan–10 Feb
	Inception briefings (country level) fully remote	EM + TL	31 Jan–4 Feb
	Submit draft inception report (IR)	TL	4 March
	OEV 1 st level quality assurance (QA) in parallel with QA2 to assess minimum quality requirements of the draft are met – before proceeding with detailed QA rounds.	EM+RA+ TL	7-10 March
	ET revisions following QA from the evaluation firm	QA2 +EM+TL	10-16 March
	EM+QA2 check whether all comments have been adequately addressed before submitting to DDoE	EM+QA2	18 March
	DDoE window to review rev IR	DDoE	22-29 March
	ET revisions to address DDoE cmts followed by EM+QA2 check	ET+EM+QA2	30 March–6 April
	DDoE review for clearance to share the draft IR for comments	DDoE	6-13 April
	CO comment window on the draft IR	CO	14-29 April [considering Easter festivities]
	EM shares with ET collated matrix of comments received	EM+RA	2 May
	ET revisions to address CO comments	ET	3 May–9 May
	EM+QA2 check whether CO comments have been adequately addressed – if not, an additional round of ET adjustments will be required	EM+QA2+RA	10 May
	QA2 final approval of the IR	QA2+ EM +ET	12 May
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	12 May
Phase 3 – Data Collection, including Fieldwork			

	In country / remote data collection	Team	30 May–23 June
	Exit debrief (ppt)	TL	29 June
	Preliminary findings debrief	Team	25 July [date shifted to account for delay in data collection and external KIIs responsiveness]
Phase – - Reporting			
D0	Submit high quality draft ER after the company's quality check	TL	15 September
	<u>OEV 1st level QA</u>	EM+RA	15 Sept – 26 Sept
D1	<u>OEV 2nd level QA</u>	QA2+TL+EM	15 Sept–26 Sept
	ET revisions to address QA2 comments	ET	26 Sept–7 Oct
	EM+RA+QA2 check whether comments have been adequately addressed	EM+QA2+RA	26-28 Sept
	Additional round of ET adjustments to meet QA requirements	ET	29 Sept-7 October
	EM+RA+QA2 check adequacy of response to comments received	EM-QA2	11 Oct
	Additional round of ET changes to meet QA requirements	ET	17 Oct
	EM seeks DDoE clearance to share draft ER for for internal reference group (IRG) feedback	EM+DDoE	18 Oct
	OEV shares draft ER with CO and IRG for feedback	EM/IRG	19 Oct with deadline for written comments 2 Nov
	Stakeholder workshop in Nairobi	EM	24-25 October
	Consolidate WFP comments and share with team	EM	4 Nov
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments (D2)	ET	21 Nov
	EM starts drafting summary evaluation report (SER)	EM	21 Nov
		OEV QA1 and QA2 review in parallel	EM+QA2+RA
D2	Evaluation team (ET) adjustments to reflect QA1+QA2 comments received	ET	30 Nov
	EM and QA2 check whether adjustments made are adequate	EM+QA2+RA	5 Dec
	Additional round of ET changes to meet QA requirements	ET	5-19 Dec
	EM + QA 2 final review before submitting to DDoE	EM+QA2	5-15 Jan 2023
	DDoE window to review ER D2	DDoE	13 Jan-27 Jan / window extended to 8 Feb
	Submit final draft ER addressing DDoE comments	TL	23 Feb
	EM+QA2 check in parallel whether DDoE comments have been adequately responded to	EM+QA2	23 Feb-1 March
	Consistency check between ER and SER drafts	EM+RA	23 Feb–1 March
	QA2 review of SER followed by ET adjustments	QA2	6-10 March
D3	DDoE review on the Draft SER	EM	10-17 March
	EM adjustments to address DDoE comments + QA2 check	QA2+EM	22 March
	Seek SER validation by team leader (TL)	EM	20-24 March
	DoE review of final draft SER before circulating to WFP Executive Management	DoE	3 April
	EM adjustments to draft ER to address final comments	EM	6 April
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	6 April
Phase – - EM and Follow-Up			
	Submit SER/recommendations to Corporate Planning and Performance (CPP) division for management response + SER to EB Secretariat for editing and translation	EM	April 2023
	Tail-end actions, OEV websites posting etc.	EM	April 2023
	Presentation and discussion of SER at EB Round Table	DDoE & EM	May 2023
	Presentation of summary evaluation report to the EB	DDoE	June 2023
	Presentation of management response to the EB	RD RBP	June 2023

Annex 3: Methodology guidance

10. The evaluation's overall approach to answering the evaluation questions (EQs) has been informed by the reconstruction of the theory of change, stakeholder analysis and evaluability assessment, and has been based on the following broad and interrelated approaches.

Mixed-methods

11. Due to the broad scope, an approach based on mixed methods was necessary to reach evidence-based answers to the evaluation questions. The evaluation has drawn on both qualitative and quantitative data sources and analysis methods. Data were collected from a mix of primary and secondary sources as explained below.

Theory-based evaluation

12. A theory-based evaluation is guided by a theory of change for the programme or strategy being assessed. Reconstruction of the theory of change and identification of key assumptions underpinning it has influenced the refining of the components and lines of enquiry pursued under each of the evaluation questions and sub-evaluation questions.

13. Moreover, primary and secondary data gathered during the evaluation data collection phase has been used to reconstruct the detailed causal pathways between individual activities, outputs and strategic outcomes. This facilitated an assessment of the contribution of WFP to the CSP strategic objectives.

County case study approach

14. In order to add value to previous evaluation work that has been conducted for the CSP, the CSPE applied a county case study approach or lens to data collection and analysis. While a significant amount of primary data was gathered at a national level, sub-national data collection focused on individual counties. This enabled the CSPE to:

- 1) Assess relevance/appropriateness to the specificities of the county context;
- 2) Understand linkages and synergies across WFP strategic outcomes and activities;
- 3) Undertake a holistic, rather than fragmented/siloed, assessment of specific themes for example, country capacity strengthening, food systems approaches, self-reliance; and
- 4) Explore how the CSP adapted to external context changes in specific locations.

Cross-cutting issues

15. The evaluation assessed WFP performance in the cross-cutting areas: accountability to affected populations (AAP), protection, gender equality, disability, and environment. The evaluation supplemented the WFP mandatory cross-cutting indicators in the corporate results framework with qualitative assessments to evaluate the extent to which CSP contributed to the achievement of cross-cutting aims.

16. Evaluation of accountability to affected populations covered the three key areas of accountability to affected populations set out in the WFP Strategy for Accountability to Affected Populations, which are: 1. information provision; 2. consultation; and 3. complaints and feedback mechanisms. This included the extent to which feedback is two-way and if/how people participating in consultation and feedback processes are informed of the actions taken as a result of their input. For gender equality, in assessing approaches adopted and results achieved, the minimum standards set in the Gender Policy (2015-2021) and the country office gender action plan were used as benchmarks.

17. Key cross-cutting related priorities, evaluation questions, and lines of enquiry with their specific data sources are included in the evaluation matrix. Table 2 provides an overview of the assessment framework the evaluation employed for the cross-cutting indicators.

Table 2: Cross-cutting issue assessment framework

Theme	Methodology & tools
AAP	<ul style="list-style-type: none"> - WFP Strategy - Accountability to Affected Populations (2016-2021) - AAP cross-cutting indicators from the corporate results framework (CRF) - Primary data collection: focus group discussions (FGDs) and key informant interviews (KIIs) - Secondary data: complaint and feedback mechanism (CFM) data and reports on how complaints were dealt with, documentation review (including annual country reports (ACRs), Field level agreements (FLAs), monitoring reports, decentralized evaluations (DEs) and studies).
Gender equality	<ul style="list-style-type: none"> - Corporate tools: a) gender and age marker design and monitoring tools and b) gender cross-cutting indicators from the CRF - Secondary data and documentation review (including mid-term reviews (MTRs), Monitoring Outcome Evaluations (MOE) (SO2), ACRs, COMET database (sex, age and disability-disaggregated data), the CO gender action plan and progress on gender equality results in reference to the (WFP Gender Policy (2021-2026)) - Primary data collection: FGDs and KIIs.
Protection	<ul style="list-style-type: none"> - WFP Protection and Accountability Policy (2020) - Protection cross-cutting indicators from the CRF on safety, dignity, and integrity - Primary data collection: FGDs and KIIs - Secondary data: CFM data and reports on how complaints were dealt with, documentation review (including ACRs, FLAs, monitoring reports, DEs and studies), and on efforts on gender-based violence (GBV) mitigation, prevention, referral, and support of identified protection and GBV cases in relation to WFP assistance
Humanitarian principles	<ul style="list-style-type: none"> - Secondary data: documentation review including ACRs, FLAs, evaluation reports and studies. - Primary data collection: FGDs and KIIs.
Disability	<ul style="list-style-type: none"> - WFP Disability Inclusion Road Map (2020–2021) and UN Disability Inclusion Strategy (UNDIS) performance indicators - Assessment of: <ul style="list-style-type: none"> o the operationalization of the twin-track approach (targeting people with disabilities and mainstreaming disability inclusion in all activities); o extent of disaggregated data collection (Washington Group questions) o existence of country-level inclusion targets; o partnerships/consultations with disability organizations; and o Existence/use of guidelines for consultation of people with disabilities at all stages of the programme cycle - Secondary data: documentation review including ACRs, FLAs, evaluation reports and studies - Primary data collection: FGDs and KIIs.
Environment	<ul style="list-style-type: none"> - The environment cross-cutting indicator in the CRF - Primary data collection: FGDs and KIIs.

18. To ensure that the evaluation is conducted in a gender-responsive manner, the approach specified in the Office of Evaluation’s Technical Note for Gender Integration in WFP Evaluations² was followed. The successful integration of gender into an evaluation requires considerations to be made at every stage of the evaluation process. Table 3 describes how this was achieved.

Table 3: Gender mainstreaming approaches implemented by evaluation phase

Phase	Gender sensitive activities
Desk review	<ul style="list-style-type: none"> • Assessment of the quality of gender analysis that was undertaken to inform the CSP, based on the following questions: <ol style="list-style-type: none"> 1. Were contextual constraints and opportunities in relation to gender equality (e.g., laws and attitudes) identified? 2. Did the analysis review how well the main actors (state, government or other) have reached out to girls, boys, women and men to promote gender equality? 3. Was sex- and age-disaggregated data collected and analysed? 4. Did the analysis show appreciation for differences within non-homogenous social groups? • Assessment of whether results of the gender analysis were integrated into the design and implementation of programmes responsive to the specific food security and nutrition needs of

² <https://docs.wfp.org/api/documents/WFP-0000002691/download/>

	<p>men and women across all ages and diversities; extent to which gender response actions to address underlying gender inequalities, gender outputs and indicators to measure gender transformative outcomes were integrated into all SO activities, and definition of gender marker levels/codes for components of the CSP against the following global acute malnutrition (GAM) scale:</p> <p>0 or 1 - no reflection of gender (gender blind); 1 or 2 - limited reflection of gender; 2a or 3 - potential to contribute significantly to gender equality; and 2b or 4 - the project's principal purpose is to promote gender equality.</p> <ul style="list-style-type: none"> • Review key documents on programme implementation for evidence of gendered outcomes, how gender was addressed by programmes in practice and coherence with relevant gender policies.
Primary data collection	<ul style="list-style-type: none"> • Design of data collection tools and instruments (e.g., interview guides) that encourage evaluators to seek the views of participants on gender issues; understand the context, relationships and power dynamics; and gather information on differential effects/gendered outcomes and the reasons for them. • Data were collected on and from both men and women participants in WFP activities, applying a mixed method approach. For focus groups, woman only groups were assembled and if appropriate, these were further sub-divided in some locations to enable different spaces for younger and older participants. • Data collected were disaggregated by sex and age
Analysis and reporting	<ul style="list-style-type: none"> • Analysis of data collected was informed by an adequate understanding of the context, relationships and power dynamics that affect the responses of interviewees. • Triangulation of gender/age disaggregated data to ensure that the voices of women, men, boys, and girls are heard and verified by various data sources. • Gender was mainstreamed throughout the final evaluation report. There will be a specific gender section only if: <ol style="list-style-type: none"> 1. design of the interventions included specific, targeted, gender activities (e.g., nutrition or school feeding) combined with specific outcomes and indicators; 2. monitoring reports indicated gender-specific outcomes that were unintended; 3. highly relevant gender issues related to the context are identified; and 4. there is a need to report progress towards WFP gender policy objectives. • The evaluation report includes gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and a technical annex.

19. Accountability to affected populations is a key feature of effective, rights-based provision of assistance to people in need. Whereas the humanitarian/development sector has traditionally prioritized accountability to donors, accountability to affected populations represents a recognition that the humanitarian community must be equally accountable to the people it assists, who should be involved in decisions that affect their lives. Assessment of WFP accountability to affected populations in the design and implementation of the CSP was assessed against three key accountability to affected populations components and mainstreamed across the evaluation scope, as illustrated in Table 4.

Table 4 Accountability to affected populations assessment

Component	Dimensions of assessment
Information provision Giving account to – providing information to affected people regarding programmes	- the relevance of the communication channels and information provided to affected people regarding programmes by reviewing information materials and strategies - the coverage of information (based on quantitative indicators) - the extent to which clear and timely information may have improved programme outcomes (with qualitative data collection).
Consultation Taking account of – consulting affected people on programme design and implementation	- the extent to which affected people have been consulted in the design and implementation of programmes (document review evidence) - the extent to which monitoring engages with affected people as 'beneficiaries' or 'stakeholders/partners' (review of methodologies/surveys/indicators) - the extent to which affected people consider that assistance aligns with/supports their own strategies/capacities (quantitative indicators/FGDs).
Complaints and feedback mechanisms	- the existence of CFMs (desk review/interviews) - the extent to which they are relevant to needs (in terms of the information provided)

Being held to account – providing platforms to receive complaints and feedback	<ul style="list-style-type: none"> - the extent to which they are accessible to affected people (quantitative indicators/FGDs) - how complaints are treated and responded to (interviews) - the extent to which CFMs may be enhancing accountability and improving programme quality (interviews).
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DATA COLLECTION METHODS

20. As explained above, the evaluation used a mix of qualitative, quantitative, primary and secondary data collection methods and sources.

Document review

21. The evaluation reviewed a wide range of documentation throughout the process. Most of the documentation reviewed was internal to WFP, but external sources from other organizations, the Government, academia etc. were also useful for contextual analysis and triangulation with internal sources. A full evaluation bibliography is presented in [Annex 12](#).

Quantitative data

22. The evaluation gathered, with the support of WFP Office for Evaluation (OEV) and the country office, and analysed a range of quantitative data from WFP. This has predominantly been in the form of data extracted from COMET by the Office of Evaluation covering transfers, beneficiaries, other outputs, outcomes and cross-cutting outcomes, but also included supply chain-related data, Vulnerability analysis and mapping (VAM) assessments and other country office-level documents. Analysis of the financial resources available to and used by WFP to implement the CSP was used to help answer questions relating to efficiency and cost effectiveness. The results of this analysis are presented in Annex 10.

Primary data collection

23. A large number of key informant interviews and focus group discussions were undertaken to explore key issues in more depth and test hypotheses/assumptions identified in the inception phase/desk review. These made use of various interview guides based on the level of analysis – for example, strategic level, and sectoral/activity level, or a more in-depth discussion to inform a particular key theme (see Annex 7). Evidence was recorded utilizing a template based on the evaluation matrix (to facilitate efficient systematic coding).

24. Primary data collection was conducted at two levels:

- 1) **National-level/central consultations** of senior headquarters, regional bureau, country office, government, and United Nations stakeholders, donors, and international non-governmental organizations (NGOs) etc. were conducted remotely, for those who could be reached easily via online interviewing. Other interviews in this category were conducted in-person by team members in Nairobi in the cases where the team considered that value could be added by in-person meetings, or the informant was not easily reached remotely.
- 2) **County-level consultation and data collection** were conducted by a combination of core evaluation team members and additional researchers (associated with Pan-African Research Services (PARS)) in the counties selected. This is where assistance and programmes reach their ultimate beneficiaries and participants, and increasingly is where the key partners for WFP are located given the devolution of the Kenyan system and the WFP focus on county capacity strengthening/food system strengthening/engagement with local markets. Key informant interviews at this level included field-level cooperating partner staff, county government officials, and representatives of affected populations (community leaders). This component of the work drew on both key Informant Interviews and focus group discussion approaches to data collection.

PROPOSED AND ACTUAL SAMPLES

Sampling strategy at inception phase

25. The sampling strategy for primary data collection developed at inception phase is presented in Table 5 below. An overview of the actual stakeholders by category reached by the evaluation is presented in Table 6 (county-level) and Table 7 (national/central level). A list of people interviewed including name and organization is presented in Annex 11.

Table 5: Stakeholder sampling strategy at inception phase

Category	Sampling/consultation strategy
Internal stakeholders (WFP)	<ul style="list-style-type: none"> - Senior management - SO management - Support service/cross-cutting units - HQ - RB - Sub offices and field offices <p>Estimated: ~20-25 KIIs and ~5 FGDs at sub/field offices</p>
Affected populations and beneficiaries	<ul style="list-style-type: none"> - A cross section of all types of direct WFP beneficiary (Tier 1 – Activities 1 to 3) - A cross section of all types of participants or Tier 2 beneficiary (e.g., food system actors/county government officials/public sector employees) - A cross section of different modalities of assistance: unconditional resource transfers (URTs) (in-kind/CBT), FFA, other livelihood support, insurance, nutrition, school feeding, capacity strengthening etc. - Attempt to cover different county contexts (arid/SO2 Priority 1, semi-arid/SO2 Priority 2, camp, urban) <p>~25 FGDs and ~15-20 KIIs</p>
National government	<ul style="list-style-type: none"> - Consult representatives of key national ministries that interact with WFP most directly and regularly and/or have a major impact on the context in which WFP operates with their policymaking - Other government bodies or officials as recommended by CO staff or others – due to long institutional memory or original insight <p>~10 preliminary KIIs, plus a small number of follow-ups with those engaged directly in CCS activities with WFP (a further 10-12, or small groups if more feasible).</p>
County government	<ul style="list-style-type: none"> - Consult county governments (CG) in all the counties selected for in-person and remote fieldwork - Extent of consultation to depend on the number of WFP activities being implemented in the county and the number of sectors in which WFP directly engages to strengthen CG capacity <p>~15 KIIs</p>
UNCT	<ul style="list-style-type: none"> - Partners with which WFP cooperates directly in CSP implementation - As such, priority to the Rome-based agencies, UNICEF and UNHCR - Key cluster/working group partners identified by the CO - A key informant on UN coordination – i.e., the Resident Coordinator (RC) (or office of) - Major UN users of WFP common services <p>~10 KIIs</p> <p>UNCT/working group remote FGD considered (for efficiency of effort) if possible</p>
Donors/ international financial institutions (IFIs)	<ul style="list-style-type: none"> - Size: top 5 donors – high priority for interview; next 5 donors – medium priority; other donors – low priority - Donors conducting own third-party monitoring (TPM) or evaluations of WFP – high priority - Non-traditional / private sector donors – medium priority - Largest IFI and any IFI WFP interacts with directly <p>~10 KIIs (if time and budget permits)</p>
Cooperating partners (CPs)	<ul style="list-style-type: none"> - Consult the most significant CP (by number of beneficiaries) in each sampled county for each activity implemented in that county - Bring together representatives of multiple CPs in the same location, if feasible – in person - Bring together representatives of the same CP from different locations – if feasible – online <p>~10 KIIs</p>

	FGDs considered – e.g., FGD of several CPs in one county OR FGD of staff from one CP across several counties
Networks/academic/think-tanks/others	- Ad-hoc consultation arising from key findings in document review and or recommendation by CO staff ~3 KIIs
Private sector	Sample to include: - directly supported producers, processors, traders and retailers in ASAL counties sampled - retailers in refugee camps/settlements sampled - FtMA consortium partners - TPM providers (e.g., Mokoro) - Management consultants (e.g., Boston Consulting Group) - a selection of “legacy” and new Innovation grantees/companies (e.g., EMPACT, Dalili, Kuza One, hydroponics and food ATM) - Financial service providers (FSP)/mobile network companies (e.g., Safaricom/M-Pesa) ~5 FGDs ~25 KIIs

26. The sampling of specific geographic locations for county-level data collection as part of the case study approach was conducted according to a strategy based on coverage of the major refugee-hosting counties, urban response locations, and a selection of ASAL counties including both arid and semi-arid (covering SO2 Priority 1 and Priority 2 and different SO3 portfolios).

Table 6: County sampling strategy at inception phase

County	Rationale	In-person or remote	
Turkana	Refugee hosting counties with a WFP office	In-person	
Garissa			
Nairobi			Urban COVID-19 response
Isiolo			Arid county with a WFP office
Nakuru			Productive county participating in the FtMA
Baringo	Semi-arid county without a WFP office	Remote	

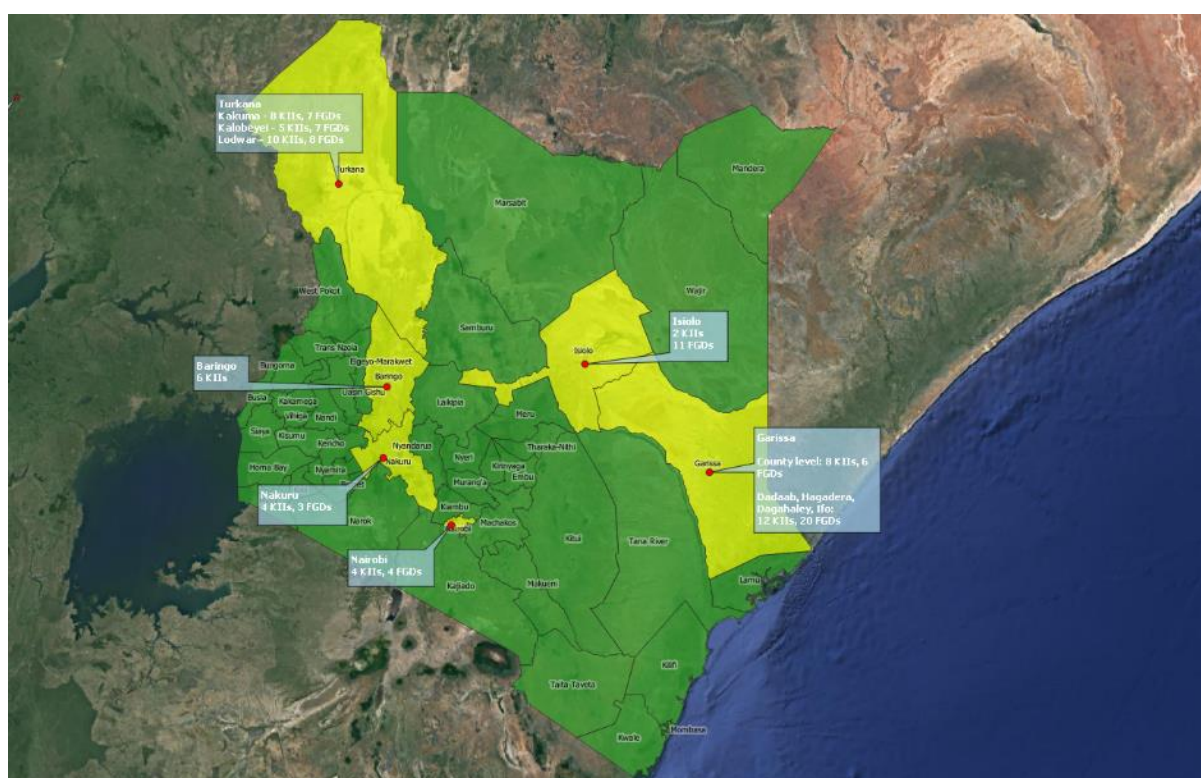
Actual sample at county case study field work level

At the county/field level the eventual sample reached aligned closely to that proposed. A detailed list of stakeholders consulted during the field work can be found in annex 11.

Table 7: Actual sample of stakeholders at county case-study level

County	Dates	People consulted	#KIIs	#FGDs
Nairobi	27 May-9 June	Community leaders, county nutritionists, community health volunteers (CHVs), CBT & nutrition beneficiaries (bens).	4	4
Baringo	7-10 June	County education, health and nutrition officials, school staff/teachers	6	0
Isiolo	23-27 May	WFP office, retailers, farmers, FFA bens., nutrition bens., county officials (agriculture, trade/planning, health)	2	11
Turkana (Kakuma)	30 May-1 June	WFP office, CPs, FAO, Min of Agriculture, CBT/general food distribution (GFD) bens., school meals programme (SMP) bens, FSP agents	8	7
Turkana (Kalobeyei)	2-4 June	Teachers, FSP agents, market officials, health facilities, self-reliance bens. (water harvesting + farming), CBT bens., SMP bens., nutrition bens.	5	7
Turkana (Lodwar)	20-24 June	WFP office, CPs, water management committees, fishing company, county officials (food safety and quality (FSQ), health, livestock), market actors, FCDO, irrigation bens., farmer bens, women's group	10	8

Garissa (Dadaab, Hagadera, Dagahaley, Ifo)	13-17 June	WFP office, CPs, county/national govt officials (Interior, county commissioner), vocational training bens., CBT/GFD bens., nutrition bens., SMP bens., traders, retailers, UNHCR	12	20
Garissa (County)		WFP office, county officials (nutrition, livestock, agriculture, EPR), CPs, nutrition bens., resilience bens., disaster risk management (DRM) committee	8	6
Nakuru	6-9 July	Cereal Growers Association (CGA), Yara international, county officials (county potato officer, subcounty agricultural officer), FSCs	4	3
Totals			59	66



Actual stakeholder sample at national/central consultations level

27. At the national/central consultations level, the proposed sample was successfully reached with a few exceptions. Most of the major donors to WFP were reached (with some exceptions). The number of consultations with internal WFP country office staff exceeded the target.

28. Table 8 summarizes key informant interviews conducted at this level. A full list of key informants interviewed is presented in Annex 11.

Table 8: Key informant interviews conducted at national level/central level by stakeholder category and sex

Stakeholder category	Female	Male	Total
Cooperating partner		5	5
County govt		4	4
Donor/IFI	4	4	8
National govt	5	10	15
Other	3	5	8

Private sector	6	7	13
UNCT	5	5	10
WFP	26	22	48
Total	49	62	111

DATA ANALYSIS

29. Data collected through the above-described methods were managed centrally in a secure evaluation database and analysed, triangulated, synthesized, and validated through the following set of processes and methods.

30. The evaluation assembled a large quantity of qualitative information in the form of document review notes, interview notes/transcripts, focus group discussion transcripts etc. In order to make the analysis of such a large body of information with multiple lines of inquiry manageable, the evaluation team coded the gathered information against the various elements of the evaluation matrix. This enabled all the evidence gathered in relation to any one indicator/critical assumption to be considered in one place and triangulated across sources/methods.

31. The evaluation team held a preliminary findings workshop with internal WFP stakeholders at country/regional-level to discuss emerging findings, conclusions, and recommendations, which contributed to the development of the final evaluation report. Further workshops were held with internal and external stakeholders to discuss (and to some extent validate) the report prior to the finalization of the evaluation products. This approach has allowed for greater ownership of the evaluation's recommendations by enabling those that will ultimately implement them to comment on their relevance and practicability.

EVALUABILITY CHALLENGES, MITIGATIONS AND LIMITATIONS

32. An evaluability assessment was conducted as part of the preparation of the inception report setting out the design and approach to the evaluation of the CSP. A number of limitations were identified as part of the assessment and mitigation measures set out, designed to minimize the impact of these issues on the evaluation of the ICSP. The key limitations experienced in the conduct of the CSP evaluation are set out below:

- Lack of availability of data for some indicators (disruption caused by impacts of the COVID-19 pandemic on data collection being a significant contributing factor to this), resulted in some evidence gaps, notably in the assessment of effectiveness (under EQ2). The evaluation team sought to address these data gaps by supplementing the available quantitative data with qualitative data gathered through the data collection.
- The evaluation team noted that WFP monitoring and evaluation data and measurement of progress against some SO1 targets is not based on consistent comparative analysis of beneficiary populations and onsite data gathering. As such it is not possible to always compare annual data. The last annual monitoring and evaluation (M&E) data gathered on-site via robust methods was in 2019. Unfortunately, COVID-19 restricted data gathering, and the evaluation finds WFP Kenya and SO1 have yet to re-initiate robust monitoring and evaluation practices.
- The timing of the evaluation and reporting was not aligned with the availability of a full data set for 2022, which was unavailable at the time of preparation of the evaluation report. In accordance with guidance from Office of Evaluation, the evaluation team has used all available data and noted the caveat that the full 12 months of data for 2022 was unavailable.

33. The evaluation was conducted in context of the COVID-19 pandemic. However, the evaluation team does not consider this to be a particular limitation. The hybrid approach of internationally based team members conducting remote (central and high-level) interviews, complemented by nationally based team-members working in the capital, and conducting fieldwork in case-study counties has brought many benefits in terms of the number and wide range of informants consulted, the strong input of national expertise and the local contextual knowledge and quality of information gathered.

ETHICS

34. Evaluations must conform to United Nations Evaluation Group (UNEG) ethical guidelines. Accordingly the evaluation company Landell Mills (LM) was responsible for safeguarding and ensuring ethics at all stages. During the inception phase the ethical issues in the first column of Table 9 below were identified. By adhering to the mitigation measures described in the second column, the evaluation team minimized ethical risks and no further ethical issues/challenges arose during the exercise.

Table 9 Ethical issues/risks and safeguards

Ethical issues/risks	Safeguards
Ensuring informed consent	The evaluation team was fully transparent with all stakeholders in relation to the purpose of the assignment and use of data provided. During data collection the evaluators informed participants of the evaluation purpose, process and intended use/dissemination and obtained written/verbal consent to participation.
Protection of privacy, confidentiality and anonymity	Data collected was used in a way that does not compromise sources. Specifically, personal data were securely protected, and identities will not be exposed. Data protection was ensured for all confidential information, including personal data of participants and confidential data which were made available to the evaluation team for the purpose of the evaluation.
Cultural sensitivity	The team included Kenyan evaluation experts and researchers (men and women) which helped to ensure that cultural sensitivities were understood and respected. International consultants included in the team all had extensive previous experience in Kenya and the wider region.
Respecting autonomy	The evaluators respected the dignity and self-worth of respondents, project participants, and other evaluation stakeholders and behaved in a non-discriminatory manner. Concerns and respect for human rights, child rights and women's rights were integrated; but questions in difficult or sensitive areas of enquiry were not neglected when necessary for the purposes of the assignment.
The principle of do no harm	The work was conducted in accordance with the UNEG Ethical Guidelines for Evaluation and paid due attention to measures for the avoidance of harm. No team members' behaviour increased risk of harm to another person or group.

Annex 4: Results framework/line of sight

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

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

Annex 5: Reconstructed theory of change

35. No theory of change is included in the CSP, though one is in process for its successor. The evaluation's theory of change, first presented at inception stage, seeks to reconstruct the logic of the strategic shift intended by the CSP (Figure 3), focusing on the drivers and constraints that influenced the shape it has taken. It should be noted that it does not show the cause-to-effect relationships among activities, outputs, and outcomes, as is more common in WFP theories of change. Rather, it focuses on the larger organizational and strategic changes shaping the CSP and its intended strategic outcomes, as well as the critical assumptions underpinning them.

36. It represents an effort to capture the essence of the strategy, which emphasizes a holistic approach to producing, or contributing to, system-level results, all of which draw from several strategic outcomes and sets of activity, and where the boundaries between strategic outcomes are fluid. The theory made explicit in the CSP is that the whole really is greater than the sum of the parts. Due attention is given to contextual challenges to be met in implementing the CSP.

37. The theory of change includes a delineation of a “**critical pathway**”, which sets out a sequence of steps to be taken, along with programming approaches and filters to be integrated, in implementing a complex and ambitious CSP. In part, the components of the pathway overlap with themes emphasized in the CSP. Beyond this, several others focus on addressing the implications and underlying requirements of the CSP's strategic shift, as identified by the evaluation team. In turn, the listing of **critical assumptions** (see Table 10) summarizes the conditions that will need to be in place if WFP is to deliver on its potential and work optimally towards fulfilling its key objectives, and thus contribute to SDGs 2 and 17. These remain relevant, and many have proved problematic to address. At inception stage, the evaluation team identified a number of key components of the critical pathway. These components have been slightly modified and reorganized since the inception stage, as a result of what has been learned during subsequent analysis. They are:

- further embracing “adaptive management” to create an organization capable of grasping complexity, facilitating rapid changes, embracing organizational learning and transformation, restructuring staff models and ensuring new skills are nurtured or brought in, and facilitating “new ways of working” and forms of engagement, in response to emerging needs and challenges;
- breaking down silos, by integrating planning, layering, sequencing, scaling, and monitoring and assessment across strategic outcomes and thematic teams;
- maintaining and strengthening the quality and reach of crisis-response activities, building in conflict analysis, while clarifying the sequence of steps from emergency support to resilience;
- devising strategies and sequences for transition to national/ local/community ownership and leadership;
- engaging with/integrating the humanitarian-development nexus;
- ensuring “deep policy integration”, including: a strategic and long-term approach to institutional capacity strengthening and system sustainability, linked to gender transformative approaches; and adopting a holistic, integrated and well-defined food systems strategy.³
- adopting a more strategic approach to longer-term, mutually supportive partnerships; adopting & maintaining a long-term outlook on CCS & system strengthening and sustainability;
- making efforts to address major programming challenges, including: focusing on the humanitarian-development-peace (triple) nexus and social cohesion; integrating systematic governance analysis; placing emphasis throughout on social inclusion and the principle of leaving no one behind; planning with a climate change lens; securing stable, predictable and flexible donor funding; adapting monitoring and evaluation to go beyond short-term results, and rethinking results;
- given the scope of the ambition of the CSP, sharing key tasks to achieve its objectives with other UNCT agencies, including the Rome-based agencies; and

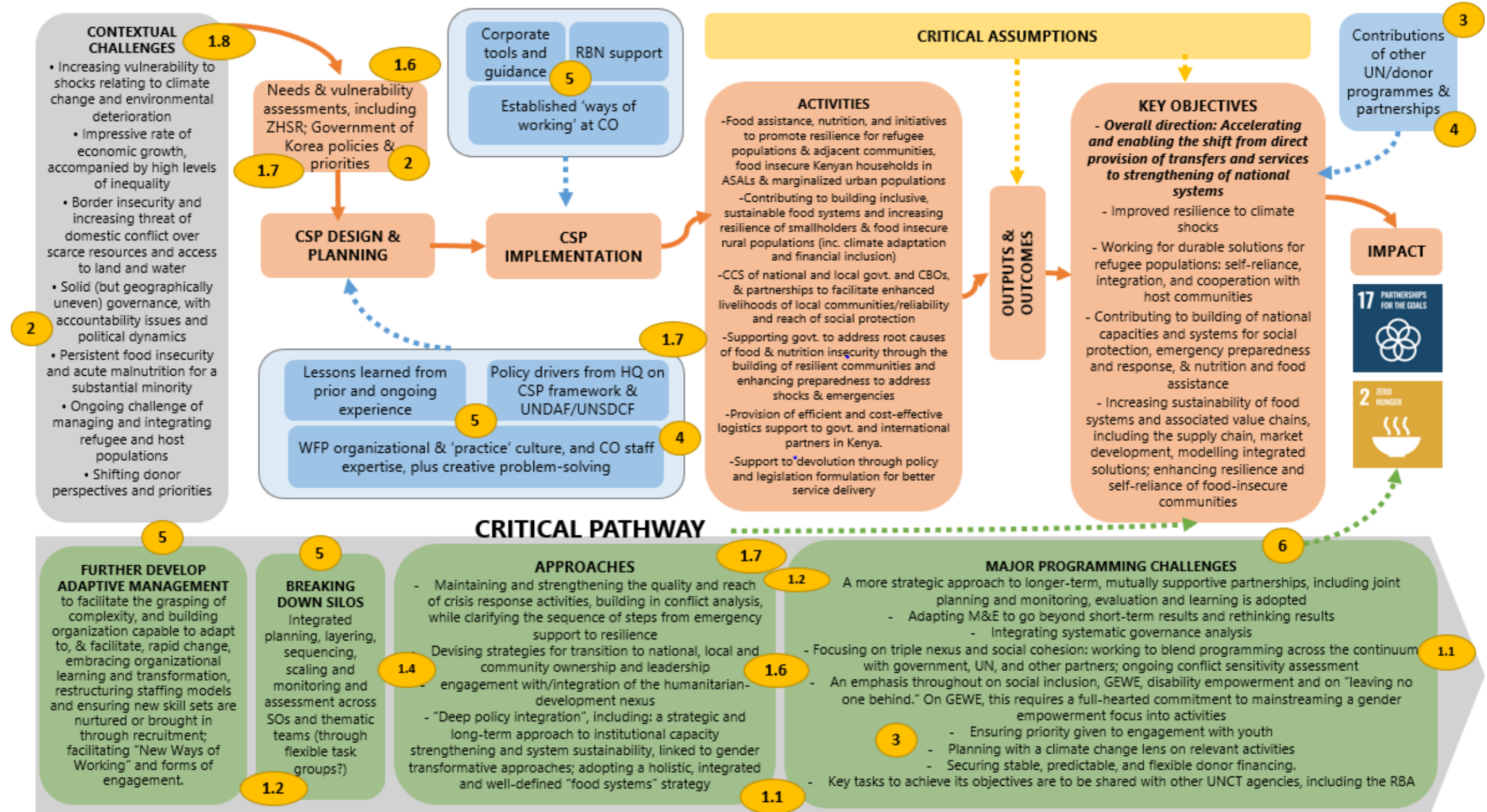
³ WFP's work, partnerships, programmes and capacities stretch across food systems. The size and reach of WFP operations mean it has potential to address the systemic problems that disrupt food systems. See <https://www.wfp.org/food-systems>.

- finding a more strategic approach to longer-term partnerships, including joint planning and monitoring, and adopting evaluation and learning.

38. The numbers included in the theory of change chart refer to sections, or individual entries, from the list of critical assumptions set out in Table 10. Reading the theory of change from left to right, in the grey box are listed overall the principal assumptions and challenges to achieving the key objectives. These also apply to the foundations and inputs for CSP preparation in the orange box leading on to CSP design and planning. Outputs from this phase reflect the influences and inputs included in the blue box below it. In turn, CSP implementation reflects the factors listed in the blue box above, with organizational issues listed in more detail in critical assumptions Section 5 in Table 10. The flow continues into the programme's principal activities (necessarily summarized), leading on to the achievement of core outputs and outcomes, and on to the key objectives, reflecting the core of the CSP. Finally, the journey goes on to impact. Along the bases of the chart is found the critical pathway. This sets out a sequence and listing of critical steps to be taken and programming approaches and filters to be integrated if the CSP is to achieve its ambitious overall objectives. Once again, linkages to sets of critical assumptions, or individual assumptions, are signposted.

39. The theory of change has been used in the evaluation as a tool to facilitate outcome contribution analysis and the appraisal of the effectiveness of the work of WFP Kenya in the utilization and blending of inputs in activities, and on integration across activities and in the overall performance in, first, achieving outputs, and, second in contributing to the accomplishment of strategic outcomes, and beyond to what are described here as "key", or "big picture" objectives.

Figure 3: Reconstructed theory of change



Note: the assumptions apply to the relationship between activities, outputs, and SOs. These are indicated by yellow circled numbers, corresponding to assumptions listed in Table 10.

Community-based Organizations (CBOs); Gender Equality and Women's Empowerment (GEWE); Government of Kenya (GoK); Zero Hunger Strategic Review (ZHSR)

40. Table 10 presents the critical assumptions underpinning the reconstructed theory of change. They are a set of internal and external preconditions that need to be in place or “hold true”, for WFP to realize the strategic shift intended by the CSP, and maximize its contribution to the strategic outcomes and, ultimately, the Sustainable Development Goals (SDGs). The assumptions are linked to the sub-questions and lines of inquiry in the evaluation matrix, facilitating the testing of these assumptions by the evaluation.

Table 10 Critical assumptions underpinning the theory of change

Category	Assumption
1. Overall	<p>1.1. WFP translates its commitment to the food systems approach and the triple nexus into activities. (EQ2.4+2.1)</p> <p>1.2. Appropriate indicators are developed and employed to track progress in deploying these approaches in planning and activities, with a demonstrable effect on results. (EQ4.2)</p> <p>1.3. WFP systems, planning and processes are aligned with the objective of facilitating transfer and transition to government-led processes and government systems. (EQ1.2)</p> <p>1.4. WFP is able to maintain the long-term commitment necessary to CCS and national system strengthening and is able to secure the resources to enable it to do so, with continuity from one CSP to the next. (EQ4.1)</p> <p>1.5. Government, donors, and UN partners endorse the CSP and cooperate in its implementation. (EQ1.2+1.4)</p> <p>1.6. The Government shows the necessary level of ongoing commitment to allow for the ultimate transfer of programmes from WFP leadership to its own control, while allocating the necessary resources to maintain programme quality and reach. (EQ1.2,1.4+2.3)</p> <p>1.7. The Government develops a carefully phased approach to the closing of refugee camps and, in cooperation with UNHCR, WFP and other agencies, supports a realistic transition for refugee populations. (EQ1.5)</p> <p>1.8. Major climate shocks and other emergencies do not force serious interruptions to WFP programming, undermining progress towards achieving outcomes and contributions towards impact. (EQ1.4)</p>
2. Governance	<p>2.1. There is consistency and continuity in the overall direction and purpose of government policy and priority-setting insofar as it affects the partnership with WFP and implementation of the CSP. (EQ1.5)</p> <p>2.2. There is understanding and concurrence on the part of the Government with regard to WFP targeting of beneficiary populations and selection of geographic areas of focus. (EQ1.2+3.2)</p> <p>2.3. An appropriate enabling environment is facilitated by the Government to make feasible the implementation of CCS and food system strengthening activities in support of national and county-level system strengthening and associated professional development. The required conditions include: policy, institutional arrangements, financial and human resource commitments, and limited turnover of key decision-makers and technical managers and staff. (EQ2.3)</p> <p>2.4. The system of county government is consolidated and sufficiently stable to enable CGs to take on a leadership role in joint activities with WFP. County governments have the capacity, resources and motivation to play a proactive role in activities supporting the development of sustainable food systems and enhanced resilience to climate shocks. (EQ2.3)</p> <p>2.5. The Government provides an appropriate and stable environment, including but not limited to the expansion and strengthening of the social protection system, to support collaborative activities with WFP that aim to support the Government’s effort to enable beneficiaries’ transition from direct assistance to self-reliance. (EQ2.3).</p> <p>2.6. Incrementally, steps are taken to ensure that the basic needs of the most vulnerable (food insecure and nutritionally vulnerable) are adequately covered by the Government, as per the constitution. This will make it possible for communities to move away from WFP-supported assistance to engage in resilience programming.</p> <p>2.7. An appropriate and time-sensitive mechanism will be in place to facilitate WFP preparation and a timely response in supporting the Government in meeting any emergency nutritional challenge, as requested.</p>
3. Donors/	<p>3.1. Donor funding provides sufficient flexibility and duration of resources to enable a balanced implementation of core activities across the SOs and to facilitate the longer-</p>

<p>donor relations</p>	<p>term planning that CCS and resilience activities require to ensure progress towards results. (EQ3.2+4.1)</p> <p>3.2. The CO, together with RBN, explores a range of possibilities to secure additional funding and identify new sources of financial partnership and support. (EQ4.1)</p> <p>3.3. Donors receive the quality and forms of reporting from WFP that they require in order to maintain confidence in the relevance, effectiveness and efficiency of WFP country plans and operations. (EQ4.1)</p> <p>3.4. Donors provide support to the Government’s ongoing development of its social protection mechanism to enable the transition of beneficiaries from assistance-recipients to self-reliance. (EQ1.3)</p>
<p>4. Partners/ partnerships</p>	<p>4.1. WFP maintains a dialogue with the Rome-based agencies and United Nations country team (UNCT) members, along with other international and national partners including relevant private sector, academic, civil society and other partners in order to ensure broad-based appreciation of the rationale for the CSP and implementation modalities. (EQ4.3)</p> <p>4.2. WFP devises and puts into practice a viable strategy for ongoing consultation with its core partners at both senior and technical levels, to facilitate a stable division of labour with them, based on a mutual understanding of comparative advantage. WFP makes itself aware of the work of others and remains open to meeting partner concerns. (EQ4.3)</p>
<p>5. Country office/ organizational issues</p>	<p>5.1. The CO ensures that it has the core competencies, as well as the levels of staffing required, to support key components of all outcomes, as well as thematic and cross-cutting areas, to match the priorities highlighted in the CSP. (EQ4.4+4.5)</p> <p>5.2. The CO takes all necessary steps to strengthen its accountability regime and reporting, and to identify, register and track risks of all kinds to operations and results. (EQ4.5)</p> <p>5.3. Management and supervision within the CO are adequate for the new ways of working and strategic priorities, including the need to take on more upstream work. Cross-unit collaboration, integrated planning and performance assessment, mutual support and performance feedback are optimal. (EQ4.4+4.5)</p> <p>5.4. Recruitment and rotation of managers and staff to CO and RBN reflect new strategic priorities & supports gender parity. Professional development opportunities are provided to ensure that staff are equipped to take on more demanding roles. (EQ4.4+4.5)</p> <p>5.5. HQ & RBN provide effective, practical support and guidance to facilitate transitions in operational planning & implementation, as envisaged in CSP & corporate policy. (EQ4.3)</p> <p>5.6. The CO has the capability and competencies required to enable it to make rapid adjustments to operations in response to unexpected developments, (EQ1.5+4.4)</p>
<p>6. Programming/ operations</p>	<p>6.1. The CO has sufficient capacity to undertake gender analysis, and staff and contracting partners have the necessary skills to design and implement gender transformational programming. (EQ1.1, 2.2, 3.2, 4.2)</p> <p>6.2. WFP and its partners adhere to humanitarian principles (HPs), and programme implementation is guided by AAP. (EQ1.1, 2.2, 4.2)</p> <p>6.3. The CO has sufficient skills in vulnerability analysis to design and implement inclusive programmes that identify, reach and protect the most vulnerable populations within communities (in particular, people with disabilities) (EQ1.1, 3.2, 4.2)</p> <p>6.4. The CO ensures that all major activities begin with thorough capacity and feasibility assessments. (EQ1.1)</p> <p>6.5. The CO (or RBN or HQ) has developed sufficient capacity to undertake detailed conflict analysis in support of programming decision making, and to continually update this analysis. (EQ2.4+3.2)</p> <p>6.6. Contracted partners have the capacity, and adhere to expected standards in the provision of contracted services, while WFP make adequate provision for the risks and real costs that partners incur. (EQ3.1+3.3)</p> <p>6.7. WFP provides necessary training to ensure partners’ capacity is adequate and to support any changing role in line with WFP strategy shift towards supporting self-reliance, CCS and food system strengthening. (EQ2.3, 3.3, 4.3)</p> <p>6.8. The CO has sufficient capacity and structures for effective liaison and collaboration with the Government that support management and programming.</p>

	<p>6.9 Data collected by the CO on needs and programme performance, as well as quality of data analysis provided, are of practical value and utilized in operational decision making. (EQ1.1+4.2)</p>
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41. The evaluation team understands that an important strategic intention of the Kenya CSP is to take a more holistic approach to ending hunger in Kenya, with strategic outcomes that interlink and interact. This is understood to be a key thrust of the CSP. The layering and sequencing of different interventions and activities in pursuit of a strategic outcome is most obvious within SO2, where a graduation from seasonal in-kind food assistance to meet gaps to small holder farmer support is envisaged. This can also be extended to SO1 beneficiaries (both refugees and residents) who are intended to graduate from humanitarian assistance to development support and self-reliance in ASAL locations such as Isiolo. Alongside this, the CSP pursues similar objectives of improving food security, social protection, nutrition etc. through the indirect means of capacity strengthening support to national and county government institutions. Such support aims to broaden (or scale) and make sustainable the outcomes pursued by direct WFP interventions. Given these strategic intentions, it is understood that the country office has been aiming to reduce siloed strategic outcome working within WFP Kenya (which was also recommended by the recent mid-term review).

Annex 6: Evaluation matrix

42. The purpose of the evaluation matrix is to provide a clear analytical framework that helps to reduce subjectivity in the evaluative judgement identifying for question and sub questions: i) dimensions of analysis; ii) operational components; iii) lines of inquiry and/or indicators as appropriate; iv) data sources; v) data collection methods; and vi) data analysis.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges and on the food security and the nutrition issues prevailing in the country to ensure its relevance at design stage?					
Relevance	<p>What were the key research and consultation processes used and carried out as part of the CSP development? How did these influence the CSP design? Were there any evidence gaps and how were these dealt with? (ToC A6.4)</p> <p>How was the evidence base on food security and nutrition issues sustained within WFP throughout the CSP? (ToC A6.3 and 6.8)</p> <p>How was evidence shared with partners to enable a shared understanding?</p> <p>Were there any obstacles to using evidence (evaluation recommendations, evidence on nutrition and food</p>	<p>Evidence of key evaluation recommendations (global strategic and Kenya-specific) being adopted where relevant to Kenya CSP</p> <p>Evidence of external expertise in WFP interest areas informing the design and implementation of the CSP e.g. academia, other</p> <p>Evidence of analysis of current situation and future anticipated trends in food security considered in the CSP formulation and its development</p> <p>Evidence of integration of cross-cutting themes in activities, and of their prominence in planning</p> <p>Extent to which gender equality (GE) transformation was featured in SO and activity plans, and in results planning</p>	<p>CSP design paper trail (EB/HQ review/comments) and CSP documents; vulnerability and needs assessments; CSP log-frame (LF) and line of sight (LoS)</p> <p>KIIs with CO: programme/activity and SO, thematic team and VAM managers; KIIs with RBN managers who were at RBN during CSP design and approval period</p> <p>KIIs external - CPs, UN and other core partners, government stakeholders including the key shapers of the Zero Hunger Strategic Review, and those engaged with social protection, nutrition, food security and food</p>	Semi-structured interviews; document review	<p>KII analysis and systematic coding of interview data; document review and content analysis</p> <p>Triangulation across data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>security) – considering internal and external factors?</p> <p>Were cross-cutting themes addressed appropriately and integrated with the SOs and activities? (ToC A6.1 and 6.2)</p>		<p>systems, and education, at national and county levels</p> <p>Zero Hunger Strategic Review</p> <p>Previous WFP Kenya evaluations (2014-18)</p> <p>Pre-CSP capacity assessments</p> <p>VAM reports (and/or Government of Kenya/Kenya National Bureau of Statistics (KNBS) poverty/food security assessments)</p> <p>Specific analysis e.g., impact of COVID-19 on food security</p> <p>Programme plans and strategies (selected to include sample from urban, COVID-19, semi-arid and arid area focused, as well as CCS plans)</p>		
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
Relevance, appropriateness	<p>To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims?</p> <p>Extent to which the Government supports the roles being taken by WFP</p>	<p>Degree of match between CSP strategic outcomes and national objectives articulated by the Government of Kenya</p> <p>Evidence that external stakeholders at national level perceive WFP outcomes to be aligned with national priorities</p> <p>Evidence that implications of climate change are considered and</p>	<p>CSP and MTR, ACRs, log frames, monitoring reports and other sector-specific documents, including SO2 MTE</p> <p>Government of Kenya - Statement of Big Four Priorities; Vision 2030; third medium-term plan; strategies - End Drought Emergencies Initiative; National Food and</p>	<p>Semi-structured interviews and small group discussions</p> <p>Document analysis</p>	<p>Document review and analysis of CSP against key Kenya national strategies and policies as relevant</p> <p>Review of selected examples of WFP integrated solutions being scaled up by GoK and /or private sector</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>including as enabler (capacity strengthening; service provider role to the Government and sectors; food systems strengthening; support to self-reliance in food security) (ToC A.1.6)</p> <p>Extent to which CSP addresses key challenges facing Kenya and supports the Government's long-term plans and approach towards the SDGs and food security (ToC A1.3, 2.1)</p>	<p>responded to in the CSP and its evolution 2018-2022</p>	<p>Nutrition Security Policy; progress reports on SDGs</p> <p>Global- 2016 Comprehensive Refugee Response Framework</p> <p>Refugees Act 2012 and 2021</p> <p>Documentation on WFP integrated solutions for scale-up by the Government/private sector</p> <p>KIIs with key government interlocutors from ministries closely cooperating with WFP in implementing the CSP, and with officials from other key ministries (i.e., Finance or Ministry of Foreign Affairs (MoFA), at policy level). KIIs with CO/RBN managers (current and former), selected donors and UNCT</p> <p>KIIs with informed academics and NGO/international non-governmental organizations (INGO) analysts</p>		<p>Triangulation across data sources</p>
<p>1.3 To what extent is the CSP coherent and aligned with the wider UN and to what extent does include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</p>					
<p>Relevance</p> <p>Appropriateness</p> <p>Coherence</p>	<p>To what extent are WFP interventions connected to those of other UN actors:</p> <p>a) in the same geographical areas (country level)</p>	<p>Extent of coherence and/or overlap between WFP CSP and UNDAF and key humanitarian and development strategies at national and county levels</p>	<p>UNDAF</p> <p>CSP and budget revisions (BRs). MTR and SO2 MTE</p> <p>Selected strategies and reports of other UN agencies</p>		<p>Document review to assess match of CSP with UNDAF, other UN agency strategies and reports, key humanitarian and development plans, selected county government development plans.</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>b) working with similar target groups (i.e., meeting different needs in complimentary ways) or</p> <p>c) working with similar partners (cooperating and strategic)?</p> <p>(ToC A4.1, 4.2)</p> <p>How is WFP capacity strengthening role with the Government (national and county) linked, consistent and coherent with contributions of other agencies also in CCS and enabling roles?</p> <p>How is WFP food system strengthening approach linked to other stakeholders' inputs to strengthen the Kenya food system? Are conceptual approaches consistent? Are practical interventions complementary and/or linked? (ToC A 3.4)</p> <p>What is the WFP partnership strategy to support its CSP (consider by SO). Consider the range of types of partners</p>	<p>Evidence of active contribution by WFP to One UN initiative. and to UN thematic working groups</p> <p>Strength of WFP strategic partnerships in humanitarian and development sectors including with the Government (national/county), international organizations, civil society, academia and private sector</p> <p>Extent to which WFP work in such areas as capacity strengthening, food systems, supply chain and market development, and nutrition and school-feeding is built on its comparative advantage, while acknowledging that of its UN partners?</p> <p>Extent to which the partnership with RBAs is reflected in joint programming strategies, monitoring and assessment</p>	<p>Selected county development plans</p> <p>Humanitarian response strategy, the Government, Kenya Health Sector Strategic and Investment Plan (KISED), UNHCR, inter-agency, other</p> <p>WFP agreements with county governments – memorandum of understanding (MoU), annual or other workplans</p> <p>WFP external relations/partnership strategy for CSP and/or individual areas of work (SO)</p> <p>WFP corporate evaluation of cooperation with FAO/IFAD</p> <p>Formal partnership agreements</p> <p>KIIs with national and county governments, other actors supporting county governments in selected geographical areas,</p>	<p>Semi-structured interviews and small group discussions.</p> <p>Document review</p>	<p>Analysis of selected WFP county government annual plans and agreements, and any longer-term agreements (including whether any reference to other agencies?)</p> <p>A selected set of three case studies of working in cooperation with others to achieve shared aims to be selected from among Kenya Health Sector Strategic and Investment Plan, ministry, sector or county-level capacity strengthening, food system strengthening, nutrition in education. Case studies to consider: a) the shared aim; b) WFP contributions and comparative advantage; c) others' contributions and comparative advantage; d) what enabled complementarity; and e) what lessons are there for working in cooperation towards shared aim</p> <p>Analysis based on triangulation of data sources and cross-referencing of stakeholder interview transcripts</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>(private sector, academia, donor, INGO, cooperating, UNCT/RBA, government, other); the resourcing of partnerships; what went well and what were the challenges?</p> <p>How clear is the articulation of the WFP comparative advantage and to what extent is there consensus on this across WFP CO and also across the sectors, and with UNCT peers. How clear is WFP's recognition of the comparative advantage of others in considering partnerships?</p>		<p>selected cooperating partners, UN agencies (FAO, IFAD, UNHCR, UNICEF, UNDP, UNEP, RCO, WHO, OCHA), and selected donors</p>		
<p>1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating the WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?</p>					
Coherence	<p>How well are the linkages and connections within the CSP articulated and planned for including vertical links (activity to output to strategic outcome) and horizontal links (across SOs and with thematic units)? How well are assumptions articulated with risks identified and mitigated? (ToC A1.6 and 1.8)</p>	<p>Clarity of connections within the CSP (vertical and horizontal.</p> <p>How well assumptions are tested and risks mitigated.</p> <p>Consistency across WFP and with partners regarding its comparative advantages</p>	<p>CSP and ACRs UNDAF</p> <p>MTR and SO mid-term evaluations, monitoring reports and other relevant evaluations</p> <p>RBN and CO strategies on CBT, CCS, resilience, school feeding,</p>	<p>Semi-structured interviews and small group discussions</p> <p>Document review</p>	<p>Analysis of CSP in relation to WFP advantages as articulated in the strategic plan and regional strategies</p> <p>Analysis of KIIs and case studies of cooperation detailed in 1.3 above</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>To what extent is there consistency within WFP CO Kenya and also with partners regarding WFP comparative advantage? (ToC A1.5)</p> <p>To what extent is the CSP based on application of WFP advantages in emergency response, reaching the most vulnerable and marginalized, and capacities, including in food security and supply chain?</p>		<p>supply chain, gender equality and transformation</p> <p>WFP strategic plan</p> <p>KIIs with SO and thematic leads and senior managers; counterparts in key partner organizations, including the Government and UN agencies, and donors</p>		
1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Relevance Appropriateness	<p>How frequently are context analyses and risk assessments updated? Including consideration of:</p> <p>a) COVID-19</p> <p>b) announcements of camp closures</p> <p>c) any restrictions on camp self-reliance activities</p> <p>d) changes in government plans and priorities specific to selected counties (ToC A 1.7 and 2.1)</p>	<p>Regularity and depth (range of stakeholders involved) of process to review the relevance of the strategic outcomes and approach to achieve these</p> <p>Speed of adaptation of WFP strategies/activities/outcomes in response to reviews, assessments findings and recommendations; relevance and focus of BRs and programming, investments supported by them</p>	<p>CSP and BRs; MTR and management response</p> <p>ACRs and Annual Performance Reports (APRs), 2018-22, mid-year reviews, SO monitoring</p> <p>Risk analysis 2018-2022</p> <p>Specific COVID-19 risk assessment</p>	<p>Semi-structured interviews and small group meetings</p> <p>Beneficiary and community-level FGDs</p> <p>Document review</p>	<p>Analysis of review processes; risk assessments, programme. adjustments and changes in budget allocations (financial analysis)</p> <p>Relevance of CSP/extent and speed of adaptation/factors enabling and hindering adaptation in light of changes in context associated with:</p> <p>a) COVID-19</p> <p>b) onset of drought</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>How swiftly has WFP reviewed and where necessary adapted its strategic positioning when there are contextual changes? (ToC A5.6)</p> <p>What are the enablers and inhibitors to such adaptation? (ToC A5.6)</p>	Extent to which WFP activities were adapted for COVID-19 and other external or internal developments which could stimulate new needs, constraints and opportunities	<p>Business continuity plan (pre COVID-19) and other contingency plans, donor reports</p> <p>Capacity needs mapping</p> <p>The Government/KNBS analysis of poverty/needs/inequality/ COVID-19 impact</p> <p>FGDs - beneficiaries (refugees, communities in places affected by change e.g., drought/locust infestation/COVID-19),</p> <p>KIIs and small group meetings with CO & RBN managers and staff; national and county government officials, UNCT, donors</p>		<p>c) locusts</p> <p>d) county-specific context changes</p> <p>Analysis of transcripts of beneficiary focus groups</p>

Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?

2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?

<p>Effectiveness</p> <p>Connectedness</p> <p>Coverage</p>	<p>To what extent were planned activities completed as per plan, beneficiaries reached, and outputs achieved?</p> <p>What progress has been identified through internal monitoring/review processes towards the strategic</p>	<p>Evidence that WFP targets and key performance indicators (KPIs) were reached each year 2018-2022</p> <p>Evidence that assumptions and rationale for how activities and outputs would contribute to the four</p>	<p>Outcome indicators by year with ACR narrative of WFP contribution</p> <p>SO outcome monitoring and decentralized evaluations</p> <p>MTR</p>	<p>Semi-structured interviews and small group meetings</p> <p>Document review</p>	<p>Contextual analysis of WFP activities linked with selected outcome measures to identify extent/indications of change at that outcome level, what WFP may have contributed, what other factors contributed, what factors enabled or hindered progress</p>
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>outcomes by end of 2021? Are they on target?</p> <p>How have assumptions of how outputs contribute to outcomes been identified and tested? How have any shortcomings in them been responded to?</p> <p>How effective has been the effort to integrate capacity development and supply chain enhancement into all SOs? How effective has been WFP's overall effort at: a) CCS re national systems; and b) strengthening integrated food systems and enhanced supply chains? (ToC A1.1)</p> <p>How effective has been WFP's programming in supporting graduation of: a) refugee populations; and b) food-insecure communities towards resilience and self-reliance?</p>	<p>strategic outcomes were articulated and tested</p> <p>Scale of the outputs and outcomes achieved and/or extent of WFP contribution to them by 2022</p> <p>Evidence of programme/strategy adaptation when assumptions not fulfilled</p> <p>Evidence of efforts at integration across SOs, measurement of progress in doing so and of benchmarks achieved in moving towards results through such integration</p>	<p>ACRs, APRs, SO strategic documents, and MTE (SO2), logframes (LFs) and line of sight (LoS) as adjusted with BRs</p> <p>Indicators of progress at national level e.g., Government/KNBS studies/policy reviews</p> <p>Quarterly county consultation reports (QCCs)- selected</p> <p>TPM reports</p> <p>KIIs with relevant WFP internal (including field office (FO)) staff and external stakeholders for selected outcome measures</p> <p>KIIs with senior management, SO leads, M&E, area leads, nutrition and school feeding leads</p> <p>KIIs (WFP) a) to review how change at outcome level is tracked and WFP contribution to it assessed; b)</p>		<p>Documentary analysis of CSP assumptions, SO theory of change assumptions and monitoring reports testing of assumptions</p> <p>Content analysis and analysis and comparison of data across stakeholder and WFP interviews</p> <p>Assessment of progress in working towards results through analysis of qualitative analysis of ACRs, data presented in the MTR and MTEs and statistical data from the same sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			to maximize synergies and linkages across SOs		
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
Effectiveness Connectedness Coverage	<p>How swiftly have any short-comings, obstacles, new opportunities/ understanding/lessons been responded to or acted on?</p> <p>Has sufficient attention been given to ensuring that cross-cutting aims are consistently treated as a priority? How have any tensions between progressing cross-cutting aims, efficiency considerations and achievement of outputs (e.g., scale of outputs versus quality in terms of equity, protection and accountability) been identified and addressed by the CO? (ToC A 6.1;6.2)</p> <p>How do the country team and partners develop and maintain a shared understanding of and approach to cross-cutting aims?</p>	<p>Evidence that WFP and partners humanitarian strategy and its implementation were in line with the principles of independence, impartiality, humanity and neutrality</p> <p>Evidence that inclusive mechanisms for accountability were/are in place, well-functioning, and that feedback is responded to swiftly, with two- way feedback to communities and other stakeholders. (linkage with AAP analysis- Table 4 in methodology annex 3)</p> <p>Evidence that gender equality and women's empowerment, and gender transformation have been integral to the strategies to achieve each of the four outcomes in planning and implementation. Evidence that disability concerns have been integrated into all activity plans and implementation strategies</p>	<p>Corporate and RBN policies, strategies, and guidelines</p> <p>ACRs, LFs and LoS, including updates with BRs.</p> <p>Gender markers by activity/SO per year</p> <p>Any protection, gender, disability assessments/strategy/plans</p> <p>Aggregated CFM data by year by county plus reports of how feedback responded to and communicated back to community</p> <p>Monitoring reports, MTE (SO2) and MTR</p>	<p>Semi-structured interviews</p> <p>FGDs and small group meetings</p> <p>Document review</p>	<p>Document analysis of AAP/CFM, gender, disability, protection data by selected county and nationally over 2018-2021</p> <p>Systematic analysis of FGD and KII data</p> <p>Analysis of the four SOs for nutrition sensitivity i.e., that they:</p> <ul style="list-style-type: none"> a) include clear objective to improve nutrition b) target vulnerable people c) considers gender because gender can unleash potential d) align to national policies e) have a theory of change/impact pathway in relation to nutrition <p>Triangulation of data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>To what extent was a nutrition-sensitive approach implemented? Consider the five factors of nutrition sensitivity by SO?</p> <p>To what extent was GEWE and gender transformation mainstreamed into programming? (ToC A6.1)</p> <p>To what extent did WFP plan for and achieve results in advancing the situation and inclusion of vulnerable groups, including the disabled?</p> <p>How extensive, appropriate and effective have been CO efforts to ensure that AAP was a feature of all activities, with mechanisms for recording, analysing and responding to feedback in place?</p>	<p>Evidence that safety and other protection issues were considered in the design and implementation of each outcome's strategy and activities including any adjustments necessary in the light of monitoring or change in context</p> <p>Evidence that equity and inclusion were key considerations in the design of the CSP and its implementation, and in making choices (including alongside efficiency considerations, and where resources are constrained)</p> <p>Evidence that the strategy is nutrition sensitive</p>	<p>CFM reports and response from project management committees and thematic teams</p> <p>KIIs and small group discussions with CO and RBN managers and staff, including leads for protection, GEWE and disability, and with FO heads and staff</p> <p>KIIs with relevant government officials, at national and county levels, and with CPs and NGOs/INGOs, academics, with a background of engagement with GEWE and inclusion issues</p> <p>KIIs with UNCT including the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) (GEWE and social inclusion leads), and donors</p> <p>FGDs with community leaders and with direct beneficiaries</p> <p>FGDs or small group meetings with women managers and staff members from national government and CGs engaged in CCS and system-building work with WFP</p> <p>FGDs or small group meetings with those with disabilities and other</p>		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			marginal groups engaged in WFP CCS activities		
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
Effectiveness Connectedness Coverage Sustainability	<p>To what extent are environmental impacts (positive and negative) considered? To what extent are sustaining beneficial environmental impacts built into the design of WFP interventions?</p> <p>To what extent is climate change considered as a key input to strategy and activity planning?</p> <p>How are any economic costs (to individuals, communities, country, and national government, other) of maintaining achievements are considered in WFP's CSP design and approach?</p> <p>What is the WFP strategy to ensure an institutional framework (regulatory/legislative, policy, planning, monitoring and analytic functions, financial)? Is a strategy in place to</p>	<p>Evidence that sustainability has been considered in the design of the CSP and its activities and in subsequent BRs and updated implementation plans, including allocations of financial and human resources (and is monitored</p> <p>Evidence that sustainability of strengthened capacity is considered in the WFP approach</p> <p>Evidence of close coordination with government and other partners in development of transition and exit plans</p> <p>Evidence of consistency between the components of transition plans and evolving government policy and regulations</p> <p>Evidence of financial and human resource commitment by government and other partners to take over responsibilities with the withdrawal of or reduction in WFP support</p>	<p>CSP and SO strategies/action plans.</p> <p>Sustainability and environmental strategy</p> <p>Guidance on sustainability including in CCS approach</p> <p>Oxford studies on Kakuma and Kalobeyei</p> <p>Quarterly county consultations</p> <p>New government policy/strategy at national and county-level</p> <p>National and county government budget data</p> <p>Professional and academic analysis</p>	<p>.</p> <p>Semi-structured interviews, small group meetings and FGDs</p> <p>Review of government budget data</p> <p>Review of ACRs, MTR, MTE, and monitoring data</p>	<p>Budget review and funding plans for sustainability consideration</p> <p>Review of sustainability questions, through content analysis</p> <p>Analysis of WFP data to track progress in achieving benchmarks towards self- reliance</p> <p>Triangulation of data from all sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>support the sustainability of results before withdrawing its direct support? To what extent are government and WFP objectives in line with regard to plans for institutional sustainability and transition? (ToC A 1.6, 2.3, 2.4, 2.5)</p> <p>To what extent has WFP developed and implemented plans with CGs, beneficiary populations and local communities and producer groups to move towards self-reliance and resilience?</p> <p>How are long-term sustainability considerations built into WFP's partnership approach in Kenya (cooperating partner focus)? (ToC A6.7)</p>	<p>Evidence that environmental concerns are addressed in plans and their implementation, and that environmental risks are identified, and mitigation plans devised</p> <p>Evidence that the sustainability of socio-economic benefits of WFP assistance at individual and community level (for refugees, asylum seekers, other food-insecure beneficiary communities) has been considered in the design, resourcing, and implementation of plans</p> <p>Evidence of coordination with UN and other partners in developing sustainability and exit plans</p>	<p>KIIs – WFP including RBN, UN, CPs, donors, academics, and other independent observers, including environmental, climate change and governance specialists</p> <p>KIIs -government departments targeted for CCS including emergency preparedness, social protection, supply chain functions, county government</p> <p>KIIs and small group meetings with selected producer associations and private sector organizations of different types engaged in cooperation with WFP (supply chain – transport, wholesale, retail, storage and other logistics, food production and distribution, traders, banking, and telecoms, etc.)</p> <p>FGDs with beneficiary community leaders about sustainability of benefits of assistance and scale of self-reliance</p>		

2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<p>Effectiveness Connectedness Coverage Sustainability</p>	<p>How are linkages across WFP SOs created and managed? What awareness is there of any tensions and how are these managed? (ToC A1.1)</p> <p>How is conflict sensitivity built into the CSP and individual interventions? What measures are taken to minimise risks of exacerbating tensions and maximising opportunities to reduce drivers of conflict including competition over resources, tension between refugees/host communities, ethnic or other groupings within counties and at community level? (ToC A6.5)</p> <p>How do the CSP and implementation plans envisage and monitor progress along the continuum from direct support to food-insecure populations to resilient, self-reliant communities? How credible are these plans?</p>	<p>Evidence of short and longer-term factors, implications, and impact being considered in the WFP CSP</p> <p>Evidence of linkages being made between WFP strategic objectives i.e., between crisis response, resilience and capacity strengthening aims</p> <p>Evidence that WFP contributes to well-functioning relationships, understanding and cooperation between humanitarian, development, and peace-focused partners</p> <p>Evidence that CSP is conflict sensitive i.e., conflict analysis is integrated into its design, is monitored, and addressed</p> <p>Evidence of cooperation and coordination with UN partners on ensuring a joint approach to managing transition of communities/designated populations from direct support to resilience and self-reliance, with each partner contributing according to its comparative advantage</p>	<p>CSP and SO strategies</p> <p>CO documentation on nexus and linkages across SOs</p> <p>Minutes of UNCT, UNHCT and RBA meetings, or reports by CO representatives on these meetings</p> <p>Internal KIIs - SO and area managers/teams, senior management responsible for oversight across SOs, cross-cutting leads working across SOs</p> <p>External KIIs – RCO; OCHA; IFIs, academic and civil society partners, UN leads on nexus and conflict sensitivity, humanitarian lead, UNDP; GoK: relevant ministries; county government</p> <p>FGDs with communities affected by long-term vulnerability (e.g., due to poverty) as well as shocks, or conflict</p>	<p>HQ guidance on triple nexus and conflict sensitivity</p> <p>UNDAF, UNCT reports</p> <p>CSP, ACRs, MTR, MTE (SO2)</p> <p>Reports by Rift Valley Institute and other professional and academic reports</p> <p>Semi-structured interviews and small group meetings</p> <p>FGDs</p>	<p>Analysis of CSP and SO strategies for conflict sensitivity, linkages with explicit efforts to link humanitarian interventions to longer-term development and peace building aims</p> <p>Analysis of linkages with UNCT member agencies in programming in support of linkages across the nexus continuum</p> <p>Analysis of strategies for efforts to ensure food system and capacity strengthening approaches build in resilience to shocks and demands of humanitarian crises</p> <p>Case studies of households/areas/partners in locations where WFP provides a range of interventions (crisis response, resilience, capacity strengthening) for how well links are anticipated, realised, and experienced</p> <p>Triangulation of findings and trends reported from all data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
Efficiency	<p>To what extent were activities delivered on the planned schedule according to the CSP, budget revisions and annual plans? How were targets set? How realistic were they? How well were obstacles anticipated, risks identified and mitigated? (ToC A6.6)</p> <p>To what extent did resource allocation processes (money and people) support timely delivery of outputs?</p> <p>How were any over-spends or under-spends managed?</p>	<p>Evidence of targets for delivery of assistance being met</p> <p>Evidence of the outputs being produced in line with planned timeframe, being monitored and adjustments made to account for any factors which may impact/have impacted on timeliness</p> <p>Evidence of realistic target-setting for delivery</p> <p>Evidence that budgetary resources and financial transfers were made available on time, evidence on trends</p> <p>Evidence on trends in levels of utilization of assigned budgets by budget line</p>	<p>Annual reports of supply chain for delivery performance</p> <p>CSP, BRs, ACRs and APPRs</p> <p>Financial and performance reports to donors</p> <p>Pipeline reports</p> <p>FLAs/MOUs re budget commitments</p> <p>KIIs with HQ, RBN, CO and FO senior managers; CO finance, supply chain (SO4), budget and programming, and external relations (donor funding)</p> <p>KIIs with government officials, national and CGs, CPs and other budget recipients on timeliness of delivery</p>	<p>Document review</p> <p>Semi-structured interviews and small group discussions</p>	<p>Review of SO Monitoring for timeliness.</p> <p>Content analysis</p> <p>Coding and categorization of interview data, and subsequent analysis</p> <p>Triangulation of data sources.</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			KII with donors on financial flows and CO management of budget and over- or under-spends		
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
Efficiency, Relevance, Appropriateness	<p>Extent to which WFP's targeting approach (in terms of geography, people) is informed by regular analyses of vulnerability. (ToC A6.3 and 6.5)</p> <p>Extent to which WFP vulnerability and other needs assessment processes differentiate between:</p> <p>a) geographical areas with different needs and capacities (arid, semi-arid, urban, camp, productive, other) and</p> <p>b) people with different needs and capacities (including according to ability, age, gender, other). (ToC A6.1 and 6.3)</p> <p>How were targeting strategies adapted for a food systems approach also aiming to support self-reliance? How were these implemented</p>	<p>Assessment of the quality of WFP analyses of need/vulnerability in terms of its coverage, regularity, ability to consider differences in needs e.g., based on gender/ability/other factors.</p> <p>Extent to which gender and factors contributing to differential needs (e.g., disability) were considered in design of WFP activities and strategies.</p> <p>Evidence that targeting strategies and processes (of WFP and partners including the Government) enable design of interventions that are inclusive, support equity and support timely assistance.</p> <p>Evidence of significant use of vulnerability analyses in forming and adapting WFP strategies and activities, including when there are competing needs e.g., resources insufficient for full rations.</p>	<p>Targeting strategies (RB and CO)</p> <p>WFP-UNHCR Joint Targeting Guide</p> <p>Selected county development plans</p> <p>WFP cooperation agreements with the Government and with UNHCR (refugee support)</p> <p>ACRs</p> <p>VAM vulnerability and other needs assessments and mapping exercises</p> <p>MTR and monitoring reports; MOE (SO2)</p> <p>WFP CO and RBN guidance for managing resource shortfalls, rationale for ration reduction and target groups</p>	<p>Document analysis</p> <p>Semi-structured interviews and small group discussions</p> <p>FGDs</p>	<p>Review and assessment of targeting practice and consequences in selected counties to represent rural (semi-arid, arid), urban, and camps.</p> <p>Analysis of WFP targeting strategy and CO guidance, vulnerability and needs assessment reports and methodology for:</p> <p>a) frequency of review</p> <p>b) how it differentiates between groups (gender, age, ability, other)</p> <p>c) how it differentiates between geographical areas</p> <p>d) how it responds to different type of neighbourhood (rural/urban/camp).</p> <p>Analysis of how frequently adjustments are made and how changes reflect the differential needs of specific populations and geographic locations</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>alongside more traditional targeting of identifying the most vulnerable?</p> <p>How were resourcing constraints managed with tensions between coverage (numbers reached) and equity (leaving no-one behind) managed? (ToC A3.1 and 6.3)</p> <p>How did targeting and coverage strategies deal with planning for targeting in cooperation with devolved county governments, while also maintaining focus to reach national-level priorities?</p>	<p>Review of how priorities (geographical, population group, other) were established at the beginning and reviewed and adjusted throughout the CSP.</p> <p>Vulnerable people's perception that WFP activities and approach are appropriate to their priority needs.</p>	<p>KIIs internal - programme managers Activity/SO level</p> <p>KIIs -external - with government and county government, community leaders (five types of area), inter-agency coordinators (national and area)</p> <p>KIIs with donors and UNCT, RCO, OCHA</p> <p>KIIs with VAM, M&E and SO, activity and area managers, as well as RBN and CPs on the use of assessments; experience of targeting and managing tensions</p> <p>KIIs with community leaders and community project committees participating in community targeting methods</p> <p>FGDs with beneficiaries and community leaders regarding relevance of support (small scale farmers in ASAL, refugees, host communities, urban areas)</p>		<p>Systematic analysis of KII and FGD data</p> <p>Triangulation across data sources</p>
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?					
Efficiency	<p>What was the guidance provided to teams to ensure cost-efficient delivery of assistance in terms of funding and time? To what extent was</p>	<p>Evidence of efforts to save costs (but not at expense of quality) across WFP</p> <p>Evidence of best price being sought including through forward financing, procurement, and other WFP</p>	<p>Donor reporting</p> <p>WFP budget data and financial reporting in ACRs and elsewhere</p>	<p>Semi-structured interviews and small group meetings</p>	<p>Document review and analysis of guidance, SOLVE documentation for cost efficiency</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>cost efficiency a priority, both in theory and in practice?</p> <p>What impact did SOLVE have on cost efficiency? What lessons were learned from it?</p> <p>What were the trends in costs per operation/activity/costs per recipient/cost per standard ration or kilocalorie delivered/ other? What contributed to any increase/decrease in these costs?</p> <p>How were savings maximized and risks to increased costs minimized?</p> <p>How well were costs built into cooperating partner budgets? How efficiently were partnerships managed i.e., timeliness of FLAs, ensuring appropriate budgeting of CP costs? How was cost efficiency managed in the supply chain, logistics and air transport areas? How were any risks to partners mitigated and</p>	<p>corporate processes to facilitate cost efficiency</p> <p>Evidence of consideration of cost efficiency in the allocation of resources, including people</p> <p>Evidence of greater efficiency in refugee interventions</p> <p>Evidence of consistent efforts to ensure cost efficiency in contracting third parties.</p> <p>Evidence of rapid response to issues relating to cost efficiency identified in internal and external audit reports and in the risk register</p>	<p>SO4/supply chain, UNHAS, logistics cluster, telecom sector reports</p> <p>Evaluations</p> <p>Audit reports and responses</p> <p>WFP guidance</p> <p>SOLVE reports (annual and final)</p> <p>Data for unit costs (operation, activity, per recipient, per standard ration, kilocalorie) over time</p> <p>Selected cooperating partners FLA and budgets 2018-2021</p> <p>Common service efficiency gains documentation (e.g., UN business operations strategy (BOS) reports)</p> <p>KIIs (internal) for how efficiency maximized, risks to costs minimized - managers, budget and finance, finance, supply chain; senior management; heads of FOs and FO finance officers; senior RBN advisers</p> <p>KIIs external - selected CPs on costs borne and efficiency savings;</p>	<p>Document and financial statement review</p>	<p>Financial analysis; analysis of cost trends and comparison of planned cost per item versus actual cost</p> <p>Triangulation across data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	supported? (ToC A 6.7 and 6.6)		donors on perceptions and experience of WFP strategy and programme implementation efficiency		
3.4 To what extent were alternative, more cost-effective measures considered?					
Efficiency	<p>How well did corporate systems of transfer modality analysis (TMS) and CBT business process model support such analysis and decision making? At national and county levels</p> <p>How were nutrition, equity (gender, disability, age, other), and other considerations built into cost-effective analysis when deciding modalities of distribution?</p> <p>How frequently was cost-effective analysis reviewed at different levels (national, by area, by SO)?</p>	<p>Evidence of consideration of different modalities and their costs and results including in terms of equity and nutrition and beneficiary preference in choice of modality</p> <p>Evidence of consideration of costs when choosing strategies to achieve strategic outcomes and monitoring of these costs</p> <p>Evidence of efforts to save costs across the CO</p> <p>Extent to which considerations of cost efficiency were included on the agenda for discussions with the Government, UN and other partners</p> <p>Evidence of consideration of differences in analysis between counties being taken into account</p>	<p>Corporate and RBN guidance</p> <p>Transfer modality/business model analysis 2018-2021 for selected operations/areas including Kakuma, Dadaab, urban, semi-arid, arid</p> <p>Finance reports with efficiency savings detailed</p> <p>CBT feasibility assessments</p> <p>Innovation analysis/evaluation</p> <p>ACRs, APRs, MTR and MOE (SO2)</p> <p>KIIs with WFP analysts (supply chain, other) and programme leads, budget and programme, and finance involved in transfer modality selection. KIIs with senior RBN managers/advisors, RCO and UNCT</p> <p>KIIs with unit/department heads, FO heads on approach to efficiency</p>	<p>Semi-structured interviews and small group meetings</p> <p>Document and financial data review</p>	<p>Document review and analysis for transfer modality approach including for nutrition and equity considerations as part of cost effectiveness analysis</p> <p>Financial data analysis</p> <p>Deep dive into 2-3 examples when there was a change in modality to explore the reasons for it including rationale for choices in Covid 19</p> <p>Triangulation across data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?					
Sustainability Coherence Relevance	<p>What was the coverage of funding needs by SO, activity, geographical area, and year? What impact did shortfalls in one area have on its implementation and on others? How were these managed?</p> <p>How did the Kenya CO funding environment evolve over the time period of the CSP? What were its implications for the CSP's implications? Include consideration of role of IFIs and WFP's relationship to them (ToC A3.1)</p> <p>What was the WFP strategy to stimulate funding that was adequate, predictable, flexible? How was it adapted from "traditional fundraising" for an evolving funding environment? (ToC A 3.2)</p>	<p>Evidence of sustained funding meeting resource targets in terms of absolute amount, timely availability</p> <p>Evidence that donor funds support a flexible strategy i.e., without major conditions, constraints</p> <p>Evidence of WFP understanding of trends in the funding environment and advocacy for flexible, predictable funding, while seeking alternative sources of funding</p> <p>Assessing WFP Kenya situation/performance in terms of achieving flexible, predictable funding with other COs in-region, and comparable middle-income states elsewhere</p>	<p>CO/RBN resource mobilisation strategy</p> <p>Minutes from meetings with donors in-country (advocacy)</p> <p>CO analysis of funding environment</p> <p>Proposals/reporting to donors (selected sample)</p> <p>2020 Evaluation of WFP funding (corporate for key findings)</p> <p>Funding data</p> <p>ACRs, MTR</p> <p>KIIs with internal and external stakeholders on funding trends, opportunities, challenges, and</p>	<p>Document review, financial data, and resource mobilization report analysis</p> <p>Semi-structured interviews and small group or focus group discussion</p>	<p>Financial analysis</p> <p>Analysis of trends in income and budget</p> <p>Analysis of 2-3 selected examples of benefits of funding and its impact on the quality of programmes including:</p> <p>a) at least one on flexible funding for a programme or county; and</p> <p>b) fragmented funding for a programme or area and its impact on WFP strategy</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>How did funding streams change to support this new way of working for WFP in terms of its levels, predictability, flexibility and adequacy? (ToC A3.1)</p> <p>How did WFP respond to any constraints/conditions placed by donors? To what extent did the nature of funding influence priority setting, targeting and coverage (considering its quantity in relation to needs, timeliness, flexibility, predictability)?</p> <p>How do key donors consider the WFP resource requests and expectations of flexibility and predictability for Kenya? (ToC A 3.3)</p>		<p>experience re advocacy for flexibility/predictability etc.</p> <p>KIIs with RBN, HQ and donors on WFP Kenya comparability, and with UNCT on similarity of experience in securing funding</p>		
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
	<p>Extent to which M&E is equipped to address the range of priorities and thematic areas set out in the CSP, to provide detailed coverage of all operations in all geographic areas, and to provide credible and</p>	<p>Extent to which work of data collection meets expected professional standards</p> <p>Extent to which the reports meet the information needs of donors,</p>	<p>CO M&E plans</p> <p>RB knowledge management strategy</p> <p>Recommendation trackers</p>	<p>KII with activity, area, SO leads/managers, PMER, CO management</p>	<p>Analysis of quality of monitoring data and reports in terms of regularity, sensitivity to different areas/groups' experience, timeliness; clarity of analysis to articulate progress and inform decisions</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>actionable analysis to CO management (ToC A1.2)</p> <p>What is the quality/adequacy of the monitoring of cross-cutting aims? (ToC A6.1, 6.2 and 6.3)</p> <p>How has the linkage between outputs and their contribution to outcomes been tracked/monitored? (ToC A.1.2)</p> <p>Extent and adequacy of monitoring of change (process of monitoring, indicators selected) at the strategic outcome level to identify progress (or obstacles to progress) to anticipated results?</p> <p>Extent to which the portfolio of evaluation and monitoring reports provide the information and analysis that CO managers (both senior management and SO and thematic managers) require for making decisions and adjusting plans and operations (ToC A6.8)</p> <p>Extent to which CO management demonstrates a</p>	<p>government and other partners, and other stakeholders</p> <p>Evidence of formal responses, and actions taken by management following receipt of evaluations and monitoring reports</p> <p>Evidence of quality and reliability of data collection methods and mechanisms</p>	<p>M&E-programme meeting minutes</p> <p>OEV synthesis on monitoring</p> <p>ACRs, monitoring reports, management responses to evaluations and monitoring reports</p> <p>KIIs with senior and middle management at CO and FO, M&E staff, donors, partners</p>	<p>Document review</p> <p>Semi-structured interviews and small group meetings</p>	<p>Quality and extent and depth of coverage in reporting; degree to which reporting explains adequately the strategy that the CO is following, and the challenges encountered</p> <p>Systematic analysis of KIIs and triangulation across data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>willingness to respond positively to credible findings and recommendations presented in reports (ToC A 6.8)</p> <p>How was cost efficiency monitored? What were the strengths and weaknesses of the system? How well was cost efficiency monitoring used by managers (SO, activity, area, other)?</p>				
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
Sustainability Effectiveness	<p>What were the benefits of partnerships in attaining shared results, including in areas of food systems and national systems strengthening, as well as resilience of food insecure communities and groups? (ToC A4.1 and 6.7)</p> <p>How did partnerships build on the comparative advantages of WFP and partners? (ToC A4.2)</p>	<p>Evidence of appropriate new partnerships being developed and sustained to support the CSP</p> <p>Extent to which WFP has succeeded in building well-designed partnerships with clear objectives, mutually agreed, with, respectively: the Government (national/county), INGOS, NGOs and research organizations, the private sector, RBAs and other UN agencies, IFIs</p> <p>Evidence of benefits of partnerships in achieving results in food security and food system strengthening and the building of national systems</p>	<p>CO partnership strategy</p> <p>WFP and RBN partnership strategies</p> <p>OEV South-South and triangular cooperation evaluation (2021)</p> <p>CSP, ACRs, MTR, MOE (SO2)</p> <p>Donor reports</p> <p>OEV RBA collaboration evaluation (2021)</p> <p>Decentralized evaluation on CPs in East Africa (2021)</p> <p>CP evaluation reports</p> <p>FLAs</p>	<p>KII - internal and external with key members of focus partnerships; head of external relations and partnership management; CO management</p> <p>Document review</p> <p>Semi-structured interviews and small group meetings</p>	<p>Case studies (3) of selected partnerships to explore results, effectiveness of cooperation approach, factors enabling and factors hindering. Selection from examples including Farm to Market Alliance, partnerships in social protection, KISED, new academic and private sector partnerships; WFP-IFI partnerships. other</p> <p>Detailed analysis of KIIs and triangulation across data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>To what extent did WFP Kenya utilize South-South and triangular cooperation?</p> <p>Has the CO received adequate support from RBN and HQ in identifying and pursuing strategic partnerships? (ToC A 5.5)</p>	<p>Evidence that WFP has given time to identify and nurture appropriate partnerships</p> <p>Extent to which WFP has managed partnerships effectively (for results and, where appropriate, for sustainability) - and has it met the expectations of its partners?</p>	<p>County government annual work plans/MoUs</p> <p>KII to explore CO use of WFP Centres of Excellence - Brazil and China</p> <p>KIIs with CO senior management, donors, partnership and external relations advisors at HQ, RBN, and CO. UNCT, RBAs, and other key partners</p> <p>KIIs with senior national government and CG partners</p>		
4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?					
Sustainability, Effectiveness, Coherence	<p>How did CO management understand HR requirements and adapt the WFP CO HR/organizational structure to address the key components of the CSP, as well as emergent priorities and issues which have grown in importance since CSP approval, including the shift to more emphasis on an enabler role? (ToC A5.1, 5.3, 5.4)</p> <p>To what extent did CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key</p>	<p>Evidence on whether human resources available and internal organization for delivering the CSP are adequate to the task and fit for purpose in a dynamic, shifting context</p> <p>Evidence that the WFP CO has prepared itself and been equipped by HQ for implementing the CSP by reflecting WFP principles of organizational readiness:</p> <ul style="list-style-type: none"> • adequate and appropriately distributed human resources • flexibility in structure and procedures • structures and procedures geared to working for results 	<p>Organization charts, ACRs, APPRs. MTR, MOE (SO2)</p> <p>Staffing data</p> <p>OEV People Strategy Evaluation (2020)</p> <p>Reports on realignment review and any subsequent follow up</p> <p>Data/reports on WFP CO HR strategy and rationale for where increases and cuts in staffing were made</p> <p>KIIs with WFP CO senior management, SO managers, thematic leads, FO heads, and HR, as well as with selected staff</p>	<p>Document review</p> <p>Semi-structured interviews and small group meetings</p>	<p>Analysis of both documentary and interview data in relation to principles of organizational readiness</p> <p>Systematic analysis of interviews</p> <p>Triangulation of all data sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues? (ToC A5.1, 5.6)</p>	<ul style="list-style-type: none"> • adjustment of M & E to fit with changes in organization and its programming focus <p>Evidence that the CO had developed an organization capable of addressing both the “Saving Lives” and the “Changing Lives” agendas, as well as supporting the transition to national ownership and self-reliance in managing national systems</p>	<p>KIIs with HR and organization specialists at RBN and HQ, as well as with senior RBN advisors and others in WFP familiar with the work of the Kenya CO and able to compare it with that of other COs in the region and beyond</p> <p>KIIs with RC and UNCT and selected government stakeholders</p> <p>KIIs with UNCT, RC and other key partners, and selected government officials with long-standing partnerships with CO</p>		
<p>4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>					
<p>Sustainability Effectiveness</p>	<p>How appropriate has the organizational structure (department/units/field structure etc) been to support WFP performance? How well has the corporate system supported flexibility for CO organizational structure and changes in programming requirements? (ToC A5.1; 5.2; 5.3; 5.4)</p> <p>How well was the CO able to equip itself with the necessary procedures, structures, processes to support flexible and adaptive programming? Consider adequacy of:</p>	<p>Evidence that the CO had developed an organization capable of addressing both the Saving Lives and Changing Lives agendas, as well as supporting the adoption of the food systems approach, promotion of resilience and self-reliance at the community level, and transition to national ownership and responsibility for managing national systems</p> <p>Analysis of factors enabling and hindering the shift</p> <p>Evidence of CO ability to manage, staff and budget appropriately the</p>	<p>Documentation - structure/organograms, CO realignment strategy and any update, MTR, MTE, and management responses</p> <p>ACRs, APPRS, donor reporting</p> <p>Corporate evaluation of COVID-19</p> <p>KIIs - internal - HR, M&E, CO senior, SO and thematic unit management</p> <p>RBN human resources and senior management</p>	<p>Document review</p> <p>Semi-structured interviews and small group meetings</p>	<p>Review of organizational/CO structure and its adaptation 2018-2022</p> <p>Systematic analysis of both documentary and interview data</p> <p>Triangulation across data collection methods and sources</p> <p>Analysis of (any) change in rate of progress towards outcomes in years of pandemic 2020/2021</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> - HR resources and systems - M&E processes - mechanisms to avoid silos among SOs within WFP - processes to support WFP shift to more enabling role and food systems approach in cooperation with the Government, UN agencies, and other partners <p>To what extent did unexpected internal and external events, including COVID-19, disrupt the CSP's progress? (ToC A 1.7)</p> <p>Extent to which CO has adapted effectively to donor earmarking of contributions at the activity level</p>	<p>twin focus on humanitarian assistance and development-focused activities and to create interchange between the two</p> <p>Extent to which unexpected events (internal and external) disrupted progress towards the strategic outcomes</p> <p>Extent to which CO has been able to maintain its focus on priorities despite the degree of inflexibility in funding contributions provided</p>	<p>CO HR</p> <p>KIIs - external - government, UN, and other partners</p>		<p>Analysis across case studies (above) for recurring factors impeding/enabling progress</p>

Annex 7: Data collection tools

43. During data collection, the evaluation team made use of customized topic guides for key informant interviews and focus group discussions based on the level of analysis – e.g., strategic level, sectoral/activity level, or a more in-depth discussion to inform a particular key theme. A compendium of key informant interview questions by stakeholder category is presented below. With this compendium as a basis, during data collection questions were refined and adapted into more concise interview guides. Examples of these targeted interview guides are presented in sections 7.2–7.4. Evidence was recorded utilizing a template based on the evaluation matrix (to facilitate efficient systematic coding against the relevant evaluation questions and sub-evaluation questions).

7.1 Compendium of key Informant interview questions

Table 11: Compendium of key informant interview questions

A. Internal (WFP stakeholders)	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • What were the key research and consultation processes used and carried out as part of the CSP development? How did these influence the CSP design? Were there any evidence gaps and how were these dealt with? • To what extent are WFP interventions connected to those of other actors: <ul style="list-style-type: none"> - in the same geographical areas (country level) - working with similar target groups (i.e. meeting different needs in complimentary ways) or - working with similar partners (cooperating and strategic)? • How is WFP's capacity strengthening role with government (national and county) linked, consistent and coherent with the role played by other agencies also in CCS and enabling roles? • How is WFP's food system strengthening approach linked to other stakeholders' inputs to strengthen the Kenya food system? Are conceptual approaches consistent? Are practical interventions complementary and/or linked? • What is the WFP partnership strategy to support its CSP (consider by SO). Consider the range of types of partner (private sector, academia, donor, INGO, cooperating, UNCT/RBA, government, other); the resourcing of partnerships; what went well and what were challenges. • What is WFP's comparative advantage and to what extent is there consensus on this across WFP CO and also across the sectors, and with UNCT peers. What are others comparative advantage? • How well are the linkages and connections within the CSP enabled? • How well have assumptions and links in the plan borne out including vertical links (activity to output to strategic outcome) and horizontal links (between to SOs)? • How frequently are context analyses and risk assessments updated? Including consideration of a) C19; b) announcements of camp closures; c) any restrictions on camp self-reliance activities d)changes specific to selected counties. • How swiftly has WFP reviewed and where necessary adapted its strategic positioning when there are contextual changes? • What are the enablers and inhibitors to such adaptation?

EQ2. What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What enabled and what hindered achievement of planned activities, outputs, and outcomes?
	<ul style="list-style-type: none"> • How has the linkage between outputs and their contribution to outcomes been tracked/monitored?
	<ul style="list-style-type: none"> • How have you considered and approached cross-cutting aims?
	<ul style="list-style-type: none"> • How are any tensions between progressing cross-cutting aims with achievement of outputs been addressed? E.g. scale of outputs v quality in terms of equity, protection and accountability? Examples.
	<ul style="list-style-type: none"> • How has the country team and partners developed and maintained a shared understanding of and approach to cross-cutting aims?
	<ul style="list-style-type: none"> • To what extent was a nutrition-sensitive approach implemented? Consider the 5 factors of nutrition sensitivity by SO?
	<ul style="list-style-type: none"> • To what extent are environmental impacts (positive and negative) considered? To what extent are sustaining beneficial environmental impacts built into the design of WFP interventions?
	<ul style="list-style-type: none"> • How has sustainability of results been approached? Consider financial aspects, institutional framework (regulatory/legislative, policy, planning, monitoring and analytic functions, financial) is in place to support the sustainability of results before withdrawing its direct support?
	<ul style="list-style-type: none"> • How are linkages between WFP SOs created and managed?
	<ul style="list-style-type: none"> • How is conflict sensitivity built into the CSP and individual interventions? What measures are taken to minimise risks of exacerbating tensions and maximising opportunities to reduce drivers of conflict including competition over resources, tension between refugees/host communities, ethnic or other grouping within counties and at community level?
	<ul style="list-style-type: none"> • How do the CSP and implementation plans envisage and monitor progress along the continuum from direct support to food-insecure populations to resilient, self-reliant communities? How credible are these plans?
	<ul style="list-style-type: none"> • How well has the integration of CCS and a commitment to building national systems into all SOs been managed? Has the necessary expertise been made available to support the work? How has the challenge of inadequacies in the enabling environment for effective and sustainable CCS programming been met? How well has programme planning adapted to the need for long-term approaches to CCS work?
	<ul style="list-style-type: none"> • To what degree has the ambition to blend support to enhanced supply chains with all SOs been realized?

EQ3. To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • To what extent were activities /outputs/outcomes delivered on time? What enabled and impeded this?
	<ul style="list-style-type: none"> • What have been the strengths in WFP approach to efficiency? What could be improved?
	<ul style="list-style-type: none"> • How were any under-spends managed?
	<ul style="list-style-type: none"> • How regularly was targeting reviewed? How was it done?
	<ul style="list-style-type: none"> • To what extent do WFP vulnerability and other needs assessment processes differentiate between: <ul style="list-style-type: none"> - geographical areas with different needs and capacities (arid, semi-arid, urban, camp, productive, other) and - people with different needs and capacities (including according to ability, age, gender, other).
	<ul style="list-style-type: none"> • How were targeting strategies adapted for a food systems approach also aiming to support self-reliance? How were these implemented alongside more traditional targeting of identifying the most vulnerable?
	<ul style="list-style-type: none"> • How were resourcing constraints managed with tensions between coverage (numbers reached) and equity (leaving no-one behind) managed?
	<ul style="list-style-type: none"> • What was the guidance provided to teams to ensure cost-efficient delivery of assistance in terms of funding and time? To what extent was cost efficiency a priority, both in theory and in practice?
	<ul style="list-style-type: none"> • What impact did SOLVE have on cost-efficiency? What lessons from it?
	<ul style="list-style-type: none"> • How was cost-efficiency monitored (including appropriate utilization of scarce human resources)? What were the strengths and weaknesses of the system? How well was cost-efficiency monitoring used by managers (SO, programme, area, other)?
	<ul style="list-style-type: none"> • How were savings maximised and risks to increased costs minimised?
	<ul style="list-style-type: none"> • How were different modalities assessed? I.e. transfer modality analysis (TMS) and CBT business process model support this analysis and decision-making? At national and county levels.
	<ul style="list-style-type: none"> • How were nutrition, equity (gender, disability, age, other), and other considerations built into cost-effective analysis when deciding modalities of distribution?
	<ul style="list-style-type: none"> • How frequently was any cost-effective or cost-efficiency analysis reviewed at different levels (national, by area, by SO).
	<ul style="list-style-type: none"> • How effective was Risk and Compliance analysis in identifying and reducing threats to cost effectiveness (for example: through potential cost over-runs; contracts lacking appropriate safeguards, or inadequately monitored; or lax procedures for storage and security, and for ensuring that equipment, materials or cash were not “diverted”.)

<p>EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>	<ul style="list-style-type: none"> • What was the impacts of shortfall of funding on coverage by SO, activity, geographical area and year? What impact did shortfalls in one area have on its implementation and on others? How were these managed?
	<ul style="list-style-type: none"> • How did the Kenya CO funding environment evolve over the time period of the What were its implications for the CSP and it's a) implementation and b) resource mobilisation/ fund-raising advocacy strategy? Include consideration of role of IFIs and WFP's relationship to them.
	<ul style="list-style-type: none"> • What was the WFP strategy to stimulate funding that was adequate, predictable, flexible? How was it adapted from "traditional fund raising" for an evolving funding environment?
	<ul style="list-style-type: none"> • How did funding streams change to support this new way of working for WFP in terms of its levels, predictability, flexibility and adequacy?
	<ul style="list-style-type: none"> • How did WFP respond to any constraints/conditions placed by donors? To what extent did the nature of funding influence targeting and coverage (considering its quantity and allocation restrictions in relation to needs, timeliness, flexibility, predictability)?
	<ul style="list-style-type: none"> • What are the strengths (and areas for development) of the CO reporting, monitoring, analysis and use of evaluation recommendations, other evidence (from within and outside of WFP).
	<ul style="list-style-type: none"> • What were the benefits of partnerships in attaining shared results, including in areas of food systems strengthening.? Which partnerships have been the most valuable and effective? In which partnerships has there been a meeting of minds and a blending of approaches and strategies? Which have had limitations? What has been the source of the problem in such cases?
	<ul style="list-style-type: none"> • To what extent did WFP Kenya utilize South-South and triangular cooperation?
	<ul style="list-style-type: none"> • Has the CO received adequate support from RBN and HQ in identifying and pursuing strategic partnerships?
	<ul style="list-style-type: none"> • How did CO management approach understanding HR requirements needs and adapting the WFP CO HR/organisational structure to address emergent priorities and issues which have grown in importance since CSP approval, including the shift to more emphasis on an enabler role? What have been the constraints, if any, to addressing staffing priorities?
	<ul style="list-style-type: none"> • To what extent did/do CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues
	<ul style="list-style-type: none"> • What have been the strengths of the established organisational structure (department/units/field structure etc) been to support WFP performance? How well has the corporate system supported flexibility for CO organisational structure and changes? Are management and staff reporting arrangements appropriate and effective? Are there any major shortcomings in organizational structure and current arrangements?
	<ul style="list-style-type: none"> • How well was the CO able to equip itself with the necessary procedures, structures, processes to support flexible and adaptive programming? Consider adequacy of: <ul style="list-style-type: none"> - HR resources and systems; - Management decision-making and internal consultations; - Relations between CO and Field Offices - M&E processes; - mechanisms to avoid silos between SOs, as well as thematic units, within WFP and - processes to support WFP shift to more enabling role and food systems approach in cooperation with government, UN agencies, other? • To what extent did unexpected internal and external events disrupt the CSP's progress?

Other including Recommendations	What are the implications of lessons learned to date for the final phase of this CSP and the next?
B. Community level (beneficiaries/other)	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> a) What are your priorities for where you value assistance? b) How well does WFP assistance (in-kind, cash, credit, other...) provide support that meets your priorities? Consider both the content of assistance and the way it is provided? c) How have your priorities evolved over the past 4 years? How has WFP assistance changed in that same time? d) How were you consulted on the nature of WFP assistance? Can you see that your input has had influence in shaping the assistance provided? e) How well coordinated is WFP assistance with that from other organisations? Are there gaps in the support provided?
EQ2: What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • To what extent has assistance been provided in ways that support dignity, allow for differences in needs (gender, age, disability, other)? • To what extent has WFP assistance enabled you to be more self-reliant? What also enables that or hinders it? • How has your feedback on assistance been gathered, including as complaints or other feedback? What was WFP's response and use of the feedback? • To what extent does WFP and partners assistance support good nutrition? Is fair in terms of responding to different needs eg due to gender, disability, age, other. • How well did WFP communicate with you and your family? • To what extent was your safety considered? • To what extent have you seen beneficiaries of WFP assistance move towards self-reliance? What enabled or impeded this? • What is your view on the quality of food provided by WFP or available locally? Has it improved? Has cash assistance been provided as promised? Do you prefer to receive cash or food, and why? Is the assistance provided adequate to the needs of your family? • Have you participated in other WFP activities? Eg training, other. How have these benefitted you? How could the benefits be enhanced/increased?
EQ3: To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • To what extent has WFP's assistance been timely? • Do you need to spend a lot of time lining up or waiting for the assistance provided/or to participate in WFP/partner activities? Do you have to travel a long way to get to the site where WFP assistance is made available? Are there any other problems and other costs for you in receiving WFP assistance, or participating in their activities? • How were beneficiaries identified? Were any important groups left out? • How did you manage when rations were cut? What were the impacts for you? • To what extent were activities delivered on the planned schedule according to the CSP, budget revisions and annual plans? • What is your view of the mode of WFP assistance (cash, in-kind, training and advice, self-reliance inputs, other). Were there any disadvantages or advantages to you of the kind of assistance provided? Was it right for you?

<p>EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>	<ul style="list-style-type: none"> • Were there significant gaps in people not supported by assistance who were from priority groups? • What was the coverage of funding needs by SO, activity, geographical area and year? What impact did shortfalls in one area have on its implementation and on others? How were these managed? • Which types of assistance has WFP provided to your community? How long has WFP been supporting the community? Has support been continuous, or has it come from time to time, and then stopped? What do people in the community think of the support given? Has it been the kind of support that the community needs to become stronger? Is it helping people to make a living and look after themselves? Who do you think it has helped the most? Has anyone been left out? Do people know about WFP? • Which other organizations are helping the community? Do they work well with WFP? How about the government officials? Do they come to the community often? Do they work well with WFP and other organizations giving help? • If you have problems, who do you approach to ask for help or advice? Has WFP asked the community to make decisions and give them advice on the best way to help the community? Do you see WFP people regularly? Are they easy to talk to? Do they listen to you? • What have been some key changes in the community since 2018? How did WFP adapt to these?
<p>Other including Recommendations</p>	<p>What are the implications of lessons learned to date for the final phase of this CSP and the next?</p>
<p>C. Government - national level</p>	
<p>EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?</p>	<ol style="list-style-type: none"> a) To what extent do you see that WFP's priorities and strategy are in line with and contributing to national priorities and needs as articulated in the Vision 2030 and other relevant policies? b) To what extent do the identified roles for WFP -NB focus as appropriate to interviewee's area of concern - (humanitarian assistance, capacity strengthening in EPR, social protection, strengthening food system, nutrition, school feeding and strengthening supply chains) fit with their strengths? c) To what extent do you agree with their shift to a focus on capacity strengthening role, focus on food systems and social protection, and support to self-reliance aims for vulnerable people and refugees? d) To what extent have WFP's priorities and approach remained relevant over time, especially when there were unpredictable events eg COVID 19, drought, locusts? e) What are some of WFP's strengths or comparative advantages in relation to other agencies and partners you work with in relation to food security and attainment of the SDGs and Kenya Vision 2030? f) To what extent do you agree with WFP's assessment of their strengths as being in strengthening systems and institutions, innovation for self-reliance, supply chain expertise and field presence and partnerships? g) What were the key processes in which you were involved in the development and adaptation of the CSP? What went well, and what could be improved? h) How well does WFP work with other actors: <ul style="list-style-type: none"> - in the same geographical areas (country level)? - working with similar target groups (i.e. meeting different needs in complementary ways)? or - working with similar partners (cooperating and strategic)? <ul style="list-style-type: none"> • What do you see as WFP's key strength? • How swiftly has WFP reviewed and where necessary adapted its strategic positioning when there are contextual changes? • What are the enablers and inhibitors to such adaptation? i) Are there particular areas of work where you feel that WFP has made a particularly important and effective contribution? Are there other areas where you feel their contribution or performance has been disappointing?

EQ2. What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> To what extent has WFP achieved its planned results in relation to the four SOs? What else contributed to these, or hindered their attainment? How sustainable are any results? What is the WFP strategy to ensure an institutional framework (regulatory/legislative, policy, planning, monitoring and analytic functions, financial) is in place to support the sustainability of results before withdrawing its direct support? How well has WFP addressed quality issues including gender differences, disability, humanitarian principles, equity, other? How well has WFP dealt with the different needs and capacities of different counties and within beneficiary groups?
EQ3. To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> To what extent was WFP assistance and interventions timely? To what extent is their assistance focused in areas of most need? Where do you see WFP prioritising efficiency? Are there areas for improvement? What is your perspective on WFP's cost-efficiency? Is WFP assisting the government in strengthening the efficiency of its own operations?
EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	<ul style="list-style-type: none"> To what extent has WFP met the needs it planned to cover? What enabled/hindered this? How did the Kenya CO funding environment evolve over the time period of the CSP? What were its implications for implementing the CSP in areas familiar to you? Include consideration of role of IFIs and WFP's relationship to them. What is your view of the quality and relevance of WFP reports they share with you in terms of detail, timeliness, and clarity? Have you and your colleagues had appropriate input into ensuring the accuracy and fairness of reporting? To what extent did CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues? How appropriate has the organisational structure (department/units/field structure etc) been to support WFP performance? How well has the corporate system supported flexibility for CO organisational structure and changes? To what extent did unexpected internal and external events disrupt the CSP's progress?
Other including Recommendations	What are the implications of lessons learned to date for the final phase of this CSP and the next?
D. Government - county level	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> To what extent do WFP interventions and approach match with the County Strategic Development Plan and your priorities? How did the relevance of the CSP hold-up in light of changes in the context eg locust, drought, COVID 19. What enabled and hindered adaptation to it? What are some of WFP's strengths or comparative advantages in relation to other agencies and partners you work with in relation to food security and attainment of the SDGs and Kenya Vision 2030/CDP priorities? What do you see as WFP's comparative advantages? How were you involved in the development and adaptation of WFP's CSP? What went well and what was difficult in working together on this? What use did you see them make of available evidence/research/data? How was evidence shared with you to enable a shared understanding? To what extent did WFP adopt appropriate roles (i.e. as enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self-reliance in food security) How well does WFP work with other organisations supporting you? How swiftly has WFP reviewed and where necessary adapted its strategic positioning when there are contextual changes? What are the enablers and inhibitors to such adaptation?

EQ2. What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What have been the key changes or results in the 4 areas highlighted by the CSP SOs including in capacity of government, food system strengthening. • How significant has WFP's contribution to these results been? • What other factors contributed? • How sustainable are any changes that have occurred? • From your perspective, do you think that WFP has understood well the organization, structure and dynamics of government decision-making and operations? Has this helped it to offer forms of assistance that really make a difference? Has their work in supporting capacity strengthening met the priority needs of government, particularly in your area of responsibility? How does the work of WFP compare with that of other international partners?
EQ3. To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • To what extent was WFP assistance and interventions timely? • To what extent is their assistance focused in areas of most need? • What role did you have in deciding WFP's mode of transfer? What went well/was difficult? • What is your perspective on WFP's cost-efficiency?
EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	<ul style="list-style-type: none"> • To what extent has WFP met the needs it planned to cover? What enabled/hindered this? • How did the Kenya CO funding environment evolve over the time period of the CSP? What were its implications for the CSP's implications? Include consideration of role of IFIs and WFP's relationship to them. <ul style="list-style-type: none"> • To what extent did CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues • To what extent did unexpected internal and external events disrupt the CSP's progress?
Other including Recommendations	What are the implications of lessons learned to date for the final phase of this CSP and the next?

E. UN Country Team	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<p>a) What are the strengths of WFP's strategy and capacity in relation to national priorities and strategies? Where is there room for improvement?</p> <p>b) How did the relevance of the CSP hold-up in light of changes in the context eg locust, drought, COVID 19. What enabled and hindered adaptation to it?</p> <p>c) What are WFP comparative advantages within the UN family? How well have these been drawn up /contributed by WFP to the collective aims eg of the UNDAF.</p> <p>d) Do you have a shared view of the Kenya food system and how the different agencies can contribute to its strengthening? Similarly for the nexus?</p> <p>e) To what extent do you agree with WFP's assessment of their strengths as being in strengthening systems and institutions, innovation for self-reliance, social protection, supply chain expertise and field presence and partnerships?</p> <p>f) How well has WFP cooperated and worked with your agency, and with the UNCT/RBAs in general?</p> <p>g) How well does WFP share information and evidence and work towards a shared understanding?</p> <p>h) To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims?</p> <p>i) To what extent do you consider appropriate the roles adopted by WFP including that of enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self-reliance in food security? How consistent and connected are their approaches to those of other UN organisations?</p> <p>j) How swiftly has WFP reviewed, and, where necessary, adapted its strategic positioning when there are contextual changes?</p>
EQ2 What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What changes have you seen in progress towards [list the 4 strategic outcomes] • What has been WFP's contribution to them. • To what extent do you see WFP adopting a nutrition-sensitive approach? • To what extent does WFP contribute to positive environmental impacts? • To what extent is the institutional framework in place to support change in the four SO areas? (regulatory/legislative, policy, planning, monitoring and analytic functions, financial)? • How are some of the changes/results at strategic level likely to be impacted by any conflict in-country? • To what extent is WFP approach supportive of a) equity b) protection c) gender sensitive d) disability sensitive e) in line with humanitarian principles f) other quality considerations. • What is your perspective on WFP's approach to sustainability eg in terms of capacity strengthening, food systems strengthening, other
EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • How timely has WFP assistance and other interventions been? • How cost-effective have you found WFP to be? How does it compare to other organisations? What contributes to its performance? • How has vulnerability in Kenya/County changed over the past 4 years? Have you seen WFP respond to such changes?

<p>EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>	<ul style="list-style-type: none"> • To what extent did unexpected internal and external events disrupt the CSP's/ SO areas progress? • To what extent are WFP interventions in areas of most need? • What have been WFP's strengths, weaknesses and specific contributions to the collective aims of the UN in Kenya? • How active has WFP been in UN Working Groups? In which areas has it shown leadership? In which areas, if any, has its contribution been disappointing? • How has the funding environment changed since 2018 for Kenya? How well has WFP adapted to this new environment? • How adequate are WFP reports? What are the strengths? What are their weaknesses • What is your perspective on how adequate are WFP's <ul style="list-style-type: none"> - HR resources and systems; - M&E processes - Programme adaptation?
<p>Other including Recommendations</p>	<p>What are the implications of lessons learned to date for the final phase of this CSP and the next?</p>
<p>F. Cooperating partners</p>	
<p>EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?</p>	<ul style="list-style-type: none"> • What are the strengths of WFP as a partner? What are the challenges? How has the nature of partnership changed over time? • Extent to which CSP addresses key challenges facing Kenya and supports Gok's long-term plans and approach towards the SDGs and food security. • To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims? • To what extent do you think the roles WFP has adopted are appropriate, including that of enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self reliance in food security); • To what extent are WFP interventions connected to those of other actors: <ul style="list-style-type: none"> - in the same geographical areas (country level) - working with similar target groups (i.e. meeting different needs in complimentary ways) or - working with similar partners (cooperating and strategic)? • How swiftly has WFP reviewed and where necessary adapted its strategic positioning when there are contextual changes? • What are the enablers and inhibitors to such adaptation? • How have you been involved in informing and decision-making regarding any programme adaptations needed?

EQ2.What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What has been WFP's key contribution to changes in [list 4 SOs] in Kenya? • To what extent do you think they have planned to support the sustainability of these changes? Consider the extent to which there is in place an enabling institutional framework to support the changes (regulatory/legislative, policy, planning, monitoring and analytic functions, financial) • How well do you consider WFP to understand the role of the cooperating partners in meeting these aims? What have been the strengths in its approach to working with you and other CPs? What are the weaknesses? • How did you apply the following priorities in your approach to implementation a) equity b) protection c) gender sensitive d) disability sensitive e) humanitarian principles f) other quality considerations? • How were any risks to you managed?
EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What contributed to the timely delivery (or not) of the planned outputs and activities? • How timely was WFP partnership arrangements (FLA process) and resourcing of your activities? • What is your perspective on the extent to which WFP's targeting approach (in terms of geography, people) is informed by regular analyses of vulnerability? • How were resourcing constraints managed with tensions between coverage (numbers reached) and equity (leaving no-one behind) managed? • What guidance did you receive to support cost efficiency? What helped /hindered its application? • How well were costs built into cooperating partner budgets? How efficiently were partnerships managed i.e. timeliness of FLAs, ensuring appropriate budgeting of CP costs? How were any risks to partners mitigated and supported?
EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	<ul style="list-style-type: none"> • To what extent was coverage achieved in relation to need? How did you prioritise when there were resource shortfalls or other obstacles? • What has been your experience of partnership with WFP? Strengths/challenges. • What is your perception of the results achieved in relation to a) food systems strengthening b) Capacity strengthening? • What factors have contributed to WFP and partners' performance – factors enabling results and those that have impeded them. • To what extent did CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues • What have been some of the strengths, challenges, weaknesses of monitoring? • To what extent did unexpected internal and external events disrupt the CSP's progress?
Other including Recommendations	What are the implications of lessons learned to date for the final phase of this CSP and the next?

G. Private sector	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • What have been some of the key issues in food security, food system strengthening and capacity strengthening for government over the past 4 years? What has been the private sector role in addressing these? • What has been your experience of partnership with WFP? • How adaptable has WFP been to changes in context, or of you as a partner? • What do you see as WFP's comparative advantage? • To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims? • To what extent do you think WFP adopted roles are appropriate to its capacity, strengths including as enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; and, support to self-reliance in food security)? • To what extent have you had interaction with WFP to develop a shared understanding? • To what extent are WFP interventions connected to those of other actors including your own in terms of organisations working: <ul style="list-style-type: none"> - in the same geographical areas (country level) - working with similar target groups (i.e. meeting different needs in complimentary ways) or - working with similar partners (cooperating and strategic)? • How is WFP's capacity strengthening role with government (national and county) linked, consistent and coherent with that of other agencies also in CCS and enabling roles? • How is WFP's food system strengthening approach linked to other stakeholders' inputs to strengthen the Kenya food system? Are conceptual approaches consistent? Are practical interventions complementary and/or linked?
EQ2. What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What has been WFP's key contribution to changes in [list 4 SOs] in Kenya? • How well do you consider WFP to understand the role of the private sector in meeting these aims? What have been the strengths in its approach to working with you and others in the private sector? What are the weaknesses? • To what extent do you think they have planned to support the sustainability of these changes? Consider the extent to which there is in place an enabling institutional framework to support the changes (regulatory/legislative, policy, planning, monitoring and analytic functions, financial)? • To what extent is WFP approach supportive of a) equity b) protection c) gender sensitive d) disability sensitive e) in line with humanitarian principles f) other quality considerations?
EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • To what extent was WFP's cooperation with you timely? Include consideration of any payments, MoU agreements, other. • Has its partnership enabled you to deliver planned outputs on time? • How were resourcing constraints managed with tensions between coverage (numbers reached) and equity (leaving no-one behind) managed? • How did WFP approach ensuring cost -efficiency in its cooperation with you?
EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	<ul style="list-style-type: none"> • What have been some of the key developments in the external environment that have contributed to or hindered progress towards (list the 4 SOs)? • How did the Kenya CO funding environment evolve since 2018? • What are some of the key networks focused on food security and related areas in Kenya in the Global South? • In your experience have WFP staff and representatives been knowledgeable and well equipped to engage in the subject areas in which they are involved? • What were the benefits of partnerships in attaining shared results including in areas of food systems strengthening.? • How did partnerships build on the comparative advantages of WFP and partners? • To what extent did CO and field offices possess the necessary range and depth of expertise and experience to deal appropriately with key priorities and major thematic areas of the CSP, including cross-SO themes and cross-cutting issues •
Other including Recommendations	<ul style="list-style-type: none"> • What are the implications of lessons learned to date for the final phase of this CSP and the next?

H. Academia other research/knowledge partners	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • What have been some of the key issues in food security, food system strengthening and capacity strengthening for government over the past 4 years? What have been key research processes to gather evidence in these areas? • To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims? • To what extent do you think WFP adopted roles are appropriate to its capacity, strengths, including as enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self reliance in food security • To what extent have you had interaction with WFP to develop a shared understanding? • To what extent are WFP interventions connected to those of other actors including your own in terms of organisations working: <ul style="list-style-type: none"> - in the same geographical areas (country level)? - working with similar target groups (i.e. meeting different needs in complimentary ways)? -or - working with similar partners (cooperating and strategic)? • How is WFP's capacity strengthening role with government (national and county) linked, consistent and coherent with that of other agencies also in CCS and enabling roles? • How is WFP's food system strengthening approach linked to other stakeholders' inputs to strengthen the Kenya food system? Are conceptual approaches consistent? Are practical interventions complementary and/or linked? • If relevant, what has been your experience of partnership with WFP? • What do you see as WFP's comparative advantage? • Do you have examples of when you have seen WFP adapt its plans and approach to a changing context?
EQ2 What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What changes have you seen in progress towards [list the 4 strategic outcomes] • What has been WFP's contribution to them. • To what extent do you see WFP adopting a nutrition-sensitive approach? • To what extent does WFP contribute to positive environmental impacts? • To what extent is the institutional framework in place to support change in the four SO areas? (regulatory/legislative, policy, planning, monitoring and analytic functions, financial)? • How are some of the changes/results at strategic level likely to be impacted by any conflict in-country? • To what extent is WFP approach supportive of a) equity b) protection c) gender sensitive d) disability sensitive e) in line with humanitarian principles f) other quality considerations?
EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • How timely has WFP assistance and other interventions been? • How has vulnerability in Kenya/County changed over the past 4 years? Have you seen WFP respond to such changes? • In what ways is vulnerability and ways to address it distinct in this context (for organisations focused on specific context) (arid, semi-arid, urban, camp, productive, other) and • What is distinct about a capacity strengthening approach needed in this county? • In your experience does WFP adopt an equitable approach (as opposed to the cheapest/fastest approach)? Please give examples.
EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	<ul style="list-style-type: none"> • What have been some of the key developments in the external environment that have contributed to or hindered progress towards (list the 4 SOs)? • How did the Kenya CO funding environment evolve since 2018? • What are some of the key networks focused on food security and related areas in Kenya in the Global South? • In your experience have WFP staff and representatives been knowledgeable and well equipped to engage in the subject areas in which they are involved?
Other including Recommendations	<ul style="list-style-type: none"> j) What are the implications of lessons learned to date for the final phase of this CSP and the next? 60

I. Donors including IFIs	
EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?	<ul style="list-style-type: none"> • What have been some of the key issues in food security, food system strengthening and capacity strengthening for government over the past 4 years? • To what extent have WFP investments (expenditures) to promote gender equality contributed to observable results? • To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims? • To what extent do you think WFP adopted roles are appropriate to its capacity, strengths including as enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self reliance in food security) • To what extent have you had interaction with WFP to develop a shared understanding? • To what extent are WFP interventions connected to those of others? Consider its interventions in capacity strengthening, food system • What has been your experience of partnership with WFP? • What do you see as WFP's comparative advantage? • Do you have examples of when you have seen WFP adapt its plans and approach to a changing context? What has enabled this adaptation or hindered it? • To what extent do you view WFP's interventions as an integrated whole? • Do you think that WFP's programme is well-balanced? Do you think it may be trying to do too much (too many activities in too many places, or is its approach in this respect about right? • In which ways is WFP different from other UN agencies that your government supports in Kenya?
EQ2 What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?	<ul style="list-style-type: none"> • What changes have you seen in progress towards [list the 4 strategic outcomes] • What has been WFP's contribution to them. • To what extent do you see WFP adopting a nutrition-sensitive approach? • To what extent does WFP contribute to positive environmental impacts? • To what extent is the institutional framework in place to support change in the four SO areas? (regulatory/legislative, policy, planning, monitoring and analytic functions, financial) ? • How are some of the changes/results at strategic level likely to be impacted by any conflict in-country • To what extent is WFP approach supportive of a) equity b) protection c) gender sensitive d) disability sensitive e) in line with humanitarian principles f) other quality considerations. • What is your perspective on WFP's approach to sustainability eg in terms of capacity strengthening, food systems strengthening, other?
EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?	<ul style="list-style-type: none"> • How timely has WFP assistance and other interventions been? • How cost-effective have you found WFP to be? How does it compare to other organisations? What contributes to its performance? • How has vulnerability in Kenya/County changed over the past 4 years? Have you seen WFP respond to such changes? • In what ways is vulnerability and ways to address it distinct in this context (for organisations focused on specific context) (arid, semi-arid, urban, camp, productive, other) and • What is distinct about the capacity strengthening approach or approaches needed in this county?

<p>EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>	<ul style="list-style-type: none"> • To what extent did unexpected internal and external events disrupt the CSP's progress? • To what extent is WFP operating in areas of most need? • How has the funding environment changed since 2018 for Kenya? How well has WFP adapted to this new environment? • How adequate are WFP reports? What are the strengths? What are their weaknesses? Do you have adequate opportunity to consult with/be consulted by WFP management? • What obstacles are there to providing flexible, predictable, long-term support to WFP? • What is your perspective on how adequate are WFP's <ul style="list-style-type: none"> - HR resources and systems? - M&E processes? - Programme adaptation? - Management decision-making? - Working relations with government? - Consultations with partners. And, - Cooperation with other UN agencies?
<p>Other including Recommendations</p>	<p>What are the implications of lessons learned to date for the final phase of this CSP and the next?</p>
<p>J. Other- global networks/initiatives, other</p>	
<p>EQ1: To what extent is WFP's strategic position, role and specific contribution in Kenya based on country priorities and people's needs as well as WFP's strengths?</p>	<ul style="list-style-type: none"> • What have been some of the key issues in food security, food system strengthening and capacity strengthening for government over the past 4 years? What have been key research processes to gather evidence in these areas? • To which national strategies and priorities is WFP CSP relevant? How and to what extent does the WFP strategy complement and contribute to national strategies and aims? • To what extent do you think WFP adopted roles are appropriate to its capacity, strengths including as enabler (capacity strengthening; service provider role to government and sector; food systems strengthening; support to self reliance in food security • To what extent have you had interaction with WFP to develop a shared understanding? • To what extent are WFP interventions connected to those of other actors including your own in terms of organisations working: <ul style="list-style-type: none"> - in the same geographical areas (country level) - working with similar target groups (i.e. meeting different needs in complimentary ways) or - working with similar partners (cooperating and strategic)? • How is WFP's capacity strengthening role with government (national and county) linked, consistent and coherent with other agencies also in CCS and enabling roles? • How is WFP's food system strengthening approach linked to other stakeholders' inputs to strengthen the Kenya food system? Are conceptual approaches consistent? Are practical interventions complementary and/or linked? • If relevant, What has been your experience of partnership with WFP? • What do you see as WFP's comparative advantage? • Do you have examples of when you have seen WFP adapt its plans and approach to a changing context?

<p>EQ2 What is the extent and quality of WFP's specific contribution to CSP's strategic outcomes in Kenya?</p>	<ul style="list-style-type: none"> • What changes have you seen in progress towards [list the 4 strategic outcomes] • What has been WFP's contribution to them. • To what extent do you see WFP adopting a nutrition-sensitive approach? • To what extent does WFP contribute to positive environmental impacts? • To what extent is the institutional framework in place to support change in the four SO areas? (regulatory/legislative, policy, planning, monitoring and analytic functions, financial)? • How are some of the changes/results at strategic level likely to be impacted by any conflict in-country • To what extent is WFP approach supportive of a) equity b) protection c) gender sensitive d) disability sensitive e) in line with humanitarian principles f) other quality considerations.
<p>EQ3 To what extent has WFP used its resources efficiently in contribution to CSP outputs and strategic outcomes in Kenya?</p>	<ul style="list-style-type: none"> • How timely has WFP assistance and other interventions been? • How has vulnerability in Kenya/County changed over the past 4 years? Have you seen WFP respond to such changes? • In what ways is vulnerability and ways to address it distinct in this context (for organisations focused on specific context) (arid, semi-arid, urban, camp, productive, other) and • What is distinct about a capacity strengthening approach needed in this county? • In your experience does WFP adopt an equitable approach (as opposed to the cheapest/fastest approach)? Please give examples.
<p>EQ4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</p>	<ul style="list-style-type: none"> • What have been some of the key developments in the external environment that have contributed to or hindered progress towards (list the 4 SOs)? • How did the Kenya CO funding environment evolve since 2018? • What are some of the key networks focused on food security and related areas in Kenya in the Global South? • In your experience have WFP staff and representatives been knowledgeable and well equipped to engage in the subject areas in which they are involved?
<p>Other including Recommendations</p>	<p>What are the implications of lessons learned to date for the final phase of this CSP and the next?</p>

7.2 Topic Discussion Guide Example 1: Food Assistance Beneficiaries

1. Food Assistance Beneficiaries- In Kind/ Voucher/ATM

Introduction (ASK ALL)

1. Which are the main needs in this community where assistance is required?
2. What kind of assistance do you receive from WFP? Probe for:
 - Food assistance
 - Cash Transfer (Bamba Chakula, ATM,)
 - Nutrition services
 - School feeding
3. How did you get to know about WFP or that there was some assistance available from WFP? What else do you know about WFP?
4. How were you selected to be a beneficiary of this assistance? Do you feel the selection process was fair? Were there any needy groups in the community that were left out?

Food Assistance

For those receiving food assistance ask:

- a) What is the size of your family?
- b) Do you receive food in-kind or through cash, voucher?

For In Kind Food Assistance ask

- c) What types and amount of foods do you receive?
- d) How often do you receive the food types you have mentioned?
- e) Is this consistent? Are there times when there has been delays in providing food?
- f) What do you do when there is delay in receiving food assistance?
- g) Is the food distribution point convenient? How long does it take for you to get there? Is it overcrowded? And how long does it take to get served? How about safety?
- h) Do you incur any costs to get to the point of assistance/distribution point?
- i) Do you feel you are served with dignity? Why/why not?
- j) Has the assistance catered for the different needs of women, men, children, youth, the elderly, and persons with disability? How?
- k) Would you say this food is sufficient for you and your family? Are there instances where you don't get the recommended amount? If you run out of stock, what do you do?
- l) Are there days when members of your family miss a meal? How do you decide who misses a meal?
- m) Are there instances where you share this food beyond your household? Why? Does this affect your ability to feed the family for the entire month or duration the food is supposed to last?
- n) Overall, would you say the food provided is of quality? How has it assisted you and your family? What changes have you observed on the nutrition of children and other community groups as a result of WFP assistance?
- o) Are you aware of any partners WFP is working with to provide you with assistance? Please mention them. Do you think this partnership works well? Why?
- p)
5. How well did WFP communicate with you and your family? How has your feedback on assistance been gathered, including as complaints or other feedback? What was WFP's response and use of the feedback?
6. Are you aware of any platforms that you can use to communicate with them?
7. Have you participated in other WFP activities? E.g. training, other. How have these benefitted you? How could the benefits be enhanced/increased?

8. Which other organizations are helping the community? Do they work well with WFP? How about the government officials? Do they come to the community often? Do they work well with WFP and other organizations giving help?
9. If you have problems, who do you approach to ask for help or advice? Has WFP asked the community to make decisions and give them advice on the best way to help the community? Do you see WFP people regularly? Are they easy to talk to? Do they listen to you?
10. What suggestions do you have for WFP to improve the assistance provided to community members in future programmes?

CASH –ATM/VOUCHER ASSISTANCE

For those receiving cash through ATM or voucher (Bamba Chakula) ask:

- When were you registered for voucher assistance (Bamba Chakula) or cash ATM?
- How was the selection done? Were there any requirements for one to be registered?
- Do you feel the criterion used was fair?
- Comparing the in-kind assistance where beneficiaries get food from the distribution points and using the voucher/ATM, which would you say is a better way of offering assistance? Why?
- Do you experience any challenges using the ATM/ Voucher?
- What types and amount of food do you get using the voucher/ ATM? Is this sufficient for the duration of a month? What do you do when you run out of stock?
- Are there days when members of your family miss a meal? How do you decide who misses a meal?
- Are there instances where you share this food beyond your household? Why? Does this affect your ability to feed the family for the entire month or duration the food is supposed to last?
- Has the top up of voucher/ ATM been consistent? Are there times when there has been delay in the top up? Did you receive any communication to explain?
- Has the amount of top up been consistent? Are there times when the amount received is less than the usual amount? Was there any reason for this? Did you receive any communication to explain?
- Do you get food from one trader? Why? How friendly and understanding are the traders from whom you get the food? What would you say is the quality of food you get from these traders?
- How has it assisted you and your family? What changes have you observed on the nutrition of children and other community groups as a result of WFP assistance?
- Do you experience any challenges using the voucher/ATM?
- And how long does it take to get served by the traders?
- Do you incur any costs to get to the market (trader/s from whom you get the food?)
- Do you feel you are served with dignity? Why/why not?
- Do you think the use of vouchers/ATMs caters for the different needs of women, men, children, youth, the elderly, and persons with disability? How?
- Are you aware of any partners WFP is working with to provide you with assistance? Please mention them. Do you think this partnership works well? Why?
- How well did WFP communicate with you and your family? How has your feedback on assistance been gathered, including as complaints or other feedback? What was WFP's response and use of the feedback?
- Are you aware of any platforms that you can use to communicate with them?
- Have you participated in other WFP activities? E.g. training, other. How have these benefitted you? How could the benefits be enhanced/increased?
- Which other organizations are helping the community? Do they work well with WFP? How about the government officials? Do they come to the community often? Do they work well with WFP and other organizations giving help?
- If you have problems, who do you approach to ask for help or advice? Has WFP asked the community to make decisions and give them advice on the best way to help the community? Do you see WFP people regularly? Are they easy to talk to? Do they listen to you?

- What suggestions do you have for WFP to improve the assistance provided to community members in future programmes?

7.3 Topic Discussion Guide Example 2: WFP Field Office Staff

Overview and rationale of the SO1 Programme in Turkana West = RELEVANCE

1. Please can you give us an overview of the WFP SO1 Programme - objectives – design –and activities?
2. Who are your beneficiaries? Types? Gender?
3. Does the programme continue to remain relevant to the needs of the different beneficiaries, please give examples?
4. In your opinion are the right beneficiaries being targeted by UNHCR?
5. How appropriate is your beneficiary targeting process?
6. Who are your key partners, please explain the relationships.
7. How popular is the intervention with your key partners and key stakeholders? Stakeholder/GoK levels of buy in, investment and engagement?

Implementation of the SO1 Programme in Turkana West = EFFICIENCY

8. Is the arrangement with contracting partners efficient,
9. How could the arrangement with contracting partners be improved and why?
10. Is delivery of services/outputs to beneficiaries timely?
11. What are the key influencing factors effecting timely delivery and how can it be improved?
12. How are resourcing constraints managed with tensions between coverage (numbers reached) and equity (leaving no-one behind) managed?
13. How well were costs built into cooperating partner budgets?
14. How were any risks to partners mitigated and supported?

Progress of the SO1 Programme in Turkana West = EFFECTIVENESS

15. The progress from 2018 to date – what has been achieved, the results, and the impact as per:
 - Food Consumption Scores (FCS)
 - School enrolment and attendance
 - Malnutrition prevention participation and adherence
 - Coping indices
 - MAM Treatment
 - Dietary diversity
16. What are the results per Gender and cross cutting objectives etc.
17. Overall, do you think the intervention has proved it is intervening strategically to address the key needs of the beneficiaries and are the interventions achieve the desired effects?
18. Which activities achieved better results and why?
19. Which activities did not achieve result targets and why?
20. What has been the feedback from the Beneficiaries? How was feedback collected?
21. How are results documented and verified?

LESSONS

22. What are the key influencing contextual factors that enable or challenge the work to achieve results?
23. Please can you give examples of how implementation has adjusted or been modified to the influencing or contextual factors?
24. What are the key lessons from 2018 to date – challenges, opportunities, what worked and did not work and why, adjustments?
25. Going forward from 2022 – what do you think are the priorities and revisions required?

Complementarity between the SO1 and other SOs in Turkana West

26. Please give concrete examples where SO1 activities in TW has interacted with any of the other SO interventions?

7.4 Topic Discussion Guide Example 3: County Government

WFP TURKANA WEST
FGD with County Government 30 th May 2022

Overview and rationale of the SO1 Programme in Turkana West = RELEVANCE

GoK to describe to us the:

27. Please can you give us an overview of the WFP Programme - objectives –and activities in Turkana West?
28. Who are the target beneficiaries? *i.e., refugees and host community and others*
29. Do you think the programme continues to remain relevant to the needs of the different beneficiaries, please give examples?
30. Overall, do you think the programme is well designed?
31. Is the programme consistent with the County Government priorities? Please give clear examples.
32. Do you think the WFP programme has good partnerships with relevant agencies?
33. In your opinion, what needs to be improved in the design and why?

Overview of the GoK role and partnership with SO1 Programme in Turkana West

34. Please describe your/GoK partnership with the WFP programme, what is your official role and responsibilities? What are the key areas of collaboration?
35. What specific activities to you undertake?
36. Who in your office is assigned the related tasks, how is this organised and supervised?
37. Please specify your annual budget allocated (from County Gov.) to facilitate your activities with the programme, *i.e., what is the County Gov. capacity?*
38. In your opinion, is the arrangement working well and what are the challenges?
39. What needs to be improved, and how should it be improved?

Capacity Building support from WFP Programme in Turkana West = EFFECTIVENESS

40. Has capacity building support been provided by WFP to the County Government, and when/dates?
41. If yes, what type of capacity building support is provided and what are the objectives? *i.e.*
 - capacity strengthening in EPR.
 - social protection,
 - strengthening school feeding
 - host communities/livelihoods/markets
42. Was this capacity building relevant to needs of your County Gov. office, and why/why not?
43. To whom in your County Gov office is the capacity building support delivered to?
44. As a result of the support, what has changed? *Please give examples of change in county officers' behaviour and ability, and examples of change in County Gov. institutional arrangements and operations, and the results.*
45. In your opinion, is the capacity building support well designed and delivered?
46. Was it easy for your County Gov. office to adopt, take up, and start using the capacity building, why and why not? *Did you have the resources to apply the learning and/or input from capacity building?*
47. What aspects of the capacity building should continue, and what should be improved or revised, why and how?

Progress of the SO1 Programme in Turkana West = EFFECTIVENESS

48. Overall, do you think the WFP intervention has proved it is intervening strategically to address the key needs of the beneficiaries and are the interventions achieving the desired effects?
 - Which activities achieved good results and why?
 - Which activities did not achieve results and why?

LESSONS

49. What are the key influencing contextual factors in the Turkana area that enable or challenge the programme to achieve results?
50. What are the key lessons to date – challenges, opportunities, what worked and did not work and why
51. Going forward from 2022 – what do you think are the priorities and revisions required

Annex 8: Fieldwork Agenda

44. As described in Annex 3, a hybrid approach to data collection has been implemented, with two levels of data collection.

45. **National-level/central consultations** were conducted mostly remotely, for those who could be reached easily via online interviewing. Other interviews in this category were conducted in-person by team members in Nairobi, in the cases where the team considered that value could be added by in-person meetings, or the informant was not easily reached remotely. At this level, consultations were conducted on a rolling basis between the beginning of June and end of August 2022, based on key informant availability.

46. **County-level consultation and data collection** was conducted by a combination of core evaluation members and additional researchers (associated with Pan-African Research Services (PARS)) in the counties selected. Key informants at this level included field-level cooperating partner staff, county government officials, and representatives of affected populations (community leaders). This component of the work drew on both key informant interviews and focus group discussion approaches to data collection, and was implemented to the schedule presented in Table 12

Table 12: County-level data collection schedule

County	People consulted	Evaluation team	Dates
Nairobi	Community leaders, county nutritionists, CHVs, CBT & nutrition beneficiaries	Dr. Dorcus Mbithe, Elvis Sande, Susan Kahinga	27 May-9 June 2022
Baringo	County education, health and nutrition officials, school staff/teachers	Dr. Dorcus Mbithe' Elvis Sande, Susan Kahinga	7-10 June 2022
Isiolo	WFP office, retailers, farmers, FFA beneficiaries, nutrition beneficiaries, county officials (agriculture, trade/planning, health)	Wickliff Ragot	23-27 May 2022
Turkana (Kakuma)	WFP office, CPs, FAO, Ministry of Agriculture, CBT/GFD beneficiaries, SMP beneficiaries, FSP agents	Camilla Herd, Susan Kahinga, Dr. Dorcus Mbithe, Wickliff Ragot	30 May-1 June 2022
Turkana (Kalobeyei)	Teachers, FSP agents, market officials, health facilities, self-reliance beneficiaries (water harvesting + farming), CBT beneficiaries, SMP beneficiaries, nutrition beneficiaries	Camilla Herd, Susan Kahinga, Dr. Dorcus Mbithe, Wickliff Ragot	2-4 June 2022
Turkana (Lodwar)	WFP office, CPs, water management committees, fishing company, county officials (FSQ, health, livestock), market actors, Frontier's Children Development Organization (FCDO), irrigation beneficiaries, farmer beneficiaries, women's group	Dr. Dorcus Mbithe, Elvis Sande	20-24 June 2022
Garissa (Dadaab, Hagadera, D agahaley, Ifo)	WFP office, CPs, county/national government officials (interior, county commissioner), vocational training beneficiaries, CBT/GFD beneficiaries, nutrition beneficiaries, SMP beneficiaries, traders, retailers, UNHCR	Camilla Herd, Dr. Dorcus Mbithe, Wickliff Rago	13-17 June 2022
Garissa (County)	WFP office, county officials (nutrition, livestock, agriculture, EPR), CPs, nutrition beneficiaries, resilience beneficiaries, disaster risk management (DRM) committee	Susan Kahinga, Elijah Makau	13-17 June 2022
Nakuru	CGA, Yara, county officials (county potato officer, subcounty agricultural officer), FSCs	Elvis Sande	6-9 July 2022

Annex 9: Findings-Conclusions-Recommendations mapping

Recommendation	Conclusions	Finding
Recommendation 1: Invest more in increasing self-reliance and resilience for both refugees and host communities; enhance efforts to include hard-to-reach populations	Conclusion 1 Conclusion 2 Conclusion 4 Conclusion 5 Conclusion 7	Finding 2 Finding 3 Finding 7 Finding 9 Finding 17 Finding 21 Finding 22 Finding 59
1.1 Commission an independent lesson learning study to review the effectiveness of the SO1 and SO2 on self-reliance, resilience and food systems interventions.		
1.2 Develop guidance for appropriate self-reliance programming in the refugee camps/settlements based on, among other things, the lesson learning study.		
1.3 Develop guidance for future programming on the ownership and handover of infrastructure assets developed/supported by the self-reliance/resilience interventions, based on, among other things, the lesson learning study.		
1.4 Actively use the lessons and guidance to inform and refine future programming, partnerships and WFP team capacity.		
1.5 Determine effective ways to ensure hard-to-reach populations (host community, LGBTQI communities) are reached with programming assistance, ensuring their safety, and then implement the most promising programming options.		
Recommendation 2: Enhancing the contribution of the specialized units: nutrition and gender equality	Conclusion 4 Conclusion 8 Conclusion 9 Conclusion 15	Finding 19 Finding 46 Finding 47 Finding 48 Finding 49
2.1 Take steps to improve nutritional outcomes for vulnerable households. In dry areas with limited food supply, as a matter of urgency: <ul style="list-style-type: none"> develop an alternative approach to nutrition 		

<ul style="list-style-type: none"> • accompany cash transfers with efforts to enhance nutrition knowledge • address the challenge of micronutrient deficiencies. • promote nutrition-sensitive activities across the entire food system value chain, and, within SO2, advocate for ASAL county government to allocate resources to nutrition and food safety and quality. 		
<p>2.2 Strengthen implementation of the commitment to gender transformation and inclusion through better analysis, design and resourcing. Ensure that activities are designed to address commitments to gender transformation, with resources provided to support them. To this end, invest in deepening and extending the role of gender analysis in planning, M&E, and reporting: ensure the gender equality unit has the necessary capacity to deliver.</p>		
<p>Recommendation 3: Strengthen organizational cohesion, utilization of human resources, and programme integration. Despite some challenges, it is not recommended that major changes to organizational structure be considered at this time. Rather, it is recommended that WFP:</p>	<p><u>Conclusion 1</u> <u>Conclusion 8</u> <u>Conclusion 9</u> <u>Conclusion 15</u> <u>Conclusion 16</u></p>	<p>Finding 9 Finding 29 Finding 50 Finding 61 Finding 69 Finding 70 Finding 76 Finding 77 Finding 78.</p>
<p>3.1 Give priority to strengthening the linkages across SOs, and between the SOs and FOs, and develop procedures to ensure integration of all relevant organizational components in planning and resource allocation decisions, while giving focused attention to mechanisms for improved coordination and integrated planning of operations at field level.</p>		
<p>3.2 Ensure more effective integration of specialists and specialist units (currently, gender equality and nutrition) in the organizational structure and in planning and operational roles and processes, providing adequate resources to support their engagement.</p>		
<p>3.3 Assign or recruit a senior manager to lead the ongoing process of improving the effectiveness and efficiency of operations, through innovation and adapting processes and procedures to build on what works.</p>		
<p>3.4 Develop consultatively, a plan for management of change to accompany the organizational and HR alignment exercise, including well-defined opportunities for professional development.</p>		
<p>3.5 Strengthen middle management: ensure that all middle managers, including FO heads, are supported in enhancing their capabilities in budgeting and financial management and HR matters, and in facilitating M&E and documentation work, as well as gender equality and CCS programming. Develop</p>		

programming, including workshops and peer-to-peer discussion and exchange, to support these objectives.		
Recommendation 4. Strengthen capacities to engage in governance analysis and strategic planning and enhance the governance aspect of CCS (on governance and WFP programme planning) and clarify SO3's responsibilities for CCS	<u>Conclusion 1</u> <u>Conclusion 11</u>	Finding 31 Finding 34 Finding 35 Finding 36 Finding 37 Finding 51 Finding 61
4.1 Regarding WFP's enabling role in supporting the strengthening of national and local systems it is recommended that WFP: <ul style="list-style-type: none"> strengthen capacities in the Kenya CO for governance analysis at strategic and activity planning levels to ensure that programming and partnerships "do no harm", and to appreciate the overall situation re Kenyan governance capacities explore options to build such capacities internally in SO3, or together with other UNCT agencies, and/or through accessing external expert sources strengthen capacities and assess expertise available, at both national and local levels, to understand the political economy of government legislation, policies, strategies and spending decisions, and their implications for vulnerable populations. 		
4.2 On enhancing the governance focus of CCS: <ul style="list-style-type: none"> SO3 should expand its focus, to address, collegially and strategically, limitations in performance of core functions within partner ministries and CGs and limitations in the linkages between those and central ministries, notable treasury, where possible with UNCT partners, including UNICEF and UNDP an enhanced focus by SO3 will be required - in cooperation with the other SOs and UNCT/RBA partners - to support government partners in addressing challenges in government processes that impact service delivery, and the barriers to smooth and timely delivery. 		
4.3 To increase organizational cohesion, there is a need to clarify the division of labour on CCS by giving SO3 full responsibility for institutional strengthening with regard to enabling national and county government systems, while the other SOs be responsible for CCS work at county level with other relevant organizations outside the Government, and in hands-on training of relevant government officials on implementation of particular programmes.		
Recommendation 5 Strengthen the M&E function and the practice of documenting experiences and results to improve learning and reporting	<u>Conclusion 1</u> <u>Conclusion 17</u>	Finding 33 Finding 38 Finding 70

<p>5.1 Develop systems to enhance analysis across systems for management decision making: analyses based on the new documentation work (5.3) and from different sources of information - overlaying the information for decision making. This will also require additional resources in M&E and a review of its scope of work.</p>		
<p>5.2 Add resources to guide and support capacity strengthening of M&E and monitoring, evaluation and learning (MEL) in government, especially at CG level. This should be done through close cooperation between M&E and SO3, as part of a broader KECO CCS strategy, with strong engagement by the gender equality unit, and with UNCT partners.</p>		
<p>5.3 Strengthen documentation practice to improve reporting, learning and advocacy: ensure that qualitative approaches are used to portray WFP's experience in a more visible manner (e.g., through documenting ways in which WFP programming may have contributed to outcomes and achievements on the road to change, or where major barriers to advancing programming have been encountered and have blocked progress). The work should be led by a recruited professional, working in association with M&E, with qualified staff members given an opportunity for involvement.</p>		
<p>Recommendation 6. Further strengthen KECO's supply chain function, as well as the overall approach to food systems and resilience (SO2) through strategic partnerships with strong development actors, which can provide staff with the requisite skills and experience.</p>	<p><u>Conclusion 1</u> <u>Conclusion 16</u></p>	<p>Finding 40 Finding 62 Finding 65 Finding 68 Finding 70 Finding 72 Finding 73 Finding 75 Finding 76</p>
<p>6.1 The new supply chain strategy will be incorporated into the new CSP to articulate clearly how expertise underpins and supports work implemented under all strategic outcomes. It will be necessary for supply chain activities to adopt robust performance indicators; support and training should be provided to supply chain staff.</p>		
<p>6.2 Strengthen the overall approach to food systems and resilience (SO2) through strategic partnerships and also through strengthening advocacy for private sector investment in the four key elements of Kenya's food system:</p> <ul style="list-style-type: none"> • production • processing • distribution/transport • consumption. 		

Annex 10: Quantitative overview of performance

Budget and funding data

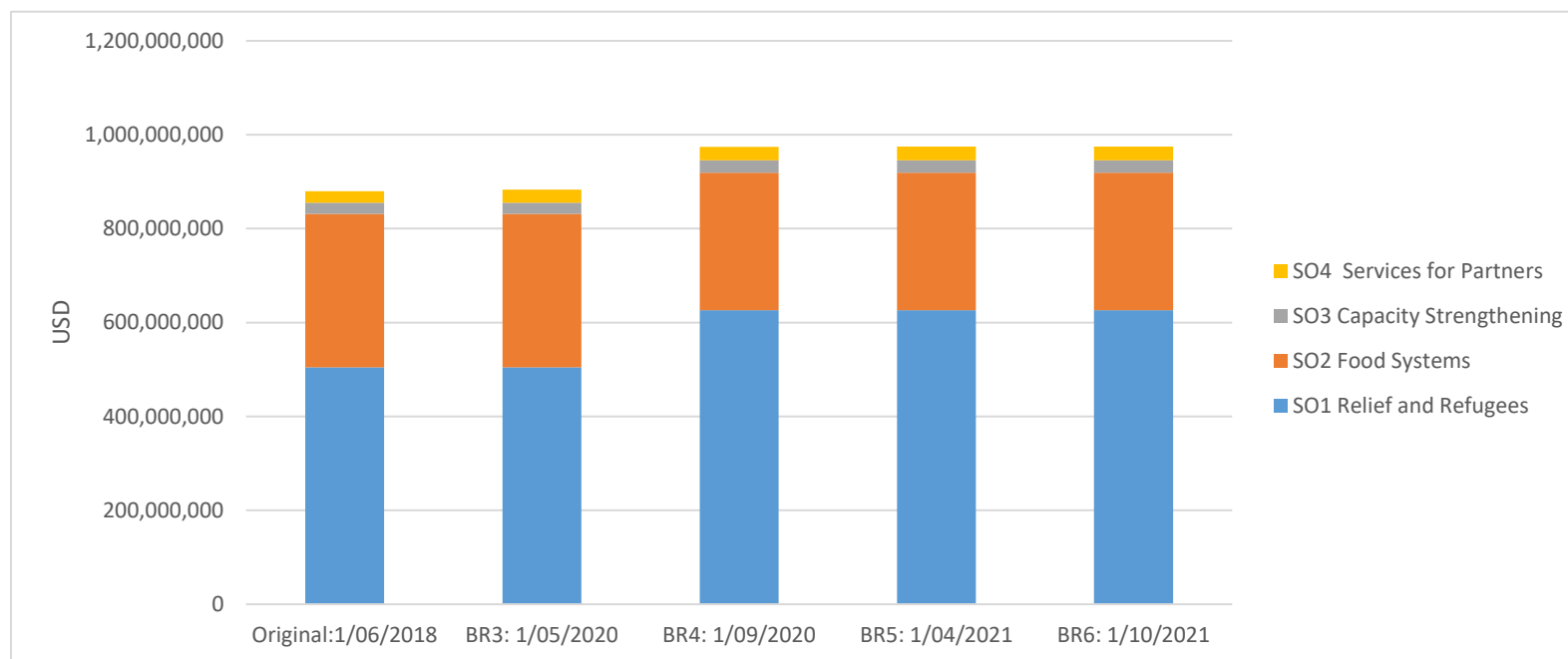
CSP BUDGET REVISIONS BY STRATEGIC OUTCOME

Table 13 Kenya CSP budget revisions by strategic outcome 2018-2021

SO and focus area	Original:06/2018	%	BR3: 05/2020	%	BR4: 09/2020	%	BR5: 04/2021	%	BR6: 09/2021	%
SO1 Relief and refugees	USD 504,586,396	57%	USD 504,591,138	57%	USD 626,025,303	64%	USD 626,025,303	64%	USD 626,025,303	64%
SO2 Food systems	USD 326,702,424	37%	USD 326,702,424	37%	USD 293,457,575	30%	USD 293,457,575	30%	USD 293,457,575	30%
SO3 Capacity strengthening	USD 24,279,662	3%	USD 24,279,662	3%	USD 26,537,910	3%	USD 26,537,910	3%	USD 26,537,910	3%
SO4 Services for partners	USD 24,157,940	3%	USD 27,900,193	3%	USD 27,941,693	3%	USD 28,986,693	3%	USD 29,195,693	3%
Total	USD 879,726,421	100%	USD 883,473,417	100%	USD 973,962,481	100%	USD 975,007,481	100%	USD 975,216,481	100%

Source: CSP, budget revisions.

Figure 4 Kenya CSP budget revisions by strategic outcome 2018-2021



Source: CSP document and BR documents - (i) BPT Final Dashboard-KECO 2 May 2018; (ii)KECO BR#3 - FINAL BR File_ 26th May 2020 Revised _0; (iii)KECO BR#4_0; (iv)KECO BR05 Activity 9 as at 7th April 2021(1)_0; (iv)KECO BR06 Activity 10 as at 30th September 2021-Final_0. Note: Values exclude Direct Support Costs (DSC) and Indirect Support Costs (ISC).

CSP BUDGET REVISION BY ACTIVITY

Table 14 Kenya CSP budget revisions by activity 2018-2021

SO	Activity	Original:2/05/2018	BR3: 26/05/2020	BR4: 1/09/2020	BR5: 7/04/2021	BR6: 30/09/2021	%
1	1 - Provide food assistance & nutrient-rich commodities to refugees	USD 429,510,685	USD 429,515,427	USD 528,759,135	USD 528,759,135	USD 528,759,135	54%
	2 - Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations in order to meet acute food needs	USD 75,075,711	USD 75,075,711	USD 97,266,168	USD 97,266,168	USD 97,266,168	10%

2	3 - Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households	USD 289,815,796	USD 289,815,796	USD 258,047,709	USD 258,047,709	USD 258,047,709	26%
	4 - Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers	USD 36,886,628	USD 36,886,628	USD 35,409,866	USD 35,409,866	USD 35,409,866	4%
3	5 - Engage in the strengthening of capacities of national & county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets	USD 24,279,662	USD 24,279,662	USD 26,537,910	USD 26,537,910	USD 26,537,910	3%
4	6 - Provide humanitarian air services for partners	USD 22,929,450	USD 22,929,450	USD 22,995,950	USD 22,995,950	USD 22,995,950	2%
	7 - Provide health supply chain services for partners (service provision and platforms activities)	USD 1,228,490	USD 1,228,490	USD 1,203,490	USD 1,203,490	USD 1,203,490	0%
	8 - Provision of humanitarian air service in Support of DG-ECHO funded projects	USD -	USD 3,742,253	USD 3,742,253	USD 3,742,253	USD 3,742,253	0%
	9 - Provide supply chain services for Kenyan Government and partners	USD -			USD 1,045,000	USD 1,045,000	0%
	10 Procurement services to partners	USD -				USD 209,000	0%
Total		USD 879,726,421	USD 883,473,417	USD 973,962,481	USD 975,007,481	USD 975,216,481	100 %

Figure 5 Kenya CSP budget by activity following BR06 – 2021



Source: CSP document and BR documents - Note: Values exclude direct support costs (DSC) and indirect support costs (ISC).

47. SO3's Activity 5 - Engage in the strengthening of capacities of national and county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets; is the most funded activity at 84 percent, followed by SO4's Activity 8 - Provision of Humanitarian Air Service in support of DG-ECHO funded projects at 73 percent, SO1's Activity 1 - Provide food assistance & nutrient-rich commodities to refugees at 66 percent. The least funded activities were SO4s' Activities 10 - Provide food procurement services for Government of Kenya and partners (0 percent), and Activity 9 - Provide supply chain services for Kenyan Government and partners (18 percent). SO4's Activity 7 - Provide health supply chain services for partners (service provision and platforms activities) has used all of its allocated resources. These are represented in Table 15 below

CSP CUMULATIVE FINANCIAL OVERVIEW

Table 15 Cumulative financial overview – Needs- based plan (NBP), allocated resources and expenditures (to 2023)

Strategic Outcome, Activity, Other		Cumulative Needs-based Plan (2019-2023)				NBP to end-2022		Allocated resources and actual expenditures				
SO	Act.	Total NBP as per original CSP	% of total	Total needs-based plan as most recent BR	% of total	Needs based plan requirement to end (CURRENT YEAR)	% of total	Allocated resources to date 22.06.22	% funded to date (of NBP BR6)	Expenditures to date 22.06.22	% of NBP implemented to date	% of allocated resources used to date
		USD		USD		USD		USD		USD		
SO 1	1 - Provide food assistance & nutrient-rich commodities to refugees	429,510,685	43%	528,759,135	48%	470,171,829	47%	312,586,926	59%	275,309,832	52%	88%
	2 - Provide food assistance and nutrient-rich commodities complemented by SBCC to vulnerable Kenyan populations in order to meet acute food needs.	75,075,711	8%	97,266,168	9%	94,157,343	9%	53,173,135	55%	49,272,023	51%	93%
Sub-total SO1		504,586,396	51%	626,025,303	57%	564,329,172	57%	366,414,630	59%	324,581,855	52%	89%
SO 2	3 - Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households	289,815,796	29%	258,047,709	24%	239,447,573	24%	122,240,511	47%	112,095,569	43%	92%
	4 - Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers	36,886,628	4%	35,409,866	3%	31,806,518	3%	15,633,887	44%	11,712,986	33%	75%
Sub-total SO2		326,702,424	33%	293,457,575	27%	271,254,091	27%	137,874,397	47%	123,808,555	42%	90%
SO 3	5 - Engage in the strengthening of capacities of national & county institutions in the areas of disaster risk management, food assistance programmes, nutrition services and social safety nets	24,279,662	2%	26,537,910	2%	25,038,629	3%	21,484,240	81%	17,041,166	64%	79%
Sub-total SO3		24,279,662	2%	26,537,910	2%	25,038,629	3%	21,484,240	81%	17,041,166	64%	79%
SO 4	6 - Provide humanitarian air services for partners	22,929,450	2%	22,995,950	2%	20,688,403	2%	12,653,816	55%	10,731,457	47%	85%
	7 - Provide health supply chain services for partners (Service provision and platforms activities)	1,228,490	0%	1,203,490	0%	1,203,490	0%	433,600	36%	433,600	36%	100%
	8 - Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects		0%	3,742,253	0%	3,742,253	0%	2,746,474	73%	2,489,825	67%	91%
	9 - Provide supply chain services for Kenyan Government and partners		0%	1,045,000	0%	836,000	0%	146,473	14%	133,523	13%	91%
	10 - Provide Food Procurement Services for Government of Kenya and partners.		0%	209,000	0%	156,000	0%	0	0%	0	0%	
Sub-total SO4		24,157,940	2%	29,195,693	3%	26,626,146	3%	15,980,363	55%	13,788,405	47%	86%
Non SO specific			0%		0%		0%	3,302,919				0%
Total operational		879,726,422	88%	975,216,481	89%	887,248,038	89%	545,056,550	56%	479,219,981	\$ 0	88%
Total direct support (DSC)		54,500,031	5%	52,870,794	5%	47,121,632	5%	34,374,753	65%	26,108,005	49%	76%
Total indirect support (ISC)		60,724,719	6%	66,483,300	6%	60,409,799	6%	32,336,500	49%	32,336,500	49%	100%
Grand total cost		994,951,172	100%	1,094,570,575	100%	994,779,469	100%	611,767,803	55.89%	537,664,486	\$ 0	88%

Sources: ACR 2018, 2019, 2020, ACR1-A_-_Standard_Country_Report_v33 22.06.22.

Note: Allocated resources to date 22.06.2022, as a percentage of NBP as per BR06.

CSP ANNUAL FINANCIAL OVERVIEW

48. Resources utilized are best examined for the calendar years of 2018, 2019, 2020 and 2021. Table 16 below shows expenditure as a percentage of the annual implementation plans, a recalculation of the annual needs-based plan based on resources received and changing circumstances. Overall, resources utilized as a percentage of the annual implementation plan fluctuated between years – decreasing from 86 percent in 2018 to 75 percent in 2019, and increasing again to 83 percent in 2020 (possibly due to an increase in the availability of funds from donors and other sources and/or a need to respond quickly to the deteriorating food security situation resulting from the economic crisis and COVID-19). Then resources utilized dropped again to 74 percent in 2021.

Table 16 Annual financial overview 2018–2022

SO	Activity	NBP 2018	Current Implementation Plan	Available Resources	Expenditures 2018	Expenditure as % of IP	NBP 2019	Current Implementation Plan (IP)	Available Resources	Expenditures 2019	Expenditure as % of IP	NBP 2020	Current Implementation Plan (IP)	Available Resources	Expenditures 2020	Expenditure as % of IP	NBP 2021	Current Implementation Plan (IP)	Available Resources	Expenditures 2021	Expenditure as % of IP	NBP 2022	Current Implementation Plan (IP)	Available Resources	Expenditures to date 22.06.22	Expenditure as % of IP	
		USD	USD	USD	USD	%	USD	USD	USD	USD	%	USD	USD	USD	USD	USD	%	USD	USD	USD	USD	%	USD	USD	USD	USD	%
SO 1	1	45,502,098.00	34,197,543.38	63,260,791.11	34,449,679.00	101%	90,142,692.00	80,603,794.46	84,472,404.35	62,240,084.00	77%	96,494,228.00	79,096,711.68	89,031,162.67	69,451,109.00	88%	118,326,316.79	81,745,615.27	79,424,440.62	64,848,336.55	79%	119,706,494.90	83,620,346.06	81,597,717.41	44,320,623.01	53%	
	2	3,457,468.00	3,200,599.03	3,131,891.47	2,324,494.00	73%	5,424,465.00	17,920,036.14	10,897,279.64	8,576,163.00	48%	26,115,202.00	23,196,145.95	29,308,665.29	21,537,877.00	93%	38,457,174.30	15,602,757.13	11,905,018.88	10,736,732.51	69%	20,703,033.67	20,950,703.32	9,997,868.63	6,096,756.47	29%	
	Non Activity Specific	0.00	0.00	42,525.69	0.00		0.00	0.00	0.00	0.00		0.00	0.00	8,336.82	0.00		0.00	0.00	8,336.82	0.00		0.00	0.00	654,569.19	0.00		
Sub-total SO1		48,959,566.00	37,398,142.41	66,435,208.27	36,774,173.00	98%	95,567,157.00	98,523,830.60	95,369,683.99	70,816,247.00	72%	122,609,430.00	102,292,857.63	118,348,164.78	90,988,986.00	89%	156,783,491.09	97,348,372.40	91,337,796.32	75,585,069.06	78%	140,409,528.57	104,571,049.38	91,595,586.04	50,417,379.48	48%	
SO 2	3	36,679,208.00	18,897,623.96	36,556,239.91	16,781,599.00	89%	60,355,644.00	35,653,606.01	45,447,424.16	27,213,971.00	76%	42,185,301.00	33,413,940.43	45,122,782.64	27,771,881.00	83%	49,184,091.43	38,773,076.20	39,290,977.54	25,094,851.00	65%	51,043,328.71	35,994,295.86	25,378,208.97	15,233,266.97	42%	
	4	4,449,095.00	2,956,254.77	2,330,631.82	671,064.00	23%	7,646,907.00	4,157,087.18	4,452,908.64	3,076,767.00	74%	5,201,198.00	3,786,959.40	4,268,059.50	2,675,389.00	71%	7,106,196.74	5,539,769.29	5,793,052.23	3,274,256.14	59%	7,403,121.01	5,270,920.36	5,936,410.55	2,015,510.25	38%	
	Non Activity Specific	0.00	0.00	0.00	0.00		0.00	0.00	2,825.41	0.00		0.00	0.00	8,720.89	0.00		0.00	0.00	19,250.61	0.00		0.00	0.00	0.00	0.00		
Sub-total SO2		41,128,303.00	21,853,878.73	38,886,871.73	17,452,663.00	80%	68,002,551.00	39,810,693.19	49,903,158.21	30,290,738.00	76%	47,386,499.00	37,200,899.83	49,399,563.03	30,447,270.00	82%	56,290,288.17	44,312,845.49	45,103,280.38	28,369,107.14	64%	58,446,449.72	41,265,216.22	31,314,619.52	17,248,777.22	42%	
SO 3	5	3,443,850.00	2,910,838.51	7,325,454.83	1,777,988.00	61%	7,225,715.00	4,872,728.18	11,166,017.85	3,502,641.00	72%	4,953,713.00	5,357,043.08	12,406,394.80	3,727,412.00	70%	4,605,600.91	6,907,310.54	11,685,804.09	5,240,202.35	76%	4,809,750.05	8,072,597.04	7,235,996.36	2,792,922.85	35%	
	Non Activity Specific	0.00	0.00	1,035,701.67	0.00		0.00	0.00	0.00	0.00		0.00	0.00	2,378.43	0.00		0.00	0.00	4,812.66	0.00		0.00	0.00	0.00	0.00		
	Sub-total SO3	3,443,850.00	2,910,838.51	8,361,156.50	1,777,988.00	61%	7,225,715.00	4,872,728.18	11,166,017.85	3,502,641.00	72%	4,953,713.00	5,357,043.08	12,408,773.23	3,727,412.00	70%	4,605,600.91	6,907,310.54	11,690,616.75	5,240,202.35	76%	4,809,750.05	8,072,597.04	7,235,996.36	2,792,922.85	35%	
SO 4	6	2,288,517.00	2,288,517.30	600,000.00	897.00	0%	4,571,985.00	3,401,484.52	6,767,345.43	4,462,846.00	131%	4,600,253.00	4,634,340.00	3,988,458.54	2,857,868.00	62%	4,611,852.15	2,310,263.32	3,988,131.48	2,332,650.29	101%	4,615,795.11	2,872,510.00	2,999,554.19	1,077,195.38	38%	
	7	226,165.00	226,164.53	575,659.80	225,230.00	100%	464,395.00	171,798.00	184,552.81	156,416.00	91%	512,931.00	0.00	79,709.94	51,954.00	#DIV/0!	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00		
	8											2,611,018.00	2,557,000.00	3,515,155.13	559,102.00	22%	1,131,235.00	1,131,235.00	2,368,525.03	1,401,813.48	124%	0.00	1,360,457.00	785,558.61	528,909.67		
	9																	418,000.00	418,000.00	146,472.74	100,969.54	24%	418,000.00	0.00	45,503.20	32,553.50	
	10																	53,000.00	0.00	0.00	0.00		103,000.00	0.00	0.00	0.00	
Sub-total SO4		2,514,682.00	2,514,681.83	1,175,659.80	226,127.00	9%	5,036,380.00	3,573,282.52	6,951,898.24	4,619,262.00	129%	7,724,202.00	7,191,340.00	7,583,323.61	3,468,924.00	48%	6,214,087.15	3,859,498.32	6,702,129.25	3,835,433.31	99%	5,136,795.11	4,232,967.00	3,830,616.00	1,638,658.55	39%	
Non SO specific		0.00	0.00	762,506.95	0.00		0.00	0.00	6,507,448.54	0.00		0.00	0.00	2,958,528.69	0.00		0.00	0.00	4,978,999.85	0.00		0.00	0.00	3,302,919.30	0.00		
Total operational		96,046,401.00	64,677,541.48	115,621,403.25	56,230,951.00	87%	175,831,803.00	146,780,534.49	169,898,206.83	109,228,888.00	74%	182,673,844.00	152,042,140.54	190,698,353.34	128,632,592.00	85%	223,893,467.32	152,428,026.75	159,812,822.55	113,029,811.86	74%	208,802,523.45	158,141,829.64	137,279,737.22	72,097,738.10	46%	
Total direct support (DSC)		4,686,081.00	4,592,457.22	9,320,199.44	1,655,865.00	36%	10,240,379.00	8,531,687.43	15,439,296.89	7,402,660.00	87%	10,565,812.00	10,625,819.77	17,327,818.61	6,180,077.00	58%	10,492,948.85	8,423,429.37	15,017,641.12	7,268,628.72	86%	11,136,411.96	8,391,138.76	11,867,522.59	3,600,774.08	43%	
Total indirect support (ISC)		6,547,611.00	4,502,549.91	5,533,107.35	5,533,107.00	123%	12,094,692.00	9,882,841.21	6,669,873.72	6,629,063.00	67%	12,381,045.00	10,573,417.42	8,868,615.17	8,868,615.00	84%	15,126,090.92	10,377,750.97	6,035,150.33	6,035,150.33	58%	14,260,359.62	10,731,521.08	5,229,753.05	5,229,753.05	49%	
Grand total cost		107,280,093.00	73,772,548.61	130,474,710.04	63,419,923.00	86%	198,166,874.00	165,195,063.13	192,007,377.44	123,260,611.00	75%	205,620,701.00	173,241,377.73	216,894,787.12	143,681,284.00	83%	249,512,507.09	171,229,207.09	180,865,614.00	126,333,590.91	74%	234,199,295.03	177,264,489.48	154,377,012.86	80,928,265.23	46%	

Sources: ACRs, ACR5-A_-_Annual_Country_Report_v16 2021, ACR5-A_-_Annual_Country_Report_v16 2022 (as of 22.06.22).

Note: 2022 data is preliminary (to 22.06.2022).

DONOR CONTRIBUTIONS

49. The table shows an overview of donors to the CPB and their overall contributions between 2018 and 2022 which rose from USD 89.9m in 2018 to USD 146.8m in 2020, declining to USD 106.9m in 2021, with USD 92.5m reported to date for the year 2022. The largest contributors of this kind of funding in the 2018 to 2022 period are the USA, Germany, Republic of Korea, United Kingdom, miscellaneous income, European Commission, Sweden and other UN funds and agencies.

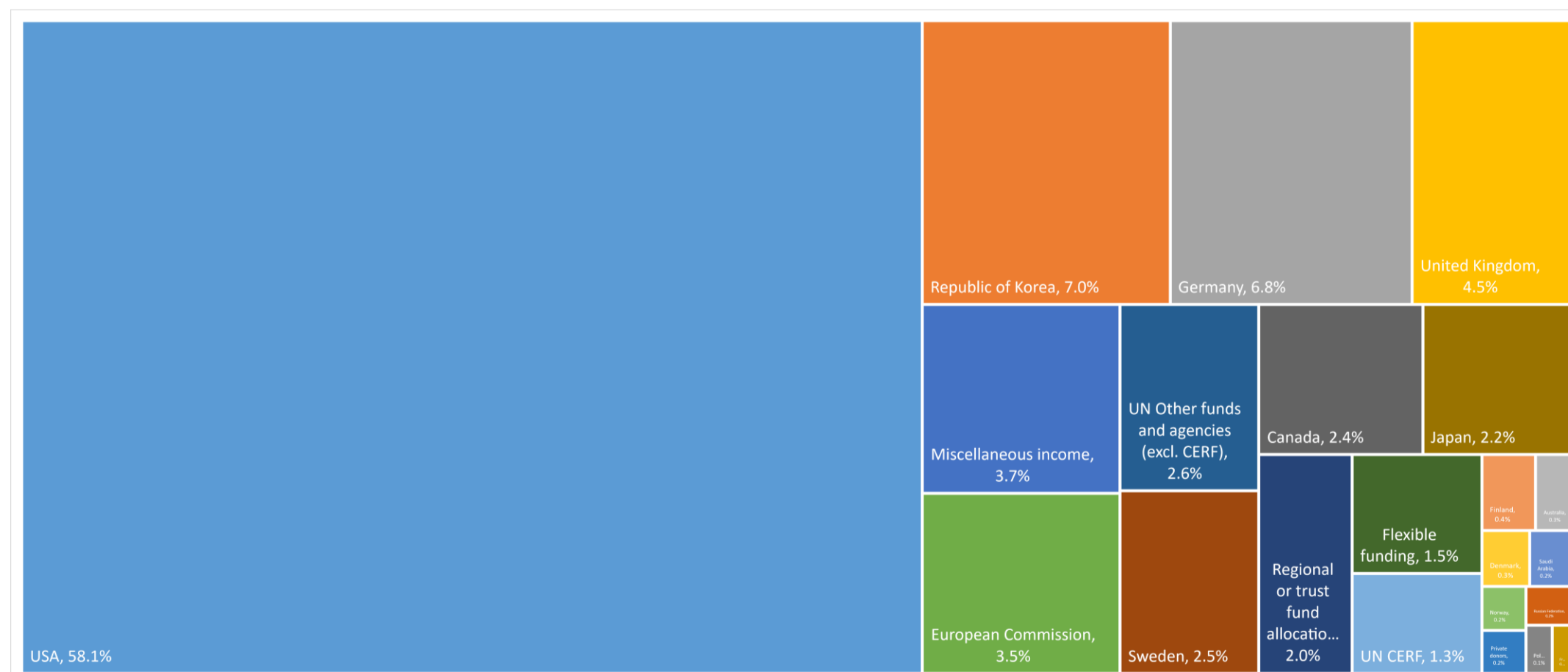
Table 17 Resource situation for total duration of CSP (2018 to 2022) – contributions by donor/income source

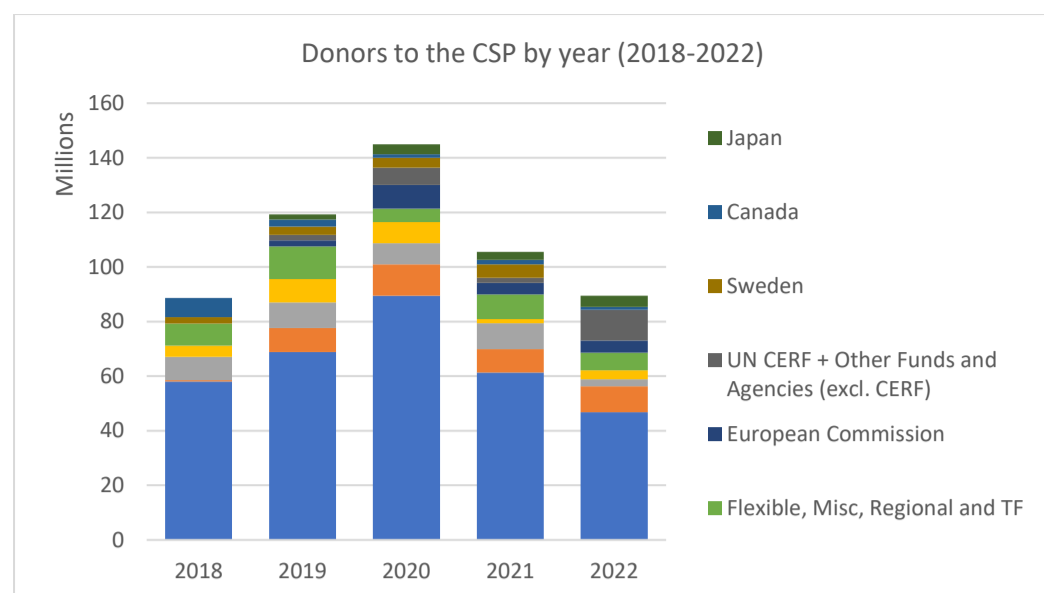
Donor	2018	2019	2020	2021	2022	Total	Percent
USA	58,089,086	68,787,728	89,425,206	61,323,022	46,761,783	324,386,825	58.1%
Republic of Korea	424,296	8,870,584	11,479,598	8,599,225	9,497,937	38,871,640	7.0%
Germany	8,557,035	9,402,330	7,847,062	9,504,663	2,545,166	37,856,256	6.8%
United Kingdom	4,123,342	8,516,129	7,680,090	1,483,871	3,376,916	25,180,348	4.5%
Miscellaneous income	6,857,993	10,008,097	1,863,533	1,478,427	412,156	20,620,204	3.7%
European Commission		2,268,874	8,700,474	4,252,599	4,455,357	19,677,305	3.5%
UN other funds and agencies (excl. CERF)		100,000	5,244,643	461,635	8,445,441	14,251,718	2.6%
Sweden	2,385,314	3,059,599	3,618,187	4,936,063		13,999,163	2.5%
Canada	6,967,889	2,587,005	1,313,152	1,588,562	1,141,732	13,598,340	2.4%
Japan		1,800,000	3,600,000	3,000,000	4,000,000	12,400,000	2.2%
Regional or trust fund (TF) Allocations	760,261	1,691,144	895,410	3,156,877	4,753,667	11,257,359	2.0%
Flexible funding	469,889	222,638	2,140,020	4,400,000	1,286,527	8,519,074	1.5%
UN CERF		1,895,330	1,137,719	1,397,200	2,744,500	7,174,749	1.3%
Finland			1,119,821	1,126,126		2,245,947	0.4%
Australia	214,815	282,107			1,056,590	1,553,512	0.3%
Denmark		1,472,537				1,472,537	0.3%
Saudi Arabia	276,565	271,183	270,936	11,880	497,511	1,328,075	0.2%
Norway					1,063,264	1,063,264	0.2%
Private donors	402,360	15,374	365,425	260,000		1,043,159	0.2%
Russian Federation		1,000,000				1,000,000	0.2%
Poland	397,709	184,256	117,078			699,043	0.1%
France					547,645	547,645	0.1%
Total	89,926,554	122,434,915	146,818,352	106,980,150	92,586,192	558,746,163	

CUMULATIVE	
Resource transfer	43,614,091
Exchange rate adjustment	366,290
Needs-based plan funded	603,513,945
% needs-based plan funded	55.14%
Shortfall (of needs-based plan):	491,056,630

Source: Annual Resource Situation 22.06.2022. Note: 2022 data is preliminary and only up to 22.06.2022.

Figure 6 Cumulative contributions to CSP by donor/income source (2019-2023)





Source: Annual Resource Situation 22.06.2022. Note: 2022 data is preliminary and only up to 22.06.2022.

MULTILATERAL DIRECTED CONTRIBUTION EARMARKING

50. A key aim of country strategic planning is to mobilize longer-term, flexible funding at the level of results rather than activities. To date directed multilateral contributions to the CSP have been predominantly earmarked at activity-level (88.8 percent) and the remaining at strategic outcome level (8.4 percent), and country level (2.8 percent). The tables and figure below represent this in detail.

Table 18 CSP contributions by earmarking level

Level	Directed multilateral contributions	Percent
Activity level	USD 452,840,697.00	88.8%
Country level	USD 14,081,078.83	2.8%
Strategic outcome level	USD 43,064,125.41	8.4%
Grand total	USD 509,985,901.24	

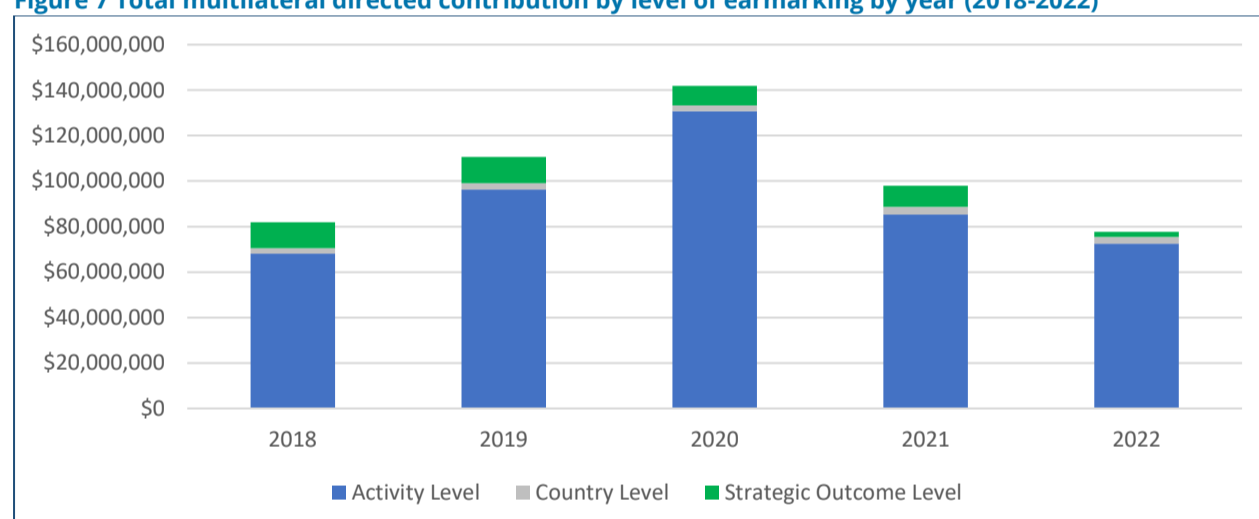
Source: Distribution Contribution and Forecast Stats 2022-06-19 (Note: data for 2022 is provisional and to 19/06/2022).

Table 19 Total Multilateral Directed Contribution by level of earmarking by year

Year	Multilateral directed contribution (USD) by level of earmarking			Total
	Activity level	Country level	Strategic outcome Level	
2018	68,114,064	2,332,428	11,397,011	81,843,502
2019	96,216,196	2,936,061	11,433,779	110,586,036
2020	130,752,106	2,479,596	8,691,413	141,923,114
2021	85,350,282	3,304,035	9,290,529	97,944,846
2022	72,408,050	3,028,959	2,251,394	77,688,402
Total	452,840,697	14,081,079	43,064,125	509,985,901
% of Total	88.8%	2.8%	8.4%	

Source: Distribution Contribution and Forecast Stats 2022-06-19 (Note: data for 2022 is provisional and to 19/06/2022).

Figure 7 Total multilateral directed contribution by level of earmarking by year (2018-2022)



Source: Distribution Contribution and Forecast Stats 2022-06-19 (Note: data for 2022 is provisional and to 19/06/2022).

Table 20 Total multilateral directed contribution by earmarking level - 10 largest donors only (cumulative - 2018-2022)

Donor	Activity Level	Country Level	Strategic Outcome Level	Grand Total
USA	316,962,308	7,505,463		324,467,771
Republic of Korea	38,371,640	500,000		38,871,640
Germany	2,867,321		34,988,934	37,856,256
United Kingdom	25,180,348			25,180,348
European Commission	19,677,305			19,677,305
Sweden	11,578,220		2,420,943	13,999,163
Canada	5,330,875	2,730,295	5,537,170	13,598,340
Japan	12,400,000			12,400,000
UN CERF	7,175,619			7,175,619
UN Other funds and agencies (excl. CERF)	5,806,278			5,806,278

Source: Distribution Contribution and Forecast Stats 2022-06-19 (Note: data for 2022 is provisional and to 19/06/2022).

Outputs/transfers

51. This shows an overview of the planned food, cash and voucher distribution and the actuals achieved. Only cash has been over delivered in two instances 2018 (116 percent) and 2020 (149 percent), though in 2019 it was significantly low, achieving only 38 percent of planned transfers. In 2018, 46 percent of the food planned for distribution was actually achieved. This improved in 2019 where actual food distributed was 77 percent of the planned amount, while in 2020 and 2021 it was 67 percent and 69 percent respectively. Only 1 percent of the planned vouchers were actually distributed in 2018. This improved to 86 percent in 2019 and 79 percent in 2020, falling again to 52 percent in 2021. It is important to note that 2022 data is incomplete, extracted to date 15.07.2022.

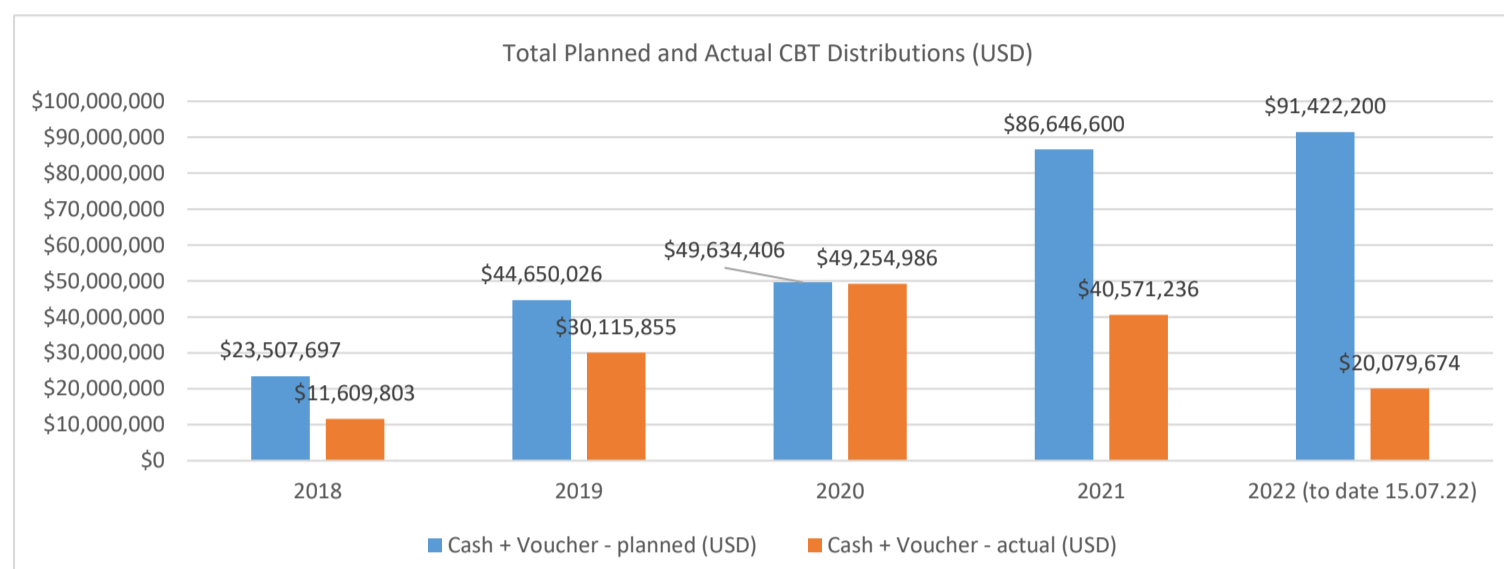
PLANNED AND ACTUAL DISTRIBUTIONS OF FOOD, CASH AND VOUCHER

Table 21 Total food, cash and voucher planned and actual distribution by year (2018-2021)

	2018	2019	2020	2021	2022 (to date 15.07.22)
Food - planned (MT)	53,007	96,588	97,136	89,483	68,552
Food - actual (MT)	24,338	74,072	64,894	61,698	33,125
Food % of planned	46%	77%	67%	69%	48%

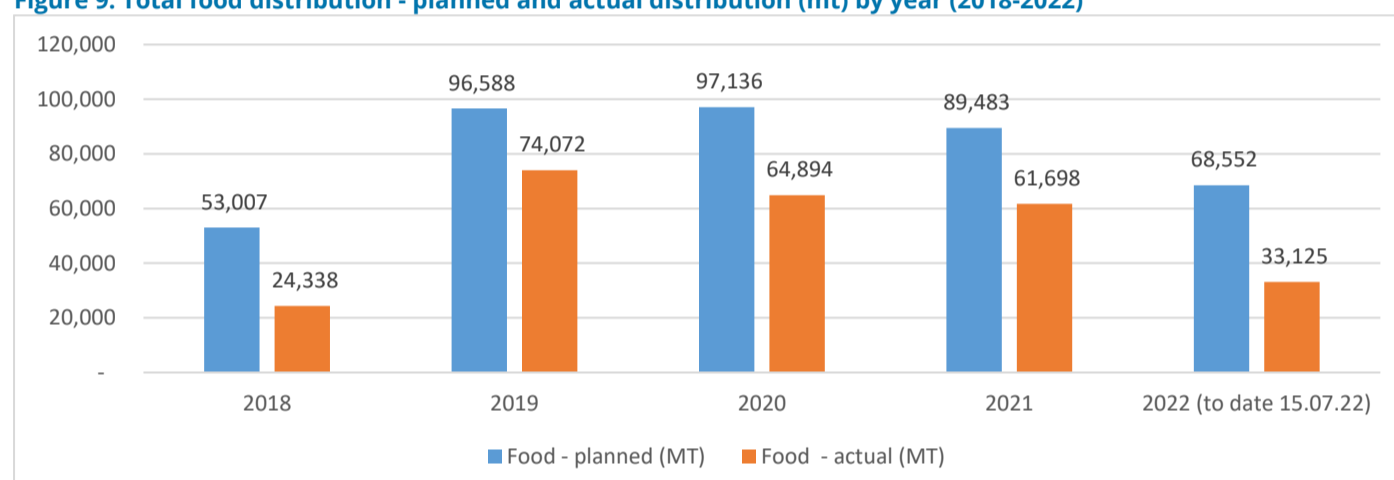
Voucher - planned (USD)	USD 13,561,696	USD 27,278,815	USD 35,269,422	USD 47,499,700	USD 52,852,000
Voucher - actual (USD)	USD 104,361	USD 23,472,750	USD 27,915,203	USD 24,483,246	USD 13,483,666
Voucher - % of planned	1%	86%	79%	52%	26%
Cash - planned (USD)	USD 9,946,001	USD 17,371,211	USD 14,364,984	USD 39,146,900	USD 38,570,200
Cash - actual (USD)	USD 11,505,442	USD 6,643,105	USD 21,339,783	USD 16,087,990	USD 6,596,008
Cash - % of planned	116%	38%	149%	41%	17%
Cash + voucher - planned (USD)	USD 23,507,697	USD 44,650,026	USD 49,634,406	USD 86,646,600	USD 91,422,200
Cash + voucher - actual (USD)	USD 11,609,803	USD 30,115,855	USD 49,254,986	USD 40,571,236	USD 20,079,674
Cash & voucher - % of planned	49%	67%	99%	47%	22%

Figure 8: Total cash and voucher planned and actual distribution (USD) by year (2018-2022)



Source: CM-R007_-_Annual_Distribution_(CSP)_-v1.4 2022 15.07.2022, and ACRs (2018,2019,2020,2021) Note: 2022 data is incomplete, extracted to date 15.07.2022.

Figure 9: Total food distribution - planned and actual distribution (mt) by year (2018-2022)



Source: CM-R007_-_Annual_Distribution_(CSP)_-v1.4 2022 15.07.2022, and ACRs (2018,2019,2020,2021) Note: 2022 data is incomplete, extracted to date 15.07.2022.

PLANNED AND ACTUAL FOOD AND CASH DISTRIBUTIONS BY STRATEGIC OUTCOME AND YEAR

Table 22 Planned and actual distribution of food and cash-based transfers by strategic outcome and year (2018-2022)

Year	Strategic Objective	FOOD (MT)			CBT (USD)								
		Planned	Actual	% A vs.P	Cash			Value voucher			Total CBT (Cash + Value Voucher)		
					Planned	Actual	% A vs P	Planned	Actual	% A vs P	Planned	Actual	% A vs P
2018	Total SO1	32,863	24,338	74%	163,800	11,505,442	7024%	13,421,696	-	0%	13,585,496	11,505,442	85%
	Total SO2	20,144	-	0%	9,782,201	-	0%	140,000	104,361	75%	9,922,201	104,361	1%
	Grand Total	53,007	24,338	46%	9,946,001	11,505,442	116%	13,561,696	104,361	1%	23,507,697	11,609,803	49%
2019	Total SO1	63,627	42,672	67%	392,925	1,336,639	340%	26,984,815	23,385,972	87%	27,377,740	24,722,611	90%
	Total SO2	32,961	31,400	95%	16,978,286	5,306,466	31%	294,000	86,778	30%	17,272,286	5,393,244	31%
	Grand Total	96,588	74,072	77%	17,371,211	6,643,105	38%	27,278,815	23,472,750	86%	44,650,026	30,115,855	67%
2020	Total SO1	68,263	41,731	61%	8,454,250	16,064,561	190%	34,988,022	27,709,435	79%	43,442,272	43,773,996	101%
	Total SO2	28,873	23,163	80%	5,910,734	5,275,222	89%	281,400	205,768	73%	6,192,134	5,480,990	89%
	Grand Total	97,136	64,894	67%	14,364,984	21,339,783	149%	35,269,422	27,915,203	79%	49,634,406	49,254,986	99%
2021	Total SO1	73,249	38,924	53%	24,545,300	10,209,403	42%	47,158,000	24,304,009	52%	71,703,300	34,513,412	48%
	Total SO2	16,234	22,295	137%	14,601,600	5,878,587	40%	341,700	179,237	52%	14,943,300	6,057,824	41%
	Grand Total	89,483	61,219	68%	39,146,900	16,087,990	41%	47,499,700	24,483,246	52%	86,646,600	40,571,236	47%
2022 (to date 15.07.22)	Total SO1	52,319	18,309	35%	23,968,600	3,432,598	14%	52,852,000	13,483,666	26%	76,820,600	16,916,264	22%
	Total SO2	16,234	14,817	91%	14,601,600	3,163,410	22%	-	-	-	14,601,600	3,163,410	22%
	Grand Total	68,552	33,125	48%	38,570,200	6,596,008	17%	52,852,000	13,483,666	26%	91,422,200	20,079,674	22%

Source: CM-R007_-_Annual_Distribution_(CSP)_-v1.4 2022 15.07.2022, and ACRs Note: 2022 data is incomplete, extracted to date 15.07.2022.

Beneficiaries

Overview of total beneficiaries by sex

Table 23 Summary of planned and actual male and female beneficiaries by year (2018-2022)

Year		Female		Male		Total	
		Planned	%	Planned	%	Planned	%
2018 (Pre CSP)	Planned	1,371,670	98%	1,248,980	95%	2,620,650	99%
	Actual	1,398,930		1,183,790		2,582,720	
2018 (CSP)	Planned	624,930	43%	583,270	47%	1,208,200	45%
	Actual	268,909		271,780		540,689	
2019	Planned	616,306	90%	586,894	77%	1,203,200	84%
	Actual	557,143		449,455		1,006,598	
2020	Planned	1,311,832	56%	882,168	70%	2,194,000	62%
	Actual	733,744		618,789		1,352,533	
2021	Planned	1,350,682	49%	919,320	61%	2,270,002	54%
	Actual	662,620		558,976		1,221,596	
2022	Planned	775,621		654,381		1,430,002	
	Actual						

Source: CM-R001b_-_Annual_Country_Beneficiaries_(CSP)_v1.4 22.06.22; ACRs 2018, 2019, 2020, 2021.

52. The total number of beneficiaries, both targeted and reached by CSP between 2018 and 2021 was relatively unstable. Total numbers targeted were between 2.6m and 1.2m in each of these four years, and the total number reached were between 2.5m and 0.54m (45-99 percent coverage). In each year WFP planned to reach a larger number of females than males; usually on average 100,000 more. In 2018, the percentage of beneficiaries both male and female decreased drastically in the CSP period as compared with the pre CSP period. In 2019, CSPE reached a significantly greater proportion of the planned number of female beneficiaries than the planned number of male beneficiaries while in 2020, the percentage of female beneficiaries was significantly lower than that of male beneficiaries, but was higher than that of the male beneficiaries in absolute numbers reached.

53. Major changes in the numbers of beneficiaries (by residence status) reached started in 2019 onwards. The change came about in the number of resident beneficiaries which has increased drastically from 54,468 in 2018 to 600,797 in 2019, 927,565 in 2020 and 772,045 in 2021. In 2018, there were more refugees than resident beneficiaries; it was the only year to achieve this. Between 2019 and 2021, the number of resident beneficiaries has been more than refugee beneficiaries.

BENEFICIARIES BY RESIDENCE STATUS

Table 24 Actual beneficiaries (and % of planned) by residence status and year (2018-2021)

Residence Status	Number of beneficiaries 2018	% planned 2018	Number of beneficiaries 2019	% planned 2019	Number of beneficiaries 2020	% planned 2020	Number of beneficiaries 2021	% planned 2021	Number of planned beneficiaries 2022
Resident	54,468	10%	600,797	111%	927,565	52%	772,045	42%	1,032,132
Refugees	486,221	72%	405,801	61%	424,969	102%	449,551	108%	397,870

Source: CM-R001b_-_Annual_Country_Beneficiaries_(CSP)_v1.4 22.06.2022.

BENEFICIARIES BY ACTIVITY TAG, DISAGGREGATED BY SEX

Table 25 Planned and actual beneficiaries by activity tag, sex, and year

Activity	Activity tag	2018						2019						2020						2021						2022					
		Female		Male		Total		Female		Male		Total		Female		Male		Total		Female		Male		Total		Female		Male			
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
Act 1	Asset creation and livelihood component	561		1139		1700																									
	Food assistance for training		278		565		843	561	170	1139	559	1700	729	330	387	770	787	1100	1174	330	345	770	849	1100	1194	770	330				
	General Distribution	214851	198785	214851	198784	429702	397569	397351	204148	397351	209107	794702	413255	212898	214953	211854	214954	424752	429907	213066	225309	211686	228514	424752	453823	204578	200174				
	HIV/TB Care&treatment		524		525		1049	1000	908	1000	785	2000	1693	880	745	720	745	1600	1490												
	HIV/TB Mitigation&Safety Nets	1000		1000		2000														880	945	720	908	1600	1853	880	720				
	Malnutrition prevention component	37259		11421		48680																									
	Nutrition treatment component	5840		3360		9200																									
	Prevention of acute malnutrition		12703		1189		13892	34666	28508	10585	3965	45251	32473	35263	33498	9007	8396	44270	41894	35263	41080	9007	8016	44270	49096	35263	9007				
	School feeding (on-site)		5647		7963		13610	69345	45631	84755	57427	154100	103058	45320	49889	57680	60975	103000	110864	45320	44124	57680	56099	103000	100223	45320	57680				
	School meals component	70650		86350		157000																									
Service Delivery General	190000		190000		380000																										
Treatment of moderate acute malnutrition		7286		4384		11670	5230	6549	3000	5393	8230	11942	6254	7175	4646	4370	10900	11545	6254	7183	4646	6284	10900	13467	6254	4646					
Act 2	Emergency preparedness activities													285000	213699	215000	160873	500000	374572	285000	128794	215000	93985	500000	222779	285000	215000				
	Nutrition treatment component	31840		10560		42400																									
	Prevention of acute malnutrition													532960		247040		780000		532960		247040		780000							
Treatment of moderate acute malnutrition		36722		10788		47510	27860	152460	9240	54590	37100	207050	70000	69137	20000	18068	90000	87205	70000	79677	20000	21552	90000	101229	38000	12000					
Act 3	Climate adaptation and risk management activities						10200	4520	9800	4342	20000	8862	7140	37350	6860	35886	14000	73236													
	Food assistance for asset	385216		355584		740800																									
	Malnutrition prevention component	2109		2109		4218																									
	Micro / Meso Insurance Climate Actions																														
	Prevention of acute malnutrition						7320		7033		14353										34680	27867	33320	26774	68000	54641	34680				
Service Delivery General	5000	8124	5000	1361	10000	9485																									

Source: Source: CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag_Ben_Grp_Gender_Age_Grp_v1.2 2017-2022 22.06.2022.

Note: The number of beneficiaries by activity INCLUDES OVERLAPS. Scale: Red/Amber/Green with red indicating low achievement and green indicating high achievement.

BENEFICIARIES BY MODALITY

54. Comparison of the modalities used by WFP since 2018 shows that more beneficiaries have been receiving food compared to CBT. The number of beneficiaries were closest between the two modalities in 2020 and 2021 (53 percent/55 percent for food; 47 percent/45 percent for CBT), and were quite distant in 2019 where 67 percent of the beneficiaries were receiving food as compared to 33 percent who were receiving CBT. Comparing beneficiaries by activity, most beneficiaries have been under SO1's Activity 1 over the years, followed by SO2's Activity 3, then SO1's Activity 2. Table 32 and Figure 11 provides a breakdown of actual beneficiaries by modality and activity tag (2018-2021).

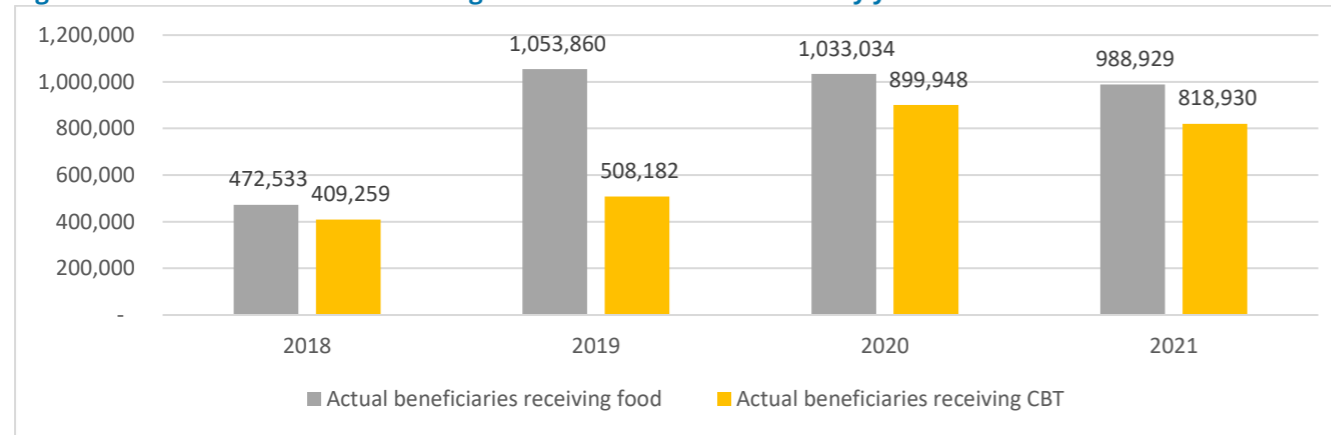
Table 26 Actual beneficiaries by activity tag and modality (food and cash-based transfer) - 2018-2021

S O	Activ ity	Activity tag	2018		2018		2019		2019		2020		2020		2021		2021		2022	
			Planned (Food)	Planned (CBT)	Actual (Food)	Actual (CBT)	Planned (Food)	Planned (CBT)	Actual (Food)	Actual (CBT)	Planned (Food)	Planned (CBT)	Actual (Food)	Actual (CBT)	Planned (Food)	Planned (CBT)	Actual (Food)	Actual (CBT)	Planned (Food)	Planned (CBT)
S O 1	Act 1	Asset creation and livelihood component	1700																	
		Food assistance for training			843		1,700		729		1,100		1,174		1,100		1,194		1,100	
		General Distribution	429,702	425000	397,569	386164	424,702	790000	413,255	399594	424,752	420000	429,907	412876	424,752	420000	425090	449695	404,752	400000
		HIV/TB Care & treatment			1049		2000		1693		1600		1490							
		HIV/TB Mitigation & Safety Nets	2,000												1,600		1,853		1,600	
		Malnutrition prevention component	48680																	
		Nutrition treatment component	9,200																	
		Prevention of acute malnutrition			13,892		45,251		32,473		44,270		41,894		44,270		49,096		44,270	
		School feeding (on-site)				13610	138,600	15500	88,554	14503	85,000	18000	95,335	15529	85,000	18000	82,336	17889	85,000	18000
		School meals component	143,000	14000																
		Service Delivery General		380000																
			Treatment of moderate acute malnutrition			11,670		8,230		11,942		10,900		11,545		10,900		13,467		10,900
Act 2	Emergency preparedness activities									50,000	450,000	61,716	312,852	50,000	450,000	10,993	211,783	50,000	450,000	
	Treatment of moderate acute malnutrition	42,400																		
	Prevention of acute malnutrition									780,000				780,000						
	Treatment of moderate acute malnutrition			47,510		37,100		207,050		90,000		87,205		90,000		101,229		50,000		
S O 2	Act 3	Climate adaptation and risk management activities					20000		8,862		14000		73,236							
		Food assistance for asset	353400	387400			361400	379400	298,164	85,223	303000	87000	302,768	85,455	178000	234000	303,671	84,922	178000	234000
		Malnutrition prevention component	4218																	
		Micro / Meso Insurance Climate Actions													68,000		54641		68,000	
		Prevention of acute malnutrition					14353													
		Service Delivery General		10,000		9,485														

Source: CM-R020_-_Adj_Pars_&_Bens_by_Act_Tag,_Ben_Grp,_Gender,_Age_Grp_v1.2 2017-2022 22.06.2022.

Note: Beneficiaries' numbers across modalities include overlaps.

Figure 10 Actual beneficiaries receiving cash-based transfers or food by year



BENEFICIARIES BY LOCATION

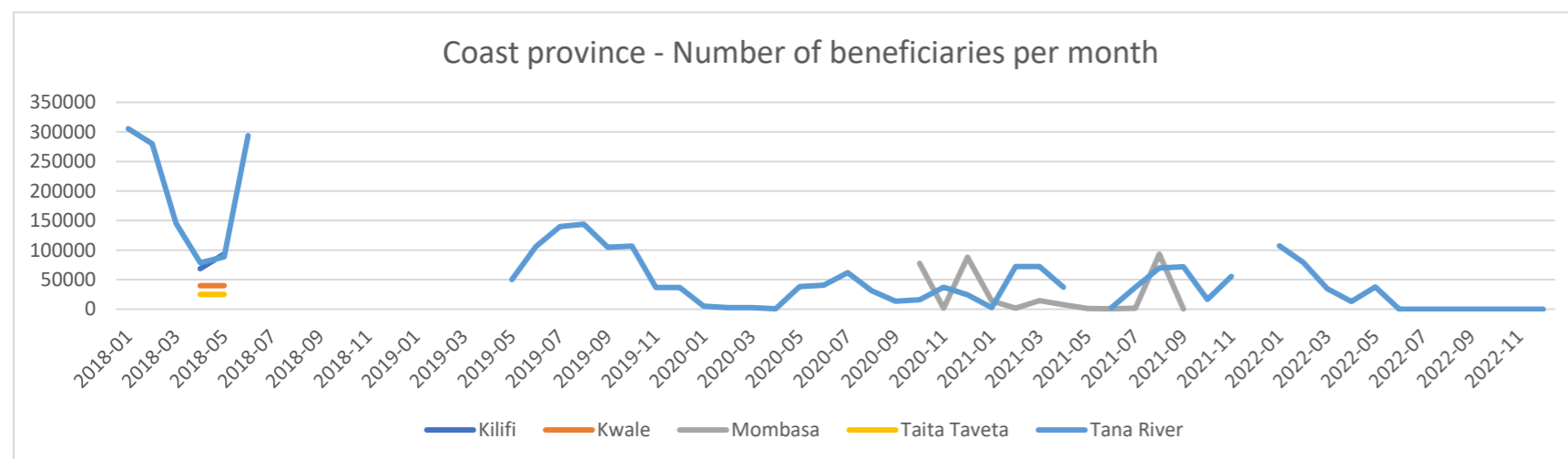
55. **Geographic distribution** – Activity 1 beneficiaries (refugees) are almost exclusively located and reached in the Dadaab Refugee Camp (Garissa County) and Kakuma Refugee Camp/Kalobeyei Integrated Settlement (Turkana County). This remains WFP Kenya’s largest Tier 1 beneficiary group/cohort.

56. For Activity 2 (assistance to meet emergency food needs of Kenyans), the largest number of beneficiaries were reached in 2020-2021 by urban responses in Nairobi and Mombasa at the request of the Government of Kenya. Between 2018 and 2019, large numbers were also assisted in Turkana, Marsabit, Mandera, Wajir and Samburu counties, followed by smaller numbers in Garissa, Tana River, Isiolo and Baringo.

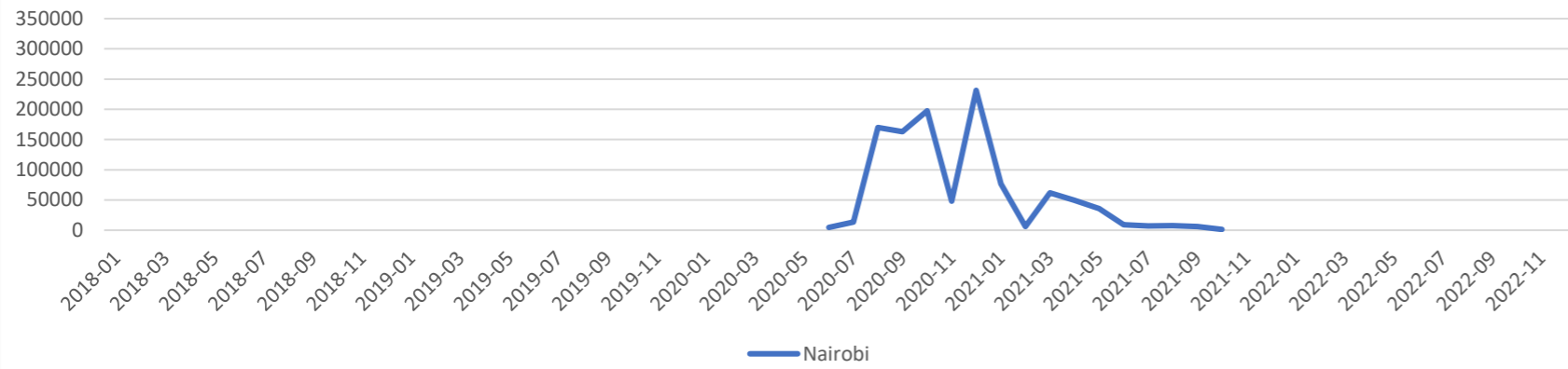
57. For Activity 3 (conditional food assistance provided in return for skills, assets and climate risk management), the greatest numbers of beneficiaries have been reached in Garissa, Marsabit, Turkana, Isiolo and Tana River counties, with significant numbers in Mandera, Baringo, Wajir and Samburu counties, and smaller numbers in Makeni and Kitui. The targeted counties across SO2 (Activities 3 and 4) are divided into Priority 1 and Priority 2 groupings. Priority 1, which includes all the counties listed in the paragraph above, are targeted with a full package of assistance, including food/cash transfers (FFA) for Tier 1 beneficiaries. Priority 2 counties, which are semi-arid, receive a custom package of assistance, no direct food/cash transfers to beneficiaries, and more assistance under Activity 4 (facilitating access to markets - Tier1 and Tier 2). This includes Makeni, Kitui and Taita Taveta. SO2 also includes WFP work with the FtMA, which works in highland/Rift Valley/central counties where WFP has not traditionally had an operational presence.

58. In Activity 5 (capacity strengthening of the Government), the locations of WFP work vary according to the needs and the sector of support. However, WFP is working across all of the counties where it has an operational presence, as well as Taita Taveta, and nationwide with any other county that is implementing a government HGSF programme (which was transferred from WFP). All end beneficiaries of SO3 activities are at Tier 3.

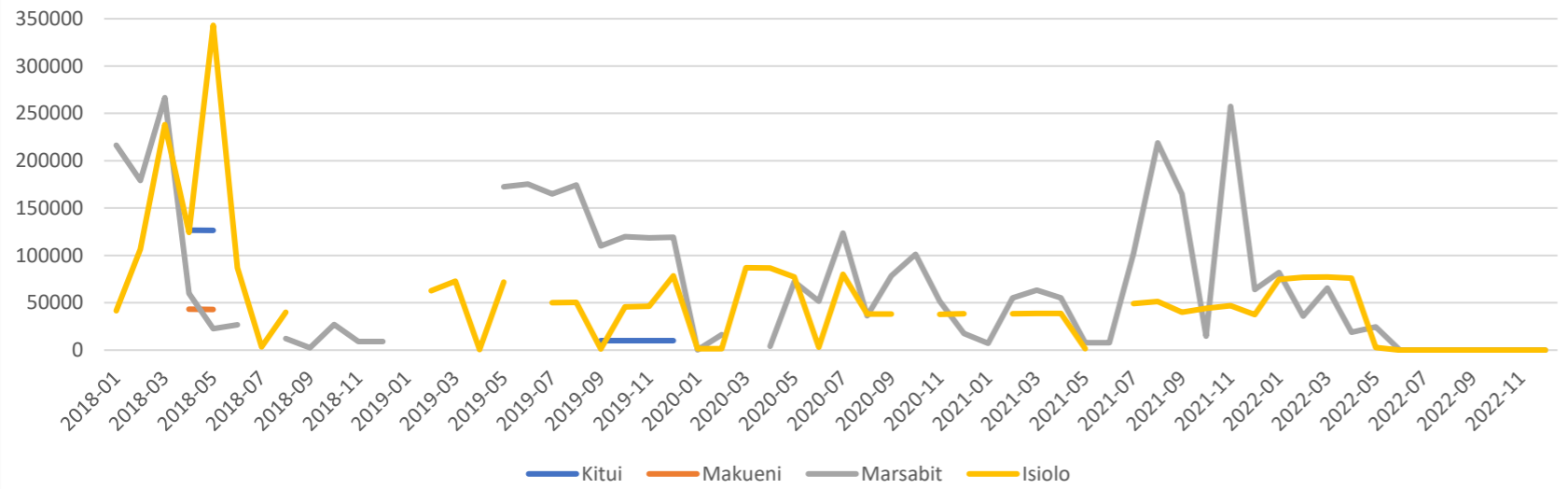
Figure 11 Number of beneficiaries per month by province



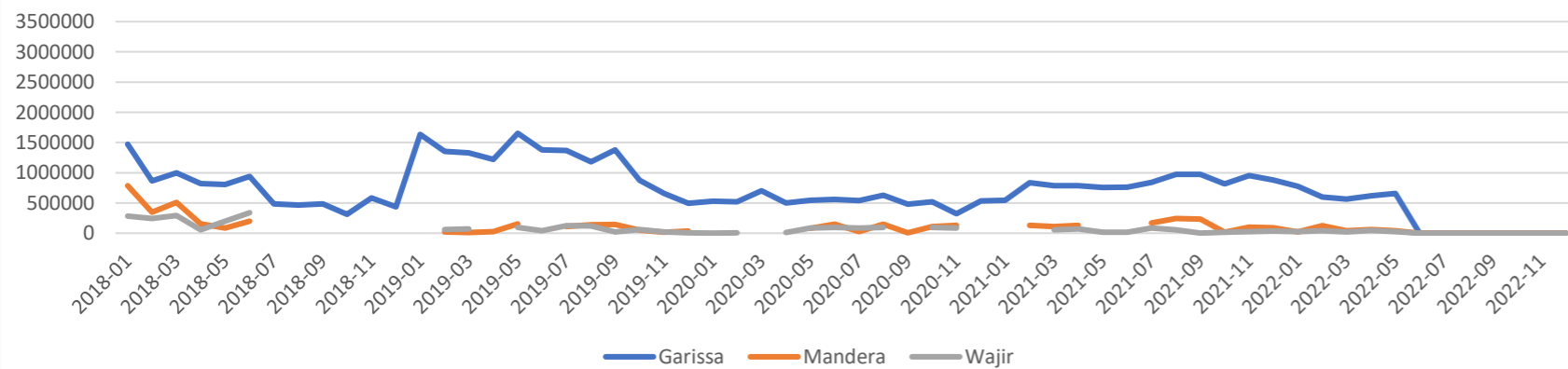
Nairobi province - Number of beneficiaries per month

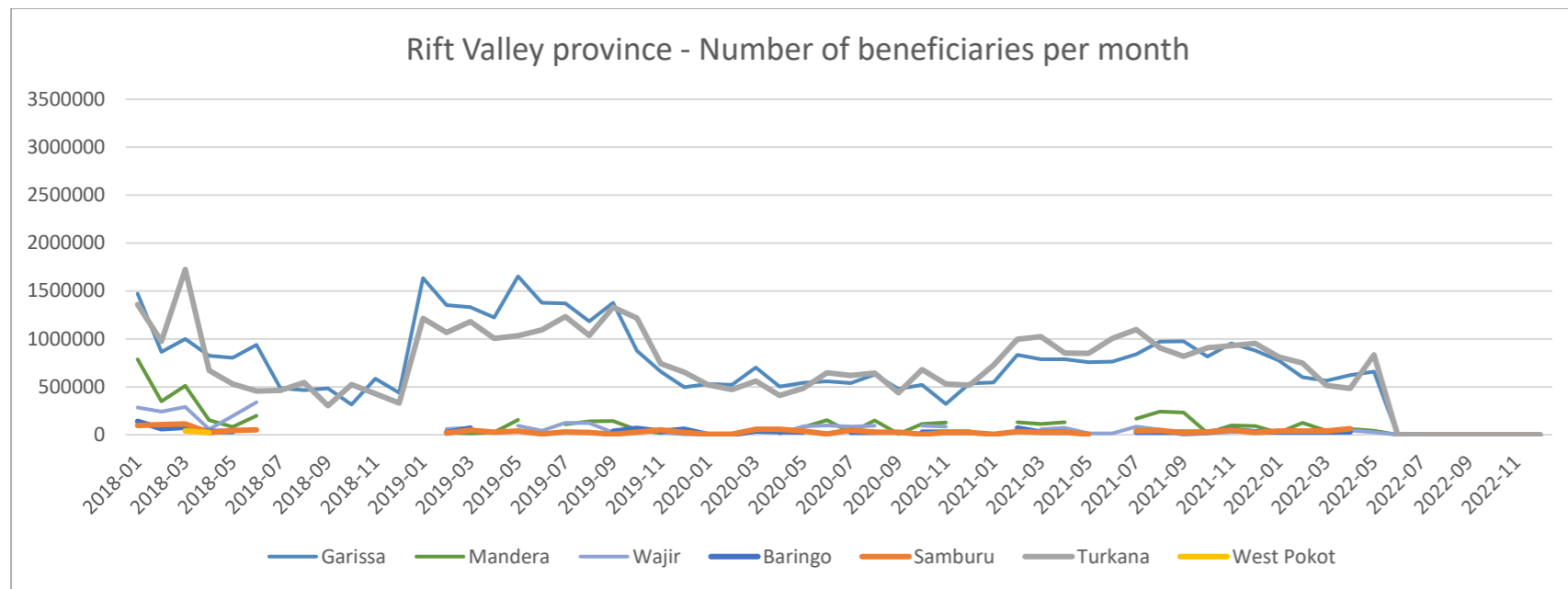


Eastern province - Number of beneficiaries per month



North Eastern province - Number of beneficiaries per month





Source: CM-A003 Actuals - Beneficiaries - Detailed (monthly) v3.4. 2017-2022 22.06.2022.

Nb: Beneficiaries cannot be summed up across years as they are likely to include the same individuals.

Outcome Indicators

TABLE 27: OUTCOME INDICATOR BASELINES, TARGETS AND VALUES

OUTCOMES INDICATORS SO1 ACTIVITY 1

Outcome indicator	Target group	Activity tag	Outcome indicator category	Location admin breakdown	Baseline (2018 or 2019)				Target 2019				Actual value 2019			Target 2020				Actual value 2020			Target 2021				Actual value 2021			End of CSP target (2023)				
					Date	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	
SO 01 - Refugees and asylum seekers living in camps and settlements and populations affected by natural and human-caused disasters have access to adequate food to meet their food and nutrition needs throughout the year																																		
ACT 1: (URT: Provide food assistance & nutrient-rich commodities to refugees, including SBCC & support to self-reliance activities in the camps & settlement areas)																																		
Food Consumption Score	Refugees and asylum seekers	General distribution	Percentage of households with Acceptable Food Consumption Score	Dadaab	2019-07	49.4	39	43.1	>	49.4	39	43.1				>	49.4	39	43.1	89	89	89	>	49.4	39	43.1	94.42	91.98	93.2	>	49.4	39	43.1	
				Kakuma	2019-07	35.4	37.3	36.5	≥	35.4	37.3	36.5				≥	35.4	37.3	36.5	69.2	61.3	66	≥	35.4	37.3	36.5	74.14	72.57	73.47	≥	35.4	37.3	36.5	
				Kalobeyei Settlement	2019-07	38.4	33.5	35.1	>	38.4	33.5	35.1				≥	38.4	33.5	35.1	59.2	62.7	61.1	>	38.4	33.5	35.1	77.61	78.8	78.12	≥	38.4	33.5	35.1	
				Overall	2019-07			37.7	=			37.7				>			37.7	70.6	69.7	70.2	>			37.7	80	79.9	80	>			37.7	
			Percentage of households with Borderline Food Consumption Score	Dadaab	2019-07	45.5	54.1	50.8	<	45.5	54.1	50.8				<	45.5	54.1	50.8	9.2	8.2	8.6	<	45.5	54.1	50.8	5.2	8.02	6.52	<	45.5	54.1	50.8	
				Kakuma	2019-07	31.4	31.1	31.2	<	31.4	31.1	31.2				<	31.4	31.1	31.2	19	25.5	21.7	<	31.4	31.1	31.2	21.34	23.3	22.17	<	31.4	31.1	31.2	
				Kalobeyei Settlement	2019-07	33	38.7	36.9	<	31.4	38.7	36.9				<	33	38.7	36.9	30	28.1	29	<	33	38.7	36.9	19.83	18.62	19.32	<	33	38.7	36.9	
				Overall	2019-07			38.3	=			38.3				<			38.3	19.8	21.3	20.5	<			38.3	17.1	17.6	17.4	<			38.3	
			Percentage of households with Poor Food Consumption Score	Dadaab	2019-07	6.1	5	6.1	<	6.1	5	6.1				<	6.1	5	6.1	1.7	2.7	2.3	<	6.1	5	6.1	0.3	0	0.2	<	6.1	5	6.1	
				Kakuma	2019-07	32.2	33.2	32.2	<	32.2	33.2	32.2				<	32.2	33.2	32.2	11.7	13.2	12.3	<	32.2	33.2	32.2	4.5	4.1	4.4	<	32.2	33.2	32.2	
				Kalobeyei Settlement	2019-07	27.7	28.6	28	<	27.7	28.6	28				<	27.7	28.6	28	10.8	9.2	9.9	<	27.7	28.6	28	2.6	2.6	2.6	<	27.7	28.6	28	
				Overall	2019-07			24	=			24				<			24	9.6	9	9.3	<			24	2.8	2.5	2.7	<			24	
Enrolment rate	Refugees and asylum seekers	School feeding (on-site)	Dadaab	2018-06	8	11	9	≥	0	0	9	0	0	9	≥								≥				9	-0.16	-0.15	-0.16	≥			9
			Kakuma	2018-06	9	10	10	≥			10			7.1	≥			10						≥			10	1.2	0.5	0.89	≥			10
			Kalobeyei Settlement	2019-07	5.4	6.3	5.7	=	5.4	6.3	5.7				=	5.4	6.3	5.7						≥	5.4	6.3	5.7	-0.25	-0.22	-0.25	≥	5.4	6.3	5.7
Attendance rate (new)	Refugees and asylum seekers	School feeding (on-site)	Dadaab	2018-10	87	87	87	≥	87	87	87	73.7	91.7	93	≥	87	87	87					≥	87	87	87	97.9	97.8	97.8	≥	87	87	87	
			Kakuma	2018-10	75.41	75.41	75.41	≥	75.41	75.41	75.41	93.6	95.4	94.5	≥	75.41	75.41	75.41					≥	75.41	75.41	75.41	85.8	86.6	85.9	≥	75.41	75.41	75.41	
			Kalobeyei Settlement	2019-07	94	93.2	93.6	≥	94	93.2	93.6				≥	94	93.2	93.6					≥	94	93.2	93.6	90.9	90.3	90.7	≥	94	93.2	93.6	
Proportion of eligible population that participates in	Refugees and asylum seekers	Prevention of acute malnutrition	Dadaab	2018-06	99.97	99.97	99.97	>	90	90	90			96.1	>	90	90	90					>	90	90	90	96	96	96	>	90	90	90	
			Kakuma	2018-06	94.34	94.34	94.34	>	94.34	94.34	94.34				>	94.34	94.4	94.4					>	90	90	90	98	98	98	>	0	0	0	

programme (coverage)				Kalobeyei Settlement	2018-06	95.32	95.32	95.32	>	90	90	90			83.1	>	90	90	90				>	90	90	90	90	90	90	>	90	90	100	
Consumption-based Coping Strategy Index (Average)	Refugees and asylum seekers	General distribution		Dadaab	2019-07	6.6	6.6	6.6	=	6.6	6.6	6.6				=	6.6	6.6	6.6	10.5	10.8	10.7	≤	6.6	6.6	6.6	16.61	16.25	16.44	≤	6.6	6.6	6.6	
				Kakuma	2019-07	9.5	10.5	10.1	=	9.5	10.5	10.1				=	9.5	10.5	10.1	9.8	11	10.3	≤	9.5	10.5	10.1	7.36	11.04	8.91	≤	9.5	10.5	10.1	
				Kalobeyei Settlement	2019-07	11.3	11.9	11.5	=	11.3	11.9	11.5				=	11.3	11.9	11.5	8.1	10.9	9.6	≤	11.3	11.9	11.5	7.79	9.83	8.66	>	11.3	11.9	11.5	
				Overall	2019-07			9.6	=			9.6				=			9.6			10.2	≤			9.6			10.6	≤				9.6
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	Refugees and asylum seekers	General distribution	Percentage of households not using livelihood based coping strategies	Dadaab	2019-07	31.23	35.1	33.6	≥	31.3	35.1	33.6				≥	31.3	35.1	33.6	4.6	4.7	4.7	≥	31.3	35.1	33.6	10.89	8.55	9.79	≥	31.3	35.1	33.6	
				Kakuma	2019-07	22.6	20.1	21.5	≥	22.6	20.1	21.5				≥	22.6	20.1	21.5	11.9	10.2	11.2	≥	22.6	20.1	21.5	9.38	6.97	8.35	≥	22.6	20.1	21.5	
				Kalobeyei Settlement	2019-07	19.3	21.6	20.1	≥	19.3	21.6	20.1				≥	19.3	21.6	20.1	9.9	9.6	9.7	≥	19.3	21.6	20.1	9.72	9.88	9.79	≥	19.3	21.6	20.1	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	Refugees and asylum seekers	General distribution	Percentage of households using crisis coping strategies	Dadaab	2019-07	29.5	21.8	24	≤	29.5	21.8	24				≤	29.5	21.8	24	48.9	48.6	48.7	≤	29.5	21.8	24	49.03	56.05	52.29	≤	29.5	21.8	24	
				Kakuma	2019-07	27.6	24.4	25.7	≤	27.6	24.4	25.7				≤	27.6	24.4	25.7	46.9	48.4	47.5	≤	27.6	24.4	25.7	57.14	65.76	60.8	≤	27.6	24.4	25.7	
				Kalobeyei Settlement	2019-07	22.7	21.3	21.8	≤	22.7	21.3	21.8				≤	22.7	21.3	21.8	45.3	47.3	46.4	≤	22.7	21.3	21.8	59.18	64.83	61.59	≤	22.7	21.3	21.8	
			Percentage of households using emergency coping strategies	Dadaab	2019-07	42.2	40.2	41.1	≤	42.2	40.2	41.1				≤	42.2	40.2	41.1	31.6	36.1	34.3	≤	42.2	40.2	41.1	8.95	13	10.83	≤	42.2	40.2	41.1	
				Kakuma	2019-07	45.9	49.7	48.2	≤	45.9	49.7	48.2				≤	45.9	49.7	48.2	33.9	35.4	34.5	≤	45.9	49.7	48.2	23.66	20.91	22.49	≤	45.9	49.7	48.2	
				Kalobeyei Settlement	2019-07	48.8	53.4	52	≤	48.8	53.4	52				≤	48.8	53.4	52	37.7	35.8	36.6	≤	48.8	53.4	52	24.19	18.6	21.81	≤	48.8	53.4	52	
			Percentage of households using stress coping strategies	Dadaab	2019-07	3.8	3.2	3.4	≤	3.8	3.2	3.4				≤	3.8	3.2	3.4	14.9	10.6	12.3	≤	3.8	3.2	3.4	31.13	22.42	27.08	≤	3.8	3.2	3.4	
				Kakuma	2019-07	3.9	5.2	4.6	≤	3.9	5.2	4.6				≤	3.9	5.2	4.6	7.3	6	6.8	≤	3.9	5.2	4.6	9.82	6.36	8.35	≤	3.9	5.2	4.6	
				Kalobeyei Settlement	2019-07	2.4	3.1	2.9	≤	2.4	3.1	2.9				≤	2.4	3.1	2.9	7.2	7.3	7.2	≤	2.4	3.1	2.9	6.91	6.69	6.82	≤	2.4	3.1	2.9	
Proportion of target population that participates in an adequate number of distributions (adherence)	Refugees and asylum seekers	Prevention of acute malnutrition		Dadaab	2019-11			99.7	=			100				=			100			100	=			100	=				100			
				Kakuma	2019-11			100	=			100					=			100			99	=			100			100	=			100
				Kalobeyei Settlement	2019-11			100	=			100					=			100			99	=			100			93	=			100
MAM Treatment Default rate	Refugees and asylum seekers	Treatment of moderate acute malnutrition	Moderate acute malnutrition (MAM) Treatment Recovery rate	Dadaab	2018-06	96.45	96.45	96.45	>	75	75	75	94.52	94.63	94.58	>	75	75	75	97.67	97.28	97.68	>	75	75	75	98.74	98.89	98.82	>	75	75	75	
				Kakuma	2018-06	91.6	91.6	91.6	>	75	75	75	91.3	89.08	90.19	>	75	75	75	98.25	98.48	98.42	>	75	75	75	98.15	98.18	98.17					
				Kalobeyei Settlement	2018-06	23.82	23.82	3.82	>	75	75	75	77.04	77.7	77.37	>	75	75	75	90.34	94.98	92.91	>	75	75	75	96.08	94.27	95.13	>	75	75	75	
			MAM Treatment Mortality rate	Dadaab	2018-06	0	0	0	<	3	3	3	0	0	0	<	3	3	3	0	0	0	<	3	3	3	0	0	0	<	3	3	3	
				Kakuma	2018-06	0	0	0	<	3	3	3	0	0.01	0.01	<	3	3	3	0	0	0	<	3	3	3	0	0	0	<	3	3	3	
				Kalobeyei Settlement	2018-06	0.35	0.35	0.35	<	3	3	3	0	0	0	<	3	3	3	0	0	0	<	3	3	3	0	0	0	<	3	3	3	
MAM Treatment	Dadaab	2018-06	1.33	1.33	1.33	<	15	15	15	1.1	0.8	0.95	<	15	15	15	1.74	1.81	1.84	<	15	15	15	1.03	1.02	1.03	<	15	15	15				

			Non-response rate	Kakuma	2018-06	2.66	2.66	2.66	<	15	15	15	4.63	5.21	4.92	<	15	15	15	1.69	1.39	1.53	<	15	15	15	1.68	1.66	1.76	<	15	15	15
				Kalobeyei Settlement	2018-06	0.35	0.35	0.35	<	15	15	15	0.61	0.61	0.61	<	15	15	15	4.29	1.9	3.07	<	15	15	15	2.41	2.86	3.08	<	15	15	15
			MAM Treatment Default rate	Dadaab	2018-06	0.22	0.22	0.22	<	15	15	15	0.73	0.83	0.79	<	15	15	15	0.59	0.38	0.49	<	15	15	15	0.23	0.09	0.15	<	15	15	15
				Kakuma	2018-06	0.07	0.07	0.07	<	15	15	15	0.03	0.03	0.03	<	15	15	15	0.03	0.04	0.06	<	15	15	15	0.17	0	0.08	<	15	15	15
				Kalobeyei Settlement	2018-06	63.45	63.45	63.45	<	15	15	15	8.59	8.59	8.59	<	15	15	15	5.15	2.94	4.02	<	15	15	15	1.05	2.46	1.79	<	15	15	15
Economic capacity to meet essential needs (new)	Refugees and asylum seekers	General Distribution	Dadaab	2019-07			16.7	≥			16.7				≥			16.7				≥			16.7	No data	No data	No data	≥			16.7	
			Kakuma	2019-07			21	≥			21				≥			21				≥			21	No data	No data	No data	≥			21	
			Kalobeyei Settlement	2019-07			18.8	≥			18.8				≥			18.8				≥			18.8	No data	No data	No data	≥			18.8	
Dietary Diversity Score	Refugees and Asylum seekers	General distribution	Dadaab	2019-07	4	4.1	4	=	4	4.1	4				=	4	4.1	4	8	7.9	7.9	≥	4	4.1	4	8.5	8.5	8.5	>	4	4.1	4	
			Kakuma	2019-07	3	3	3	=	3	3	3				=	3	3	3	6.6	6.5	6.6	≥	3	3	3	6.5	6.4	6.5	>	3	3	3	
			Kalobeyei Settlement	2019-07	3	3	3	=	3	3	3				=	3	3	3	6.3	6.1	6.2	≥	3	3	3	6.7	6.6	6.7	≥	3	3	3	
			Overall	2019-07			3.3	≥			3.3				≥			3.3			6.81			≥			3.3	7.04	7	7.02	≥		

OUTCOME INDICATORS SO1 ACTIVITY 2

Outcome indicator	Target group	Activity tag	Location admin breakdown	Baseline (2018 or 2019)				Target 2019				Actual value 2019			Target 2020				Actual value 2020			Target 2021				Actual value 2021				End of CSP target (2023)			
				Date	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	
MAM Treatment Default rate	Host community	Treatment of moderate acute malnutrition	Dadaab	2018-06	83	83	83	>	75	75	75			88.3	>	75	75	75	84.09	83.86	83.97	>	75	75	75	No data	No data	No data	>	75	75	75	
			Kakuma	2018-06	0	0	0	<	3	3	3			0.2	<	3	3	3	1.57	1.49	1.52	<	3	3	3	No data	No data	No data	<	3	3	3	
			Kalobeyei Settlement	2018-06	4	4	4	<	15	15	15			4.5	<	15	15	15	5.19	5.77	5.5	<	15	15	15	No data	No data	No data	<	15	15	15	
			Overall	2018-06	12	12	12	<	15	15	15			7	<	15	15	15	9.16	8.87	9.01	<	15	15	15	5.45	5.76	5.61	<	15	15	15	

OUTCOME INDICATORS SO2 ACTIVITY 3

Outcome indicator	Target group	Activity tag	Outcome indicator category	Location admin breakdown	Baseline (2018 or 2019)				Target 2019				Actual value 2019			Target 2020				Actual value 2020			Target 2021				Actual value 2021				End of CSP target (2023)				
					Date	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall		
SO 02 - Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks enabling them to meet their food and nutrition needs by 2023																																			
ACT 3: (ACL: Create assets & transfer knowledge, skills and climate risk management tools to food-insecure households)																																			
Food Consumption Score	Targeted smallholder producers, food-insecure and vulnerable populations	Food assistance for asset	Percentage of households with Acceptable Food Consumption Score		2019-07	68.54	71.08	70.35	=	68.54	71.08	70.35				>	68.54	71.08	70.35	71.9	75.3	72.8	>								≥	68.54	71.08	70.35	
					2019-07	27.36	27.4	27.14	=	27.36	27.4	27.14				<	27.36	27.4	27.14	20	16.4	19.1	<									≤	27.36	27.4	27.14
				Overall	2019-07	68.54	71.08	70.35	=	68.54	71.08	70.35	No data	No data	No data	≥	68.54	71.08	70.35	71.9	75.3	72.8	≥	68.54	71.08	70.35	76.7	71.3	75.3	≥	68.54	71.08	70.35		
Consumption-based Coping Strategy	Targeted smallholder producers, food-	Food assistance for asset		Overall	2019-07	8.41	8.3	8.41	=	8.41	8.3	8.41				=	8.41	8.3	8.41	14.5	15.7	14.8	<	8.41	8.3	8.41	16.8	17.5	17	<	8.41	8.3	8.41		

Index (Average)	insecure and vulnerable populations																																							
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)	Targeted smallholder producers	Food assistance for asset	Percentage of households not using livelihood based coping strategies	Overall	2019-07			46.8	≥				46.8	2.9	4.6	3.3	≥				46.8	1.8	1.8	1.8	≥													46.8		
			Percentage of households using crisis coping strategies	Overall	2019-07			12.1	≤					12.1	23.2	16.1	21.4	≤				12.1	25.5	19.8	24.1	≤													12.1	
			Percentage of households using emergency coping strategies	Overall	2019-07			6.3	≤					6.3	26.3	29.4	27.1	≤				6.3	49.4	41.9	47.6	≤														6.3
			Percentage of households using stress coping strategies	Overall	2019-07			50.1	≤					50.1	47.6	50	48.2	≤				50.1	23.3	36.4	26.6	≤														50.1
Livelihood-based Coping Strategy Index (Average)	Targeted smallholder producers, food-insecure and vulnerable populations	Food assistance for asset		Overall	2019-07	1.43	1.65	1.52	=	1.43	1.65	1.52					≤	11.43	1.65	1.52	No data	No data	No data	≤	1.43	1.65	1.52													
Food expenditure share	Targeted smallholder producers, food-insecure and vulnerable populations	Food assistance for asset		Overall	2019-07	42.41	42.31	42.24	≤	42.41	42.31	42.24					≤	42.41	42.31	42.24	No data	No data	No data	≤	42.41	42.31	42.24													
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	Targeted community	Food assistance for asset		Overall	2019-07			0	≥				50				≥				50	No data	No data	No data	≥															50
Minimum Dietary Diversity – Women	Targeted smallholder producers, food-insecure and vulnerable populations	Food assistance for asset		Overall	2019-07			14.87	=				14.87				≈				14.87	No data	No data	No data	>															14.87
Food Consumption Score – Nutrition	Targeted smallholder producers, food-insecure and vulnerable populations	Food assistance for asset	Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	Overall	2019-07			1.13	≥				1.13	2.4	3.9	2.8	≥				1.13	2.8	3.8	3	≥														1.13	
			Percentage of	Overall	2019-07			68.44	≥					68.44	51.9	59.6	58.4	≥				68.44	64.3	58.6	62.9	≥													68.44	

			households that consumed protein rich food daily (in the last 7 days)																										
			Percentage of households that consumed vit A rich food daily (in the last 7 days)	Overall	2019-07		52.46	≥		Overall	52.46		≥		52.46	53	56.8	54	≥				52.46	50.5	55.9	51.8	≥		52.46
			Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	Overall	2019-07		71.32	≤		Overall	71.32		≤		71.32	51.8	57.5	53.3	≤				71.32	58.7	62.1	59.5	≤		71.32
			Percentage of households that never consumed protein rich food (in the last 7 days)	Overall	2019-07		0.04	≤		Overall	0.04		≤		0.04	6.5	6.6	6.5	≤				0.04	3.4	3.4	3.4	≤		0.04
			Percentage of households that never consumed vit A rich food (in the last 7 days)	Overall	2019-07		16.17	≤		Overall	16.17		≤		16.17	17.6	12.8	16.3	≤				16.17	17.3	19.5	17.8	≥		16.17
			Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	Overall	2019-07		27.47	≤		Overall	27.47		≤		27.47	45.8	38.6	43.9	≤				27.47	34.1	38.5	37.4	≤		27.47
			Percentage of households that sometimes consumed protein rich food (in the last 7 days)	Overall	2019-07		27.8	≤		Overall	27.8		≤		27.8	35.6	33.8	35.1	≤				27.8	32.2	37.9	33.6	≤		27.8
			Percentage of households that sometimes consumed vit A rich food (in the last 7 days)	Overall	2019-07		31.24	≤		Overall	31.24		≤		31.24	29.4	30.4	29.7	≤				31.24	32.2	24.5	30.3	≤		31.24

OUTCOME INDICATORS SO2 ACTIVITY 4

Outcome indicator	Target group	Activity tag	Outcome indicator category	Location admin breakdown	Baseline (2018 or 2019)				Target 2019				Actual value 2019			Target 2020				Actual value 2020			Target 2021				Actual value 2021			End of CSP target (2023)			
					Date	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall	Male	Female	Overall	Operator	Male	Female	Overall
ACT 4 (Smallholder agricultural market (SMS: Facilitate access to markets and provide technical expertise in supply chain to smallholder farmers and retailers)																																	
Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	Targeted smallholder producers	Smallholder agricultural market support activities			2019-12			23	≥			23				≥			23			34	≥			23			18	≥			29.5
Rate of smallholder post-harvest losses	Targeted smallholder producers	Smallholder agricultural market support activities			2019-07			14.59	≤			14.59				≤			14.59						14.59			No data	≤			14.59	
Value and volume of smallholder sales through WFP-supported aggregation systems	Targeted smallholders	Smallholder agricultural market support activities	Value (USD)		2019-07			7234049	≥			7234049				≥			11396879			143703	≥			11396879			23,996,631.15	≥			149584490
			Volume (MT)		2019-07			18584	≥			18584				≥			32545			409	≥			32545			78,787.00	≥			130922
Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts	WFP pro-smallholder farmers	Smallholder agricultural market support activities			2019-07			7	=			7				=			7			36	≤			7			0	<			4.5
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	Targeted smallholder farmers	Smallholder agricultural market support activities			2019-07	0	0	0																	No data	No data	No data	>	0	0	0		
Percentage increase in production of high-quality and nutrition-dense foods	Targeted smallholder farmers	Smallholder agricultural market support activities			2019-07			0	=			0				=			0						No data	No data	No data	=			0		
Percentage of WFP food procured from smallholder farmer	Targeted smallholder farmers	Smallholder agricultural market support activities			2019-07			10	≥			10				≥			10			6	≥			10			14	≥			15

CROSS-CUTTING INDICATORS

Table 28 Cross-cutting indicator baseline, targets, and actuals (2020 and 2021)

Cross-cutting indicator	Target group	Activities	Activity tag	Date/source	Base value			2020 Actuals			2021 year-end target			2021 Actuals			CSP end target		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Protection indicators																			
Proportion of targeted people having unhindered access to WFP programmes (new)	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	97.8	99.2	98.4				≥ 97.80	≥ 99.20	≥ 98.40	98.7	98.5	99.6	≥ 97.80	≥ 99.20	≥ 98.40
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	81.2			98.60			≥ 81.20			99.4			≥ 81.20
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	80.1						≥ 80.1			99.6			=100
Proportion of targeted people receiving assistance without safety challenges (new)	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	99.4	99.5	99.5				≥ 99.40	≥ 99.50	≥ 99.50	99.5	99.7	99.2	≥ 99.40	≥ 99.50	≥ 99.50
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	87.3			99.20			≥ 87.30			99.3			≥ 87.30
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	99						≥ 99			100			≥ 90
Proportion of targeted people who report that WFP programmes are dignified (new)	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	99.4	99.5	99.3				≥ 99.40	≥ 99.50	≥ 99.30	99.3	99.4	99.1	≥ 99.40	≥ 99.50	≥ 99.30
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	85.2			99.20			≥ 85.20			99.8			≥ 85.20
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	99.2						≥ 99.2			99.4			≥ 90
Accountability to affected population indicators																			
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	68.1	60.7	66.5				≥ 68.10	≥ 60.70	≥ 66.50	85.6	85.2	86.1	≥ 68.10	≥ 60.70	≥ 66.50
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	61.5			93.10			≥ 61.5			94			≥ 70
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	97.6						≥ 97.60			94			≥ 97.60
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Children < 5, pregnant and lactating mothers	Activity 2	Treatment of moderate acute malnutrition	Base Value: 2018.06	-	-	0			100			=100			100			=100
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	100			100			=100			100			=100
	Targeted small holder producers, food insecure and vulnerable population	Activity 3	Food assistance for asset	Base Value: 2019.12	-	-	100			100			=100			100			=100
Gender equality indicators																			
Proportion of food assistance decision making entity – committees, boards, teams, etc. – members who are women	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	50.5			51			≥ 50.5			No data			≥ 50.50
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2019.12	-	-	35.5			38			≥ 35.5			38			≥ 50
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	-	-	43.9						≥ 43.90			51.8			≥ 43.90
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	15.1			24.40			≥ 15.1			24.9			> 50

/ Decisions jointly made by women and men	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	35.7						≥35.7		51.1		≥ 35.70	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	-	-	12.5						12.5		11.7		≥ 12.50	
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	25.05			19			≤ 25.05		19		≤ 25	
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	14.7						≥ 14.70		10.1		≥ 14.70	
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women	Host community	Activity 2	Emergency preparedness activities	Base Value: 2020.11	-	-	43.8						43.8		36.4		≥43.8	
	Refugees and asylum seekers	Activity 1	General distribution	Base Value: 2019.07	-	-	54.8						≥ 54.8		56.2		≥ 25	
	Small holder producers, food insecure and vulnerable populations	Activity 3	Food assistance for asset	Base Value: 2020.11	-	-	58.2						≥ 58.2		38.9		≥ 58.2	
Environmental indicators																		
Proportion of FLAs/MoUs/CCs for CSP activities screened for environmental and social risk	Refugees and asylum seekers	Activity 1	Climate adaptation and risk management activities	Base Value: 2019.07	-	-	100			100			=100		100		=100	
	Resilience activities	Activity 3	Climate adaptation and risk management activities	Base Value: 2019.07	-	-	100			100			=100		100		=100	

Source: ACRs 2020 and 2021.

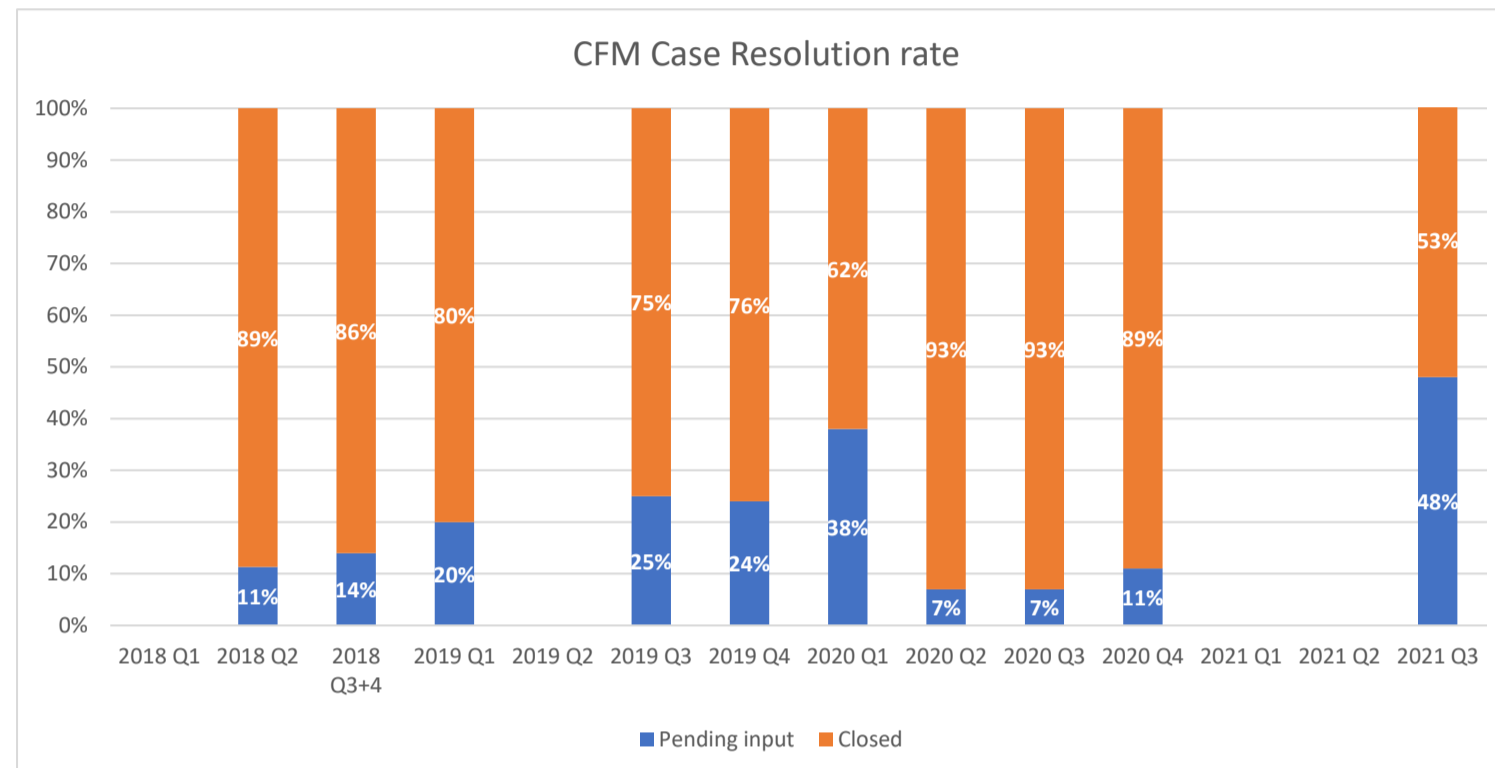
Accountability to affected populations: Complaints and feedback mechanisms

Analysis of country office complaints and feedback mechanisms reports

- 2021 Q3 (July–Sept)
- 2020 Q4 (Oct–Dec)
- 2020 Q3 (Jul–Sept)
- 2020 Q2 (Apr–Jun)
- 2020 Q1 (Jan–March)
- 2019 Q4 (Oct–Dec)
- 2019 Q3 (Jul–Sept)
- 2019 Q1 (Jan–March)
- 2018 Q3+4 (July–December)
- 2018 Q2 (April–June)
- 2018 Q1 (Jan–March)

COMPLAINTS AND FEEDBACK MECHANISMS CASE RESOLUTION RATES

Table 29: Complaints and feedback mechanisms cases - resolution rates



Source: CFM Reports, Kenya CO.

COMPLAINTS AND FEEDBACK MECHANISM CASES BY SEX

Table 30: Complaints and feedback mechanism cases - proportion of cases by sex

Sex	2018 Q1	2018 Q2	2018 Q3+4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3	Average
Male	36%	37.71%	53%	56%		59%	50%	52%	52%	49%	48%			50%	49%
Female	64%	62.29%	47%	44%		41%	50%	48%	48%	51%	52%			50%	51%

Source: CFM Reports, Kenya CO.

COMPLAINTS AND FEEDBACK MECHANISM CASES BY REPORTING MEDIUM

Case reporting medium	2018 Q1	2018 Q2	2018 Q3+4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3
Helpdesk	NA	NA	NA	2376		2285	NA	NA	2689	2161	1374			3,229
Telephone	NA	NA	NA	1156		1101	NA	NA	843	2793	2262			340
SMS	NA	NA	NA	4		7	NA	NA	11	101	104			319
Email	NA	NA	NA	3		1	NA	NA	5	16	56			32
Total	19,683	8,471	6,119	3,539		3,394	5,102	3,805	3,548	5,071	3,796			3,920

Source: CFM Reports, Kenya CO.

Analysis of financial execution rates and cost ratios

Disbursement rates (expenditure versus mobilized and expenditure versus implementation plan, per activity)

Table 31: Financial execution rates (NBP, implementation plan and expenditures) by focus area and activity

Focus Area	Activity	Activity Number	Needs Based Plan	Implementation Plan	IP as % of NBP	Actuals	Actuals as % of IP	Actuals as % of NBP
Crisis Response	KE01.01.011.URT1	1	\$ 528,759,135	\$ 359,264,011	68%	\$ 261,331,148	73%	49%
Crisis Response	KE01.01.011.URT2	2	\$ 97,266,168	\$ 80,870,242	83%	\$ 48,706,258	60%	50%
Resilience Building	KE01.04.021.ACL1	3	\$ 258,047,709	\$ 162,732,542	63%	\$ 111,665,041	69%	43%
Resilience Building	KE01.04.021.SMS1	4	\$ 35,409,866	\$ 21,710,991	61%	\$ 11,712,986	54%	33%
Root Causes	KE01.05.031.CSI1	5	\$ 26,537,910	\$ 28,120,517	106%	\$ 17,040,853	61%	64%
Crisis Response	KE01.08.041.CPA1	6	\$ 22,995,950	\$ 15,507,115	67%	\$ 10,717,467	69%	47%
Crisis Response	KE01.08.041.CPA2	7	\$ 1,203,490	\$ 397,963	33%	\$ 433,600	109%	36%
Crisis Response	KE01.08.041.CPA3	8	\$ 3,742,253	\$ 5,048,692	135%	\$ 2,471,058	49%	66%
Crisis Response	KE01.08.041.CPA4	9	\$ 1,045,000	\$ 418,000	40%	\$ 133,523	32%	13%
Crisis Response	KE01.08.041.CPA5	10	\$ 209,000	\$ -	0%	\$ -		0%
	KE01.DS	DSC	\$ 52,870,794	\$ 40,564,533	77%	\$ 26,108,005	64%	49%
	KE01.IN.COR		\$ -	\$ 11,987,062		\$ 8,391,419	70%	
Grand Total			\$ 1,028,087,275	\$ 726,621,667	71%	\$ 498,711,358	69%	49%

Source: CPB_-_Plan_vs_Actuals_Report_v2.1 (22.06.2022).

Cost per beneficiary per transfer activity, planned versus actual, per year

Table 32: Cost per unique beneficiary (transfer value plus cost/beneficiaries)

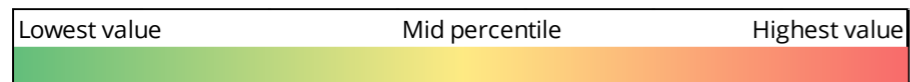
Activity	Modality	2018		2019		2020		2021		2022		Average (2018-2021)	
		NBP	Actual	NBP	Actual	NBP	Actual	NBP	Actual	NBP	Actual	NBP	Actual
1	Food	17.0	5.7	85.8	51.7	81.7	47.4	83.6	46.7	77.2		67.04	37.86
	CBT	17.3	28.2	34.9	61.2	92.4	82.0	139.4	65.6	158.7		71.02	59.26
2	Food	59.9	34.9	118.9	38.7	21.4	64.7	25.9	41.1	59.8		56.53	44.84
	CBT					11.2	34.6	29.1	22.0	29.1		na	na
3	Food	46.2		72.3	48.1	83.3	50.1	119.9	36.8	128.1		80.42	na
	CBT	29.8	141.4	50.4	61.4	66.9	35.9	51.7	44.9	51.5		49.68	70.90

Sources: CM-R002b Annual beneficiaries by SO activity and modality v1.1 (03.08.2022), CPB_-_Plan_vs_Actuals_Report_v2.1_22.06.2022 Sources: CM-R002b Annual beneficiaries by SO activity and modality v1.1 (03.08.2022), CPB_-_Plan_vs_Actuals_Report_v2.1_22.06.2022.

Table 33: Average number of months from grant valid date to first allocation date

	Average number of months from grant valid date to first allocation date (2018 – 2022)
Activity level grants	5.78
ACL	4.75
ACL Activity 3	4.75
CPA	2.29
CPA Activity 6	2.42
CPA Activity 7	2.33
CPA Activity 8	1.00
CPA Activity 9	2.00
CSI	8.47
CSI Activity 5	8.47
SMS	7.23
SMS Activity 4	7.23
URT	5.30
URT Activity 1	5.04
URT Activity 2	6.03
SO level grants	6.89
SO1	7.81
SO2	7.89
SO3	3.75
Strategic Result level grants	0.00
CPB level grants	5.02
DSC level grants	6.04

Colour scale key:



Source: CPB Grant Balances Report v3.0 22.06.2022.

Annex 11: List of people interviewed

Table 34: Central level consultations - List of people interviewed

Informant category	Organization	Full Name	Position/ Responsibilities	Gender
Cooperating partner	Kenya Red Cross	Charles Jow Otieno	Programme Manager	M
	Consortium of Cooperating Partners	Abbas Mohamed		M
	Consortium of Cooperating Partners	Abdikadir Adan		M
	Relief, Reconstruction & Development Organization	Mathew Bartilol	Relief Project Coordinator	M
	World Vision	William Omole	Senior Technical Advisor, Humanitarian, Cash and Markets	M
County government Gov	County Government of Marsabit	Gitu	Director of Agriculture	M
	County Government of Marsabit	Wolde Weisa	Dep. CS - County Gov't of Marsabit	M
	Turkana County, Department of Education, Sports and Social Protection	Idoka Hebrews Ignatius	Deputy Director for Social Protection	M
	County Government	Daniel Leisagor	Samburu County Chief Officer Special Programmes and former Director, Disaster management	M
Donor/IFI	EC Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)	Matteo Paoltroni	Technical Assistant for Kenya	M
	EU Delegation to Kenya	Elisabeth Magnes	Project Manager – Emergency Trust Fund for Africa (EUTF) / Agriculture, Job Creation and Resilience Section	F
	EU Delegation to Kenya	Myra Bernardi	Head of Rural Development, Agriculture and Food Security	F
	UK FCDO	Martin Gichuru	Humanitarian Team Leader	M
	UN Central Emergency Response Fund (CERF) /UN Office of Coordination of Humanitarian Affairs (UNOCHA)	Alice Macharia	UN CERF Secretariat - Focal Point for Kenya	F
	USAID /Bureau for Humanitarian Assistance (BHA)	Don Owino	Project Officer	M
	USAID/BHA	Joseph Chege	Food Security Specialist	M
	World Bank	Yulia Smolyar	Senior Social Protection Specialist	F

National Government	Department of Refugee Services	Kassimli Muthambo	DRS commissioner Kakuma	
	Ministry of Education	Dr. Julius Ouma Jwan	Principal Secretary Basic Education	M
	Ministry of Education	Elyas Abdi	Director General	M
	Ministry of Education	Florence Musalia	National Coordinator for School Meals Programme	F
	Ministry of Education	Nereah Olick	Director Primary Education	F
	Ministry of Health	Leila Akinyi	Deputy Head of Nutrition and Dietetics	F
	Ministry of Labour and Social Protection	Mr. John Gachigi	Head, Social Assistance Unit	M
	Ministry of Labour and Social Protection	Mr. Nelson Sospeter Marwa	PS State Department for Social Protection	M
	Ministry of Labour and Social Protection	Ms. Jane Muyanga	Head, National Social Protection Secretariat	F
	Ministry of Labour and Social Protection	Stephanie Bitengo	Assistant Director, Social Registry	F
	Ministry of Public Service and Gender Affairs	Mr. Isaac Githui	Secretary Special Programmes	M
	Ministry of Public Service and Gender Affairs	Mr. Michael Pkopus, C.B.S	PS ASALs	M
	Ministry of Public Service and Gender Affairs	Mr. Philip Tarus	Director, Special Programme	M
	Ministry of Public Service and Gender Affairs	Ms. Farah Asindua	Senior Assistant Secretary	M
	National Drought Management Authority	Julius Akeno	Deputy National Resilience Coordinator	M
Other	University of Nairobi	Prof Gituro Wainaina	Professor, School of Business	M
	Kenya School of Government	Dr. Josephine Mwanzia	Director of Academic Affairs	F
	Kenya School of Government	Mr. Patrick Gachagua	Senior Faculty Member (engaged with the complete process of the curriculum on social protection)	M
	Mokoro	Muriel Visser	Team Leader SO2 MTE	F
	Mokoro	Stephen Turner	Team Member MTE	M
	UNUMERIT	Alex Huns	SO1 M&E Contractor	M
	UNUMERIT	Francesco Iacoella	SO1 M&E Contractor	M
	UNUMERIT	Gassmann, Franziska	Team Leader SO1 OM	F

Private sector	AGRICO EA	Corien Herweijer	Programme Manager	F
	AGROZ	Howard Mogera	Programme Manager TGDL	M
	Amitruck	Ashley Dale-Jones	Account Executive - East Africa	M
	Amitruck	Lucy Kimani	Vice-President of Operations	F
	Cereal Growers Association	Joyce Njuguna	Project Manager	F
	Hello Tractor	Jahiel Oliver	CEO	M
	PAFID	Anthony Kweyu	Project Manager	M
	PAFID	Colin Gunson	CEO	M
	PAFID	Nickson Wafula	M&E Manager	M
	PULA	Jacobeth Barno	Regional Manager, Africa - Anglophone	M
	Safaricom - Mezzanie (SVS)	Ms. Wambuci Njunji	Safaricom - Mezzanine (SVS)	F
	Safaricom - Mezzanine (SVS)	Ms. Kerubo Getui	Safaricom - Mezzanine (SVS)	F
	Trutrade	Jo Ryan	CEO	F
UNCT	IFAD	Moses Abukari	Technical Officer	M
	UN RCO	Dr. Stephen Jackson	UN Resident Coordinator in Kenya	M
	UN RCO	Jane Nyokabi Njoroge	Development Coordination Officer	F
	UNHCR	Dr John Burton Wagacha	Cluster Coordinator (Shelter / NFI)	M
	UNHCR	Felicia Owusu	UNHCR Assistant Representative (Programme)	F
	UNICEF	Ana Gabriela Guerrero Serdan	Social Policy Specialist	F
	UNICEF	Deema Jarrar	Chief of Education	F
	UNICEF	Dominic Stolarow	Chief of Emergencies	M
	UNICEF	Francis Wambua	Nutrition Officer	M
	UNOCHA	Joy Wangui Maingi	Humanitarian Affairs Officer at the OCHA Regional Office for Southern and Eastern Africa (OCHA ROSEA) in Nairobi and Leading on Matters Kenya	F

WFP	Country office	Agatha Mugo	Programme Associate (Gender)	F
	Country office	Aisha Maulid	Office in Charge Procurement	F
	Country office	Beatrice Mwangela	Head of M&E	F
	Country office	Bernard Nyatuga	Programme Policy Officer (EPR)	M
	Country office	Calum Gardner	Deputy Country Director	M
	Country office	Caroline Chiedo	Programme Policy Officer - Nutrition	F
	Country office	Caroline Muchai	Activity 3 Manager	F
	Country office	Charles Njeru	Programme Policy Officer - School Meals (seconded to Ministry of Education)	M
	Country office	Clara Silva	Head of Mombasa Sub Office	F
	Country office	Claudia Ah Poe	SO2 Manager / Senior Programme Policy Officer	F
	Country office	Daniel Kirwa	Supply Chain CCS	M
	Country office	David Kamau	Programme Policy Officer, Social Protection and Safety Nets	M
	Country office	Destiny Muhumuza	Compliance and Risk Officer	F
	Country office	Emmanuel Bigenimana	Deputy Country Director	M
	Country office	Felix Okech	SO1 Manager	M
	Country office	Franklyn Frimpong	UNHAS	M
	Country office	George Njoroge	Country Coordinator Farm to Market Alliance	M
	Country office	George Oseiowusu	UNHAS - Aviation Officer	M
	Country office	Georgina Stickels	Donor Relations	F
	Country office	Jackline Gatimu	Nutrition Unit	F
	Country office	Jackline Mwinzi	Programme Policy Officer - Reports and M&E	F
	Country office	James Kamunge	Officer for SO2, (partially seconded to GoK as part of capacity strengthening support)	M
	Country office	Josefa Zueco	Head of SO4 / Supply Chain	F

Country office	Alice Komu	Supply Chain Officer	F
Country office	Francis Mbuvi	Supply Chain Officer - Field Operations	M
Country office	Ravza Salieva	Supply Chain Officer - Nairobi	M
Country office	Daniel Njenga	Supply Chain Officer - Nairobi	M
Country office	Caroline Mwendwa,	Food Technologist, Food Safety and Quality	F
Country office	Josephine Mwema	Nutrition Unit	F
Country office	Joyce Owigar	Programme Policy Officer - Nutrition	F
Country office	Judith Otieno	Gender Officer	F
Country office	Lauren Landis	Country Director	F
Country office	Mari Hassinen	SO3 Manager + Activity Managers	F
Country office	Mary Mkamburi	Former HR officer	F
Country office	Micheal Rasugu	Head of Business Transformation	M
Country office	Nicholas Mweresa	AAP Focal Point	M
Country office	Olive Wahome	Activity 4 Manager	F
Country office	Peter Otieno	PPO Relief	M
Country office	Rosemary Gatahi	OIC Head of Innovation	F
Country office	Salma Issa	Budget and Programming	F
Country office	Simon Mwangi	EPR Seconded Ministry of Public Service	M
Country office	Vivienne Miliza	Head of Human Resources	F
Country office	Zippy Mbat	PPO Self Resilience	M
Country office	Raphael Ngumbi	Head of Field Office Marsabit	M
Country office	Charles Songok	Head of Field Office Isiolo	M
Headquarters	Matteo Caravani	CCS Unit	M
Headquarters	Laura Pole	CCS Unit	F
Headquarters	Stella Atela	Chief, Career Management Branch	F

Table 35: List of key informant interviews/focus group discussions conducted at county fieldwork level

County	KIIs	FGDs
--------	------	------

Nairobi	1 KII with Community Leader (Korogocho)	1 FGD with CBT (Korogocho & Kasarani)
	1 KII with County Nutrition Coordinator	1 FGD with nutrition beneficiaries – (Embakasi West)
	1 KII with Sub-County Nutritionist – (Ruaraka)	1 FGD with CBT beneficiaries (Kibera)
	1 KII with Community Health Volunteer (CHV) – (Ruaraka)	1 FGD with nutrition beneficiaries (Mathare)
	4	4
Baringo	1 KII with Director ECD & Project Coordinator Ministry of Education	
	1 KII with Education-School Staff	
	1 KII with Health – Public Health Officer	
	1 KII with Head Teacher Nachirur Primary – Tiaty Sub-County	
	1 KII with County Nutrition Coordinator	
	1 KII with Health Preventive & Promotive Services	
	6	0
Isiolo	2 KII with retailers	1 FGD with WFP Team Isiolo
		3 FGDs with producers (farmers)
		2 FGDs with FFA beneficiaries
		1 FGD (nutrition beneficiaries- pregnant and lactating mothers)
		1 FGD (nutrition beneficiaries- caregivers of children under 5)
		1 FGD with County Directorates of Agriculture, Fisheries, Livestock & Veterinary
		1 FGD with County Officials (Trade, Planning, Public Communications)
		1 FGD with County Health Department Officials
	2	11
Turkana		
Turkana: a) Kakuma Camp	1 KII Lutheran World Federation (LWF)	1 FGD with WFP FO
	1 KII Government (Ministry of Agriculture)	1 FGD with men who were refugees
	1 KII IRC	1 FGD with women who were refugees

	I KII World Vision	1 FGD with men who were refugees
	I KII LOCADO	1 FGD with women who were refugees
	I KII Kenya Red Cross	2 FGD with primary school representatives including school management board, teachers, and parents
	I KII Equity Bank	
	I KII Teachers	
	8	7
Turkana: b) Kalobeyei Integrated Settlement	1 KII with Primary School Head teacher (School Meals Programme)	1 FGD with water harvesting structures committee members (Self-Reliance)
	1 KII with Equity Bank Agent (Kalobeyei Village 1)	1 FGD with host community & refugee farmers (Self-Reliance) – Kalobeyei Village 1
	1 KII with Market Official (Kalobeyei Village 1)	1 FGD with host community & refugee farmers (Self-Reliance) – Kalobeyei Village 2
	1 KII with Health Facility (Community Health Volunteer)	1 FGD with school Board of Management (School Meals Programme) – Kalobeyei Village 1
	1 KII with Health Facility Nutrition Officer	1 FGD with male beneficiaries (Cash ATM bank transfers) - Kalobeyei Village 1
		1 FGD with female beneficiaries (Cash ATM bank transfers) - Kalobeyei Village 1
		1 FGD with pregnant and lactating mothers
	5	7
Turkana: c) Lodwar Field Office	1 KII with water management committee (Nanye Irrigation Scheme)	1 FGD with WFP Team Lodwar
	1 KII with Impressa BMU committee (Impressa BMU)	1 FGD with beneficiaries (Nanye Irrigation Scheme)
	1 KII with private sector fish off-taker (Victorian Foods)	1 FGD with beneficiaries (Impressa BMU)
	1 KII Food Safety and Quality County Team	1 FGD with Public Health Officer
	1 KII county executive committee (CEC) Ministry of Health	1 FGD with smallholder farmers
	1 KII with market level actors	1 FGD with fodder production beneficiaries
	1 KII with FCDO – Programmes Officer of Food Security and Livelihoods	1 FGD with beneficiaries of biofortified crops

	1 KII with World Vision	1 FGD with Etic Women Group
	1 KII with input suppliers	
	1 KII with County Livestock Officer	
	10	8
Garissa		
a) Garissa Field Office	1 KII with County Nutrition Coordinator	1 FGD with WFP Team Garissa
	1 KII with Nutritionist at Iftin Hospital	1 FGDs with nutrition beneficiaries (caregivers for children under five)
	1 KII with County Director Livestock	1 FGD with nutrition beneficiaries (pregnant and lactating women)
	1 KII with County Director Agriculture	1 FGD with Saka DRM committee
	1 KII with EPR (Director Special Programmes)	1 FGD with beneficiaries (Dashek agri-nutrition project site)
	1 KII with Food Quality & Testing Lab/Public Health Officer	1 FGD with beneficiaries (Taleh resilient livelihood and market linkage site)
	1 KII with National Drought Management Authority (NDMA)	
	1 KII with RRDO	
	8	6
b) Daadab Sub Office i) Daadab	1 KII with NRC - Education Coordinator for NRC Dadaab	2 FGD with WFP team in Dadaab
	1 KII with World Vision	2 FGD with host community beneficiaries (youth) - vocational training
	1 KII with KRC	1 FGD with World Vision
	1 KII with CARE	1 FGD with UNHCR
	1 KII with LWF - Quality Services Manager, standing in currently for the Area Manager	
	1 KII Ministry of Interior	
	1 KII Department of Refugee Services	
	1 KII with Deputy County Commissioner	
	1 KII with WFP Dadaab County Team Leader	
	9	6
	1 KII with IRC	1 FGD with School Board of Management

ii) Hagadera Refugee Camp		1 FGD with GFD/CBT beneficiaries
		1 FGD with caregivers for children under five
		1 FGD with refugee pregnant and lactating women
		1 FGD with refugee beneficiaries (youth) – vocational training
		1 FGD with traders
	1	6
iii) Dagahaley Refugee Camp		1 FGD with School Board of Management
		1 FGD with GFD/CBT beneficiaries
		1 FGD with women who are refugee and retailers (CBT)
		1 FGD with men who are refugee and retailers (CBT)
		1 FGD with refugee beneficiaries (youth) – vocational training
		1 FGD with Community Food Advisory Committee Members
	0	6
iv) Ifo Refugee Camp	1 KII with IFO Camp Chairperson	1 FGD with caregivers for children under five
	1 KII with Self-reliance Group (poultry) Chairman	1 FGD with refugee pregnant and lactating women
	2	2
Nakuru	1 KII with CGA Nakuru	1 FGD FSC Njoro
	1 KII with YARA	1 FGD FSC Salgaa
	1 KII Sub-County Agricultural Officer	1 FGD FSC Keringet
	1 KII County Potato Officer	
	4	3
Total at county level	59	66

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Annex 13: Acronyms

AAP	Accountability to Affected Populations
ACL	Asset creation and livelihoods
ACR	Annual Country Report
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AIDS	Acquired Immune Deficiency Syndrome
ALDEF	Arid Lands Development Focus
ALNAP	Active Learning Network for Accountability and Performance
AMN	Acute malnutrition
AOM	Annual outcome monitoring
APP	Annual Performance Plan
APR	Annual Performance Report
ART	Anti-retroviral therapy
ASAL	Arid and semi-arid lands
ASTGS	Agricultural Sector Growth and Transformation Strategy
AU	African Union
BHA	USAID's Bureau for Humanitarian Assistance
BMGF	Bill and Melinda Gates Foundation
BOS	Business operations strategy
BPU	Budget and programming unit
BR	Budget revision
CAADP	Comprehensive Africa Agriculture Development Programme
CAPs	Community Action Plans
CBA	Cost benefit analysis
CBT	Cash-based transfer
CCA	Common country assessment
CCS	County capacity strengthening
CE	Centralized evaluation
CEA	Cost effectiveness analysis
CEC	County Executive Committee
CEQAS	Centralized Evaluation Quality Assurance System
CFM	Complaint and feedback mechanism
CG	County government
CGA	Cereal Growers Association
CHV	Community health volunteer
CHW	Community health workers
CIDP	County Integrated Development Plan
CM	Contract Manager
CO	Country office
COCOP	Consortium of Cooperating Partners
COMET	Country Office Tool for Managing Effectively

COVID-19	Coronavirus Disease 2019
CP	Cooperating partner
CPA	Service Provision and Platforms
CRAL	Climate Resilient Agricultural Livelihood
CRF	Corporate Results Framework
CRRF	Comprehensive Refugee Response Framework
CSFSP	County Sustainable Food Systems Programme
CSG	County Steering Group
CSI	Institutional Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DDoE	Deputy Director of Evaluation
DE	Decentralized evaluation
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DRC	Democratic Republic of the Congo
DRR	Disaster risk reduction
DSC	Direct support costs
DTL	Deputy Team Leader
EAC	East African Community
EB	Executive Board
EC	European Commission
EM	Evaluation Manager
EMOP	Emergency operation
EPR	Emergency preparedness and response
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
FAO	Food Agricultural Organization
FCDO	Frontier's Children Development Organization
FCS	Food Consumption Score
FEWS-NET	Famine Early Warning System Network
FFA	Food assistance for assets
FGD	Focus group discussion
FLA	Field level agreement
FO	Field office
FSC	Farmers Service Centre
FSNP	Food and Nutrition Security Policy
FtMA	Farm to Market Alliance
FTS	Financial Tracking System (OCHA)
FY	Financial year
GAIN	Global Alliance for Improved Nutrition
GAM	Global acute malnutrition
GCMF	Global Commodity Management Facility
GCR	Global Compact on Refugees
GDP	Gross domestic product

GEWE	Gender equality and women's empowerment
GFD	General food distribution
GHI	Global Hunger Index
GoK	Government of Kenya
ha	Hectares
HC	Host Community/ies
HDI	Human Development Index
HGSF	Home-grown school feeding
HIV	Human Immunodeficiency Virus
HPN	Humanitarian Practice Network
HPs	Humanitarian principles
HQ	Headquarters
HR	Human resources
ICT	Information Communication Technology
IDA	International Development Association (World Bank Group)
IDPs	Internally displaced persons
IE	Impact evaluation
IFAD	International Fund for Agricultural Development
IFI	International financial institution
ILO	International Labour Organization
INGOs	International non-governmental organizations
IOM	International Organization for Migration
IPC	Integrated Phase Classification
IR	Inception report
IRG	Internal Reference Group
IRM	Integrated roadmap
ISC	Indirect support costs
JE	Joint evaluation
KAA	Kenya Airports Authority
KALRO	Kenya Agricultural and Livestock Research Organization
KARLO	Kenya Agricultural Livestock Research Organization
KCEP	Kenya Cereal Enhancement Programme
KEBS	Kenya Bureau of Standards
KEFRI	Kenya Forestry Research Institute
KEMSA	Kenya Medical Supplies Authority
KEPHIS	Kenya Plant Health Inspectorate Service
KFSSG	Kenya Food Security Steering Group
KII	Key informant interview
KISEDIP	Kenya Health Sector Strategic and Investment Plan
KNBS	Kenyan National Bureau of Statistics
KPA	Kenya Ports Authority
LF	Logframe
LM	Landell Mills
LMS	Livestock Market Systems

LOKADO	Lotus Kenya Action for Development Organization
LOS	Line of sight
LTA	Long-term agreement
LWF	Lutheran World Federation
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MoH	Ministry of Health
MoU	Memorandum of Understanding
MSF	Medicines sans Frontieres
mt	Metric tons
MTE	Mid-term evaluation
MTP	Medium Term Plan
MTR	Mid-term review
NACOSTI	National Commission for Science, Technology and Innovation
NBP	Needs-based plan
NCDs	Non-communicable diseases
NDMA	National Drought Management Authority
NER	Net enrolment rate
NGOs	Non-governmental organizations
NRC	Norwegian Refugee Council
OCHA	United Nations Office of Coordination of Humanitarian Affairs
ODA	Official development assistance
ODI	Overseas Development Institute
OECD-DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
OEV	Office of Evaluation
PARS	Pan-African Research Services
PE	Policy evaluation
PHQA	Post hoc quality assessment
PLWD	Persons living with disability
PLWG	Pregnant and lactating women and girls
PLWHA	People living with HIV/AIDs
PREG	Partnership for Resilience and Economic Growth
PRRO	Protracted relief and resilience operation
PRROs	Protracted relief and recovery operations
QA	Quality assurance
QCC	Quarterly county consultation
RA	Research analyst
RAS	Refugee Affairs Secretariat
RBN	Regional bureau (Nairobi)
RBAs	Rome-based agencies
RR	Risk register
RRDO	Relief Reconstruction & Development Organization
SABER	Systems Approach for Better Education Results
SAM	Severe acute malnutrition
SBCC	Social behaviour change communication

SC	Supply chain
SDGs	Sustainable Development Goals
SE	Strategic evaluation
SER	Summary evaluation report
SFS	Sustainable food system
SGBV	Sexual and gender-based violence
SHF	Smallholder farmers
SO	Strategic Outcome
SSAFE	Safe and secure approaches in field environments
SSTC	South-South triangular cooperation
TB	Tuberculosis
TF	Trust fund
TfT	Japan Table for Two
TL	Team leader
ToC	Theory of change
ToR	Terms of reference
TPM	Third-party monitoring
UK	United Kingdom
UN	United Nations
UN CERF	United Nations Central Emergency Response Fund
UNCT	United Nations country team
UNDAF	United Nations Development Assistance
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations Refugee Agency
UNICEF	United Nations International Children's Fund
UNOPS	United Nations Office for Project Services
UNRC	United Nations Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SERP	United Nations Socioeconomic Response Plan
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
URT	Unconditional resource transfers
USA	United States of America
USAID	United States Agency for International Development
USD	United States dollar
USDA	United States Department of Agriculture
VAM	Vulnerability analysis and mapping
VNR	Voluntary national review
VSLA	Village Savings and Loan Association
WFP	World Food Programme
WV	World Vision
ZHSR	Zero Hunger Strategic Review

Annex 14: Capacity Strengthening Indicators

EMERGENCY PREPAREDNESS CAPACITY INDEX (EPCI)

The EPCI is a capacity strengthening indicator recommended by the WFP Corporate Results Framework (2017-2021). It consists of five indicators that measure the degree to which WFP is working with the county government in establishing and managing disaster preparedness interventions, so as to monitor and inform the current status of the county’s emergency and preparedness capacity. In 2019, the county capacity needs mapping assisted WFP and county governments to set baselines for the emergency preparedness capacity index. The five areas of capacity readiness assessed in the index are defined as:

- hazard analysis and early warning;
- food security and vulnerability analysis;
- food assistance planning;
- humanitarian supply chain and management systems; and
- county preparedness and response.

The development of capacity within each of the five indicators were assessed by the county consultations team, with the disaster risk management department participants taking a lead in this discussion, and coming to a consensus on the scores. The EPCI values were then validated in the quarterly county consultations.

Table 36: Description of EPCI rankings

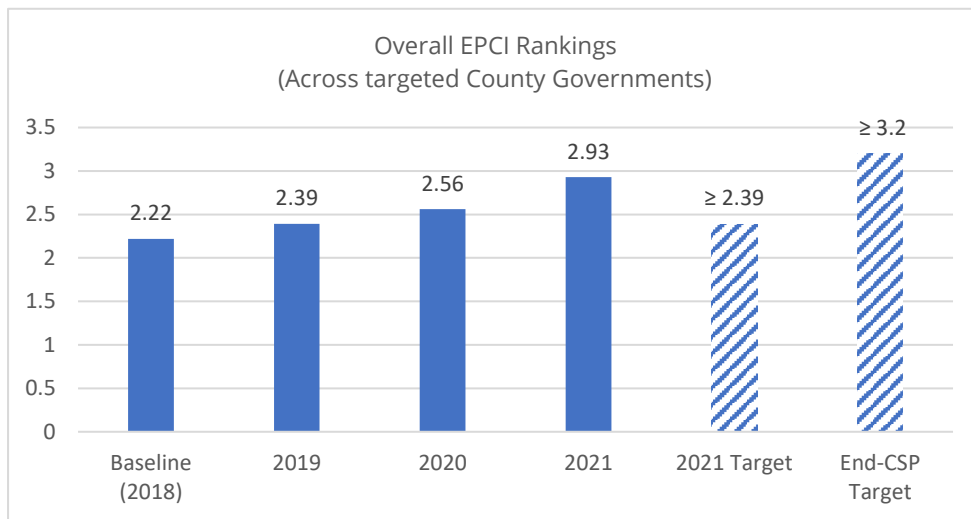
RANKING		DESCRIPTION
4	High	This capacity attribute is fully in place and meets or exceeds the requirements to deliver the functional area
3	Medium	This capacity attribute is adequate but requires reinforcing in selected areas to allow the functional area to be fully discharged
2	Low	This capacity attribute is partially in place but needs considerable strengthening to allow the functional area to be fully discharged
1	Extremely low	This capacity attribute is inadequate falling well below requirements and preventing the functional area from being adequately discharged

Source: EPCI Ranking reports, Quarterly County Consultation Reports 2019-2021.

COUNTRY LEVEL EPCI RANKINGS

By the end of 2021, at the subnational government level, all assessed counties continued to improve their capacity on emergency preparedness and response, from the baseline value of 2.22 in 2018 to a follow-up value of 2.93 in 2021. The conclusion drawn from the EPCI rankings in the annual country report (ACR) 2021 was that further strengthening is needed for the counties to perform effectively. This was supported by the 2021 annual outcome monitoring that found an improvement in knowledge and skills, preparedness and timeliness of response, and increased financial allocation to emergency preparedness and response at the county level.

Figure 12: Country level EPCI rankings (2018-2021)



Source: ET analysis of WFP Kenya, Quarterly County Consultation Reports 2019-2021 EPCI Values.

COUNTY LEVEL EPCI RANKINGS

Table 37 below presents an example of the rationale used to reach the EPCI indicator rankings for one county (Wajir, 2021).

Table 38 presents an overview of the county-level EPCI rankings between 2018 and 2021, and an analysis of the trends. EPCI rankings were available for the counties of Wajir, Marsabit, Isiolo, Samburu, Tana River, Garissa, Baringo and Mandera.

Table 37: Example EPCI county rankings report rationale

Thematic areas	Capacity needs mapping report	EPCI 2021	Positive/negative development since 2020-2021
Hazard analysis and early warning	3.2.4. Capacity to undertake early warning analyses	3.2	There has been regular training of the technical staff involved in early warning and hazard analysis. The county largely depends on the National Drought Management Authority's (NDMA's) monthly early warning data collection and dissemination. However, the drought monitors involved in data collection across the nine sentinel sites require more capacity building for purposes of accurate and relevant data collection process. Strengthened cooperation with other actors and partners enable the county relevant departments to get relevant early warning information on a regular basis. However, cascading down dissemination of the early warning information to the community level is still a challenge. There is a need for more focus on early warning information dissemination at the county level.
Average EPCI score		3.2	
Food security and vulnerability analysis	3.2.5 Capacity to conduct vulnerability and market analysis	3.1	Performance for this capacity was rated medium based on the staff skills to conduct vulnerability assessment, adequate funding, and availability of tools/equipment (GIS, GPS, satellite technologies). The staff are available, but the skills are still inadequate. There is good feedback and information sharing with the communities. There is strong coordination and linkages between county governments as well as commitment of more resources towards conducting market analysis. The tools and the resources required to undertake monthly/weekly market price monitoring is a major challenge. The GIS lab is already set up but is yet to be operationalized there has been exchange visits conducted by the county technical team to the other counties whose GIS lab is fully operational for learning purposes. Other partners have also invested in the capacity building of the county technical teams.
	3.2.6 Capacity to conduct food nutrition security assessment	3.8	There has been a significant improvement in the county capacity to undertake food and nutrition security assessments. This improved capacity is attributed to regular staff capacity building. Wajir County is among the few counties where the assessment is undertaken without the external support of the Kenya Food Security Steering Group (KFSSG). There is good feedback on and dissemination of the assessment reports up to the sub-county steering groups. Food and nutrition assessments including LRA, SRA, SMART, KABP – are carried out periodically with support from NDMA and other stakeholders, with timely dissemination of results. Dissemination remains the main challenge to attempts to improve the utilization of the information.

Average EPCI score		3.5	
Food assistance planning	3.2.7 Capacity to carry out contingency resource planning	2.9	The key disaster risk management departments, agencies and partners regularly update the county's contingency plans. These plans are subjected to appropriate scenario building and simulation exercises to ascertain their appropriateness and effectiveness. The county has, over the years, improved in this capacity and has the necessary resources and technical expertise to undertake contingency resource planning. The contingency plans inform the response plans for the various sectors.
	3.2.8 Capacity to manage targeting and registration	3.6	The county government technical officers trained on cash-based transfers have managed to cascade down their knowledge to other officers involved in beneficiary targeting thereby increasing the number of officers with the basic understanding of beneficiary targeting. The standard operating procedures (SOPs) on beneficiary targeting have been finalized and validated by the relevant stakeholders in the county and this has greatly contributed to the overall capacity of the county in beneficiary targeting. The Directorate of Disaster Risk Management and Humanitarian Coordination has adopted a multi-agency and multisectoral approach in beneficiary targeting by involving existing coordination structures, other county departments and national government ministries with grassroots presence such as the Department of Decentralized Units and Town Administration and the Ministry of Interior and Coordination of National Government (MoICNG), which enabled the county to identify and register the most vulnerable populations in every settlement/area.
	3.2.9. Capacity to manage beneficiary feedback mechanism	2	There is no existing dedicated beneficiary complaints, compliments and feedback mechanism. The only available mechanism for beneficiary feedback is through support/post-distribution supervisions where county government officers visit food distribution points (FDPs)/target sites and meet the beneficiaries to receive and record their feedback. In some rare instances, beneficiaries visit the relevant county offices to register their complaints or give feedback. These visits greatly hinder or delay the feedback process and at the same time put off most beneficiaries from giving feedback as it is inconvenient, bureaucratic and does not guarantee privacy/confidentiality as there is no option for the beneficiaries to give feedback anonymously.
Average EPCI score		2.8	
Humanitarian supply chain and management systems	3.2.10. Capacity to manage the procurement function	3	Procurement and supply of essential commodities has improved as the county government has allocated some resources and suppliers are paid in time. Prequalified suppliers for different categories have showed interest in doing business with the county government. The county's procurement department is staffed with skilled officers trained on relevant platforms including but not limited to e-procurement and Integrated Financial Management Information System. Challenges, like poor road infrastructure negatively affecting the timely delivery of essential supplies, still exist.
	3.2.14. Capacity for transport planning	3	The county government has made the necessary budgetary allocations to engage local transport service providers in ensuring the timely delivery of food aid to every targeted food distribution point. This has significantly shortened

		the time taken in reaching the target beneficiaries. However, the budgetary allocations are dependent on political goodwill as they have no backing by any legislation or policy.
3.2.12. Capacity to manage the warehousing function	2	The county has not yet constructed its own warehouses. However, it has been leasing NCPB warehouses located at the county HQ. The county has developed the relevant tools for commodity tracking. The county does not have warehouses outside the HQ either through construction or contractual agreements with other entities. This greatly hampers the important activity of prepositioning of essential commodities at strategic sites across the county to facilitate a prompt and timely response in case of need.
3.2.11. Capacity to manage cash transfers	2	The county is currently implementing cash transfer for persons with disabilities on a small scale. The Directorate of Disaster Risk Management has successfully lobbied the County Executive to adopt cash transfer as a main modality in the delivery of aid. The county Disaster Risk Management Policy and Bill which have been ratified by the County Executive and awaiting the County Assembly's passing, elaborately capture cash transfer in humanitarian interventions. The county, however, may still require technical assistance in establishing the relevant systems and platforms for a successful roll out of a large-scale cash transfer.
3.2.11. Capacity to monitor food quality	3.5	The county has the necessary capacity in terms of skilled human resource, laboratory facilities and equipment to assess food safety and quality before consumption by the target beneficiaries. The team comprises well trained and certified public health officers (PHOs) and other relevant technical officers. The county can be termed self-sufficient in terms of ensuring food safety and quality.
3.2.15. Capacity to carry out community-level distribution	3.8	The ward and subcounty disaster management committees, which have grassroots community-level presence supported by a monitoring team from the Directorate of Disaster Risk Management have ensured a successful distribution of food aid to the intended beneficiaries. The donation of an all-terrain utility vehicle to the Directorate by WFP has enabled the Directorate to oversee food distributions and other disaster risk management activities with ease.
3.2.15 Supply chain capacity assessment	2	With the support of WFP, the county has done a logistics capacity assessment which, once the report is finalized, will give the county and its partners a fundamental understanding of the context, the logistics infrastructures and services within the county aiming at implementing humanitarian relief operations. It will also be instrumental in consolidating all humanitarian logistics-related information in one location and ensure that the information required for a humanitarian logistics operation is organized and presented in a standard way. This assessment will provide a tool that will enhance humanitarian logistics preparedness, response and coordination thereby significantly contributing to the overall efficiency of the county's supply chain.
3.2.12. Capacity to undertake commodity tracking	2	The county's home-grown supply chain management system (SMS) has not successfully taken off despite being inspired and triggered by the piloting of SVS with support from WFP. However, the county has a team trained on supply chain visibility system, giving it the potential to restart this initiative with the necessary human resource capacity. The county plans to reintroduce the SVS in close collaboration with WFP, with the successes and

			shortcomings of the pilot phase forming the basis. Despite the huge potential, there has not been much progress made in this capacity.
Average EPCI score		2.6	
County preparedness and response	3.2.1 Capacity to manage and coordinate EPR/ DRM	3.5	The county has robust and reliable coordination structures. The county steering group is active at the county level. The ward and subcounty disaster risk management committees are also active, ensuring a smooth hierarchical flow of information. This has enabled the county to disseminate the findings of key reports/assessments and early warning messages efficiently and effectively. However, the aspects of facilitation and continuous capacity building of these structures for sustainability purposes have not been addressed. The county has put up some funds for coordination purposes of the same structures to ensure there is continuity and use the same structures for purpose of information dissemination.
	3.2.2. Capacity to finance EPR/ DRM	3	The establishment of the Disaster Management Fund and Emergency Fund by enacting the relevant legislations at county level and developing policies is a great milestone for the county in ensuring emergency preparedness/disaster risk management financing. The county also is financing food security assessments and other rapid assessments.
	3.2.3. Capacity to develop EPR/ DRM policies and strategies 3	3	The amended Disaster Risk Management Bill is now at the county assembly to be passed. The Disaster Risk Management Policy has been reviewed to address emerging disaster risk management issues that are unique to the county. These, coupled with the development of policies by other key departments, puts the county in a pivotal position in the capacity to develop emergency preparedness/disaster risk management policies
Average EPCI score		3.2	
	Average EPCI score	3.0	

Table 38: County Level EPCI rankings and trend analysis

Thematic Areas	Capacity Needs Mapping Report	County	EPCI Scores				Trend analysis (2018-2021)		
			2018	2019	2020	2021	Average	Difference in scores	% Change in scores
Hazard Analysis & Early Warning	3.2.4. Capacity to Undertake Early Warning Analyses	Wajir	2	2.8	3	3.2	2.8	1.2	60%
		Marsabit	2.3	2.3	2.4	2.8	2.5	0.5	22%
		Isiolo	2	2.2	2.5		2.2		
		Samburu	2	3	2.5	3.4	2.7	1.4	70%
		Tana River	2	2.3	2.8	2.9	2.5	0.9	45%
		Garissa	2	2	2.7	2.9	2.4	0.9	45%
		Baringo	2.8	2.8	3	3	2.9	0.2	7%
		Mandera	2	2	2	3	2.3	1	50%
Food Security & Vulnerability Analysis	3.2.5 Capacity to Conduct Vulnerability and Market Analysis	Wajir	2	2.7	2.7	3.1	2.6	1.1	55%
		Marsabit	1.7	1.7	1.8	2.8	2	1.1	65%
		Isiolo	2	2	2.2		2.1		
		Samburu	2	2	3	2.8	2.5	0.8	40%
		Tana River	2	2.5	2.8	2.9	2.6	0.9	45%
		Garissa	2	2	2	2	2	0	0%
		Baringo	2.4	2.3	2.4	2.4	2.4	0	0%
		Mandera	2	2	2	2	2	0	0%
	3.2.6 Capacity to Conduct Food Nutrition Security Assessment	Wajir	3	3.2	3.4	3.8	3.4	0.8	27%
		Marsabit	2.6	2.6	2.9	3	2.8	0.4	15%
		Isiolo	3	3.2	3.3		3.2		
		Samburu	2	2	2	2.6	2.2	0.6	30%
		Tana River	2	2.9	3	3	2.7	1	50%
		Garissa	2	2	2.8	2.9	2.4	0.9	45%
Baringo		2.8	2.8	2.9	3	2.9	0.2	7%	
Mandera		3	3	3	3	3	0	0%	

Food Assistance Planning	3.2.7 Capacity to Carry Out Contingency Resource Planning	Wajir	2	2.2	2.4	2.9	2.4	0.9	45%
		Marsabit	1.9	1.9	2.1	2.8	2.2	0.9	47%
		Isiolo	3	3	3.1		3		
		Samburu	2	2.5	3	2.8	2.6	0.8	40%
		Tana River	2	2	3	3.1	2.5	1.1	55%
		Garissa	2	2	3	3	2.5	1	50%
		Baringo	2.6	2.6	2.7	2.8	2.7	0.2	8%
		Mandera	3	3	3	3	3	0	0%
	3.2.8 Capacity to Manage Targeting and Registration	Wajir	2	2.3	2.4	3.6	2.6	1.6	80%
		Marsabit	1.3	1.3	2	2.9	1.9	1.6	123%
		Isiolo	2	2	2.3		2.1		
		Samburu	2	2.5	2.5	3.5	2.6	1.5	75%
		Tana River	2	2.5	2.6	2.6	2.4	0.6	30%
		Garissa	2	3	3	3	2.8	1	50%
		Baringo	2.7	2.7	2.8	2.8	2.8	0.1	4%
		Mandera	3	3	3	3.2	3.1	0.2	7%
	3.2.9. Capacity to Manage Beneficiary Feedback Mechanism	Wajir	2	1.9	1.9	2	2	0	0%
		Marsabit	2.6	2.3	2.5	3	2.6	0.4	15%
		Isiolo	2	2	2.2		2.1		
		Samburu	1	1	2	3	1.8	2	200%
		Tana River	2	2	2.2	2.2	2.1	0.2	10%
		Garissa	1	1	1.5	1.5	1.3	0.5	50%
		Baringo	2.7	2.7	2.7	2.7	2.7	0	0%
		Mandera	2	2	3	3.1	2.5	1.1	55%

Humanitarian Supply Chain and Management Systems	3.2.10. Capacity to Manage the Procurement Function	Wajir	1	1.9	1.5	3	1.9	2	200%
		Marsabit	2.4	2.4	2.5	2.8	2.5	0.4	17%
		Isiolo	2	2	2.3		2.1		
		Samburu	2	2.8	2.8	2.7	2.6	0.7	35%
		Tana River	3	3	3	3	3	0	0%
		Garissa	2	2	3	3	2.5	1	50%
		Baringo	2.2	2.3	2.4	2.6	2.4	0.4	18%
		Mandera	2	2	2	2	2	0	0%
	3.2.14. Capacity for Transport Planning	Wajir	1	1.9	1.7	3	1.9	2	200%
		Marsabit	2.1	2.1	2.1	2.4	2.2	0.3	14%
		Isiolo	1	1	1.4		1.1		
		Samburu	1	1	2	2.8	1.7	1.8	180%
		Tana River	2	2	2	2.1	2	0.1	5%
		Garissa	2	2	2	2	2	0	0%
		Baringo	2	2	2.1	3	2.5	1	50%
	3.2.12. Capacity to Manage the Warehousing Function	Mandera	2	2	2	2	2	0	0%
		Wajir	2	1.2	1.2	2	1.6	0	0%
		Marsabit	1.5	1.4	1.5	2.2	1.7	0.7	47%
		Isiolo	2	2	2.2		2.1		
		Samburu	2	2	2	2.7	2.2	0.7	35%
		Tana River	2	2	2.5	2.6	2.3	0.6	30%
Garissa		1	1	1.5	1.5	1.3	0.5	50%	
Baringo		2.7	2.7	2.8	2.9	2.8	0.2	7%	
Mandera	2	2	2	2	2	0	0%		

Humanitarian Supply Chain and Management Systems	3.2.11. Capacity to Manage Cash Transfers	Wajir	2	2.4	2.5	2	2.2	0	0%
		Marsabit	1.8	1.8	1.9	3	2.1	1.2	67%
		Isiolo	1	1	1		1		
		Samburu	2	2.5	3	2.9	2.6	0.9	45%
		Tana River	1	1	1	1	1	0	0%
		Garissa	1	1	1	1	1	0	0%
		Baringo	1	1	1.2	2	1.5	1	100%
		Mandera	1	1	2	3	1.8	2	200%
	3.2.11. Capacity to Monitor Food Quality	Wajir	2	2.7	2.9	3.5	2.8	1.5	75%
		Marsabit			2.5	3.2	2.9		
		Isiolo	2	2	2.5		2.2		
		Samburu	2	2.5	3	2.2	2.4	0.2	10%
		Tana River	3	3	3	3.1	3	0.1	3%
		Garissa	1	1	2	2.4	1.6	1.4	140%
		Baringo	3.2	3.2	3.3	3.3	3.3	0.1	3%
		Mandera	2	2	2	3	2.3	1	50%
	3.2.15. Capacity to Carry out Community level distribution	Wajir	3	3.5	3.7	3.8	3.5	0.8	27%
		Marsabit	2.3	2	2.6	2.9	2.5	0.6	26%
		Isiolo	1	1	1.6		1.2		
		Samburu	2	2.7	4	2.6	2.8	0.6	30%
		Tana River	2	2	2	2	2	0	0%
Garissa		3	3	3	3	3	0	0%	
Baringo		3	3.1	3.2	3.2	3.1	0.2	7%	
Mandera	2	2	2	2	2	0	0%		

Humanitarian Supply Chain and Management Systems	3.2.12. Capacity to Undertake Commodity Tracking	Wajir	2	3.5	3	2	2.6	0	0%
		Marsabit	1.9	1.8	1.9	2.4	2	0.5	26%
		Isiolo	2	2	2		2		
		Samburu	2	3	1.9	2.9	2.5	0.9	45%
		Tana River	3	3	3	3	3	0	0%
		Garissa	2	2	2	2	2	0	0%
		Baringo	2	2	2.1	2.1	2.1	0.1	5%
		Mandera	2	2	2	2	2	0	0%
	3.2/15 Supply chain capacity assessment	Wajir	3	3	3	2	2.8	-1	-33%
		Marsabit	1.5	1.5	2.3	3.4	2.2	1.9	127%
		Isiolo							
		Samburu							
		Tana River	3	3	3	3	3	0	0%
		Garissa							
		Baringo	2.5	2.6	2.6	2.8	2.7	0.3	12%
Mandera	2	2	2	2	2	0	0%		

County Preparedness and Response	3.2.1 Capacity to Manage and Coordinate EPR/ DRM	Wajir	3	2.5	2.7	3.5	2.9	0.5	17%
		Marsabit	2	2.2	2.6	3	2.5	1	50%
		Isiolo	3	3	3.5		3.2		
		Samburu	2	2	3.5	3.6	2.8	1.6	80%
		Tana River	4	4	4	4	4	0	0%
		Garissa	1.7	1.7	2.1	2.1	1.8	0.4	24%
		Baringo	2.5	2.4	2.6	3	2.8	0.5	20%
		Mandera	3	3	3	3	3	0	0%
	3.2.2. Capacity to Finance EPR/ DRM	Wajir	2	2.3	2.4	3	2.4	1	50%
		Marsabit	2	2	2	2.6	2.2	0.6	30%
		Isiolo	2	2.5	2.8		2.4		
		Samburu	2	2	2.2	2.8	2.3	0.8	40%
		Tana River	3	3	3	3.2	3.1	0.2	7%
		Garissa	2	2	2.5	2.5	2.3	0.5	25%
		Baringo	3.1	3	3.2	3	3.1	-0.1	-3%
		Mandera	3	3	3	3	3	0	0%
	3.2.3. Capacity to Develop EPR/ DRM Policies and Strategies 3	Wajir	2	2.3	2.4	3	2.4	1	50%
		Marsabit	2	2.2	3	3.4	2.7	1.4	70%
		Isiolo	2	2.5	3		2.5		
		Samburu	4	3	3.1	2.8	3.2	-1.2	-30%
		Tana River	1	2	2.5	2.8	2.1	1.8	180%
		Garissa	3	3	3	3.1	3	0.1	3%
		Baringo	2.5	2.5	2.7	2.8	2.7	0.3	12%
		Mandera	3	3	3	3	3	0	0%

Source: ET analysis of WFP Kenya, Quarterly County Consultation Reports 2019-2021 EPCI Values.

ADDITIONAL EPCI INDICATORS: RESILIENCE AND MARKET ACCESS

Table 39: Additional EPCI indicator rankings: resilience and market access

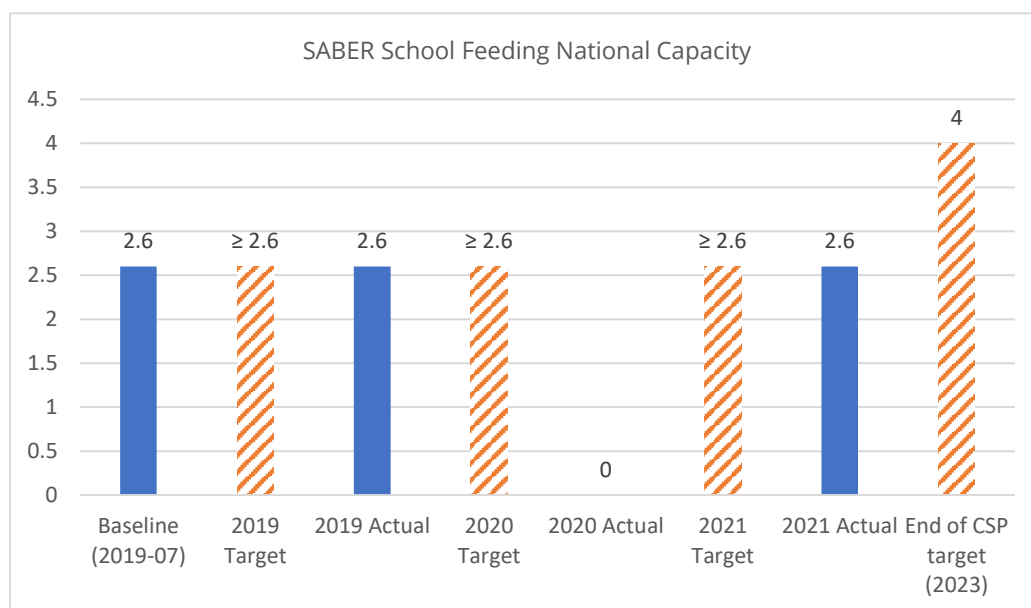
Thematic Areas	Capacity Needs Mapping Report	County	2018	2019	2020	2021
Resilient Livelihoods	3.3.1. Capacity to Manage and coordinate Resilience Programmes	Isiolo	2.4			3
		Garissa	2.1	2.3	2.6	2.8
	3.3.2. Capacity for Policy and Strategy Development	Isiolo	2.2			3.2
		Garissa	2.3	2	2.5	2.6
	3.3.3. Capacity to Finance Resilience Programmes	Isiolo	2.4			2.8
		Garissa	2.3	3	3	3
	3.3.4. Capacity to Identify drought and disaster-prone areas	Isiolo	3.8			3.8
		Garissa	2.9	3	3	3
	3.3.5. Capacity for community-based planning	Isiolo	3.6			3.6
		Garissa	2.8	3	3	3
	3.3.6. Capacity to Design Resilience Programmes	Isiolo	3.4			3.5
		Garissa	2.3	3	3	3
	3.3.7. Capacity to Manage Targeting and Work Norms	Isiolo	1.5			2
		Garissa	2.5	3	3	3
	3.3.8. Capacity for Beneficiary Registration	Isiolo	2.2			2.5
		Garissa	2.7	3	3	3
	3.3.9. Capacity to Manage Community Level Transfers	Isiolo	1.5			1.5
		Garissa	2.3	2.5	2.5	2.6
	3.3.10 Capacity to Provide Extension services and supervision	Isiolo	2.4			2.8
		Garissa	2.2	2.5	2.7	2.8
	3.3.11. Capacity to Provide Insurance Services	Isiolo	1			1
		Garissa	3	3	3	3
Supply Chain and Market Support	3.4.1. Post Harvest Management	Isiolo	2.4			2.5
		Garissa	2.2	2.2	2.4	2.4
	3.4.2. Inclusive market access	Isiolo	1			2
		Garissa	1.9	2	2	2.5
	3.4.3. Access to financial services	Isiolo	3.5			3.6
		Garissa	2.2	3	3	3
	3.4.4. Conducive business environment	Isiolo	2.6			3
		Garissa	2.6	3	3	3
	3.4.5. Food Safety and Quality	Isiolo	1			2.2
		Garissa	2.1	2.1	2.5	2.9

Source: ET analysis of WFP Kenya, Quarterly County Consultation Reports 2019-2021 EPCI Values

Systems Approach for Better Education Results (SABER)

WFP KENYA SABER OUTPUT INDICATOR VALUES 2019-2021

Figure 13 SABER output indicator values 2019-2021



Source: WFP Kenya ACRs 2019, 2020, 2021

SABER INDICATOR GUIDANCE

Extract taken from: WFP, November 2017: School Meals Monitoring Framework and Guidance

Description

59. The Systems Approach for Better Education Results (SABER) is a World Bank led initiative, of which WFP is a partner, to collect and disseminate comparative data and knowledge on education policies, to help countries systematically evaluate and strengthen their education systems. SABER includes 13 domains, all related to different aspects of Education.⁴ The SABER school feeding, or SABER SF, was developed in partnership with WFP and PCD. It is included in WFP's 2013 policy and has since then been carried out in nearly 40 countries with WFP as the main implementer.

60. Based on extensive research and global evidence, the SABER SF tool analyses existing school feeding systems and programmes within five policy goals or dimensions: (1) policy and legislative frameworks; (2) financial capacity; (3) effective and accountable institutions; (4) programme design and implementation; and (5) sustainability and continuity - community roles, reaching beyond schools. All of these are crucial

⁴ Early Childhood Development, Education Management Information Systems, Education Resilience, Engaging the Private Sector, Equity and Inclusion, Learning Standards, School Autonomy and Accountability, School Finance, School Health and School Feeding, Student Assessment, Teachers, and Workforce Development
<http://saber.worldbank.org/index.cfm?indx=5&sub=2>

dimensions of national capacity and form the basis of an effective and sustainable school feeding programme.

61. The exercise is repeated every three to five years, and usually includes the following steps:

- constitution of a steering committee, including WFP, government staff and other partners as relevant;
- desk review and data collection of key documents, policies, research, laws defining the institutional footprint of school feeding the country;
- discussion and validation workshop with multiple relevant stakeholders;
- finalization of the report;
- validation and signing off at the government level; and
- publication of the report on World Bank and WFP websites.

Relevance

62. The SABER SF diagnostic tool gathers national and subnational partners to assess existing national capacities to develop and sustain a school meals programme. The results of interviews and workshop discussions reflect a joint understanding on the main issues at hand, as well as an agreement on the specific areas that deserve more in-depth assessments, all preparing the basis for targeted cooperation programmes aiming at increased national capacities to sustain national school meals programmes. This makes SABER SF the established tool to discuss and assess national capacities in partnership.

Strengths

63. SABER SF is well established and globally recognized. It applies the recognized five 'pillars' or dimensions of capacity, and its methodology has been tested and applied widely. Applying the SABER SF diagnostic tool involves dedicated SABER workshops, in which national partners with the mediation of WFP discuss the findings of data collection and interviews, and agree on what the prevailing capacities in each of the five dimensions are, and to which capacity level these correspond.

64. While the SABER approach initially aimed at determining a numeric score for national capacity, due to experience, it now only identifies which of four pre-defined levels of capacity the national situation corresponds to in each of the five capacity dimensions. The emphasis is on dialogue and discussions, the joint identification of the main gaps and challenges determining the current level, and not least, the discussion of what would need to happen to address these gaps and raise the capacity level.

Weaknesses

65. The SABER SF was developed several years ago. Experience from its application and continued work on "assessing national capacities" have helped identify a number of weaknesses:

- it does not automatically include contextual issues such as out-of-school children, child status, child labour, nutrition, etc. which may be relevant for the school meals programme;
- actual implementation issues are not always addressed;
- several formulations could be refined to better focus discussions on the relevant capacity issues at hand; and
- the frequency of SABER SF (or other capacity assessment) workshops does not allow meaningful annual reporting on developments.

66. However, SABER SF being a multi-partner tool, it is not easily adjusted. Finally, SABER SF is not the indicator proposed by the WFP Corporate Results Framework for the monitoring of national capacities with respect to national school meals programmes. Additional information is required./

Owner: World Bank, WFP, PCD

Data Sources: SABER SF workshops, which are informed by previous data collection, interviews and document reviews.

Technical guidance: The SABER SF matrix is provided below. The narrative description of reasons for the score, main gaps, and priority actions to address them follows naturally from any SABER SF workshop

discussion. WFP can use this narrative information for programming needs, while at the same time preparing the normal SABER-SF report required.

SABER SF diagnostic tool
A framework for dialogue

Policy Goal 1: Policy and Legislative Frameworks				
Capacity Levels	Latent	Emerging	Established	Advanced
1.1 National level poverty reduction strategy or equivalent national strategy as well as sectoral policies and strategies (education sector plan, nutrition policy, or social protection policy) identify school feeding as an education and/or social protection intervention, clearly defining objectives and sectoral responsibilities.	There is recognition of school feeding as an education and/or social protection intervention, but school feeding is not yet included in the published national-level poverty reduction strategy, equivalent national policy, or sectoral policies and strategies.	School feeding is discussed by members and partners during preparation of national-level poverty reduction strategy, equivalent national policy, or sectoral policies and strategies, but not yet published	School feeding included in published national-level poverty reduction strategy or equivalent national policy (including specifications as to where school feeding will be anchored and who will implement); published sectoral policies or strategies have clearly defined objectives and sectoral responsibilities	School feeding included in published national-level poverty reduction strategy or equivalent national policy (including specifications as to where school feeding will be anchored and who will implement and accompanied by targets and/or milestones set by the government); published sectoral policies or strategies have clearly defined objectives and sectoral responsibilities, including what school feeding can and cannot achieve, and aligned with the national-level poverty reduction strategy or equivalent national strategy
1.2 An evidence-based technical policy related to school feeding outlines the objectives, rationale, scope, design and funding and sustainability of the programme and comprehensively addresses all four other policy goals (institutional capacity and coordination, financial capacity, design and implementation, and community participation)	There is recognition of the need for a technical policy related to school feeding, but one has not yet been developed or published	A technical policy and situation analysis under development by the relevant sectors that address school feeding	A technical policy related to school feeding is published, outlining the objectives, rationale, scope, design, funding and sustainability of the program and covering some aspects of all four other policy goals, including links with agriculture development	A technical policy related to school feeding is published, outlining the objectives, rationale, scope, design, funding and sustainability of the program and comprehensively covering all four other policy goals with a strategy for local production and sourcing, including links with agriculture development and small holder farmers; policy is informed by a situation analysis of needs and aligned with national poverty reduction strategies and relevant sectoral policies and strategies

SABER – SF diagnostic tool
A framework for dialogue

Policy Goal 2: Financial capacity				
Capacity Levels	Latent	Emerging	Established	Advanced
Technical capacities				
2.1 National budget line(s) and funding are allocated to school feeding; funds are disbursed to the implementation levels (national, district and/or school) in a timely and effective manner	<p>There is recognition of the need to include school feeding in the national planning process, but this has not yet happened.</p> <p>The government is fully reliant on external funds and does not have provision in the national budget to allocate resources to school feeding.</p> <p>There is recognition of the need for mechanisms for disbursing funds to the implementation levels, but these are not yet in place</p>	<p>School feeding is included in the national planning process and national funding is stable through a budget line but unable to cover all needs</p> <p>There is no budget line at regional and school levels.</p> <p>Existing school feeding funds are disbursed to the implementation levels intermittently</p>	<p>School feeding is included in the national planning process and is mainly funded through a national budget line</p> <p>All ministries involved in the program implementation have a budget line or funds allocated.</p> <p>Budget lines also exist at regional and school levels.</p> <p>School feeding funds are disbursed to the implementation levels in a timely, effective manner.</p>	<p>School feeding is included in the national planning process and is fully funded through a national budget line consistent with the SF policy and situation analysis, including options for engaging with the private sector.</p> <p>Budget lines and plans also exist at regional and school levels, sufficient to cover all the expenses of running the program.</p> <p>SF funds are disbursed to the implementation levels in a timely, effective manner and implementers have the capacity to plan and budget as well as request resources from the national or sub-national level.</p>

SABER SF diagnostic tool
A framework for dialogue

Policy Goal 3: Effective and accountable institutions				
Capacity Levels	Latent	Emerging	Established	Advanced
3.1 Multi-sectoral steering committee coordinates implementation of a national school feeding policy	Any multi-sectoral steering committee coordination efforts are currently non-systematic	A sectoral steering committee coordinates the implementation of a national school feeding policy.	A multi-sectoral steering committee from at least two sectors (e.g. education, social protection, agriculture, health, local government, water) coordinates the implementation of a national school feeding policy	Multi-sectoral steering committee from at least 3 sectors (e.g. education, social protection, agriculture, health, local government, water) coordinates implementation of a national SF policy. This government-led committee and provides comprehensive coordination (across international agencies, NGOs, the private sector and local business representatives) and is part of a wider committee on school health and nutrition
3.2 National school feeding management unit and accountability structures are in place coordinate with school level structures.	A specific school feeding unit does not yet exist at the national level. Coordination between the national, regional/local (if applicable), and schools is lacking.	A school feeding unit exists at the national level, but it has limited resources and limited staff numbers and lacks a clear mandate. Coordination mechanisms between the national, regional/local (if applicable), and school level are in place, but they are not fully functioning	A fully staffed school feeding unit with a clear mandate exists at the national level, based on an assessment of staffing and resources needs. Coordination mechanisms between the national, regional/local (if applicable), and school level are in place and functioning in most instances	A fully staffed school feeding unit exists at the national level, based on an assessment of staffing and resources needs, with a clear mandate, and pre- and in-service training. Coordination mechanisms between the national, regional / local (if applicable), and school level are in place and fully functioning
3.3 School level management and accountability structures are in place	Mechanisms for managing school feeding at the school level are non-uniform and national guidance on this is lacking	National guidance on required mechanisms for managing school feeding are available at the school level, but these are not yet implemented fully	Most schools have a mechanism to manage school feeding, based on national guidance	All schools have a mechanism to manage school feeding, based on national guidance, with pre- and in-service training for relevant staff

SABER SF diagnostic tool A framework for dialogue				
Policy Goal 4: Effective programme design and implementation				
Capacity Levels	Latent	Emerging	Established	Advanced
Technical capacities				
4.1 A functional monitoring and evaluation (M&E) system is in place as part of the structure of the lead institution and used for implementation and feedback	The importance of M&E is recognised, but government systems are not yet in place for M&E of school feeding implementation	A government M&E plan exists for school feeding with intermittent data collection and reporting occurring especially at the national level	The M&E plan for school feeding is integrated into national monitoring or information management systems and data collection and reporting occurs recurrently at national and regional levels	The M&E plan for SF is integrated into national monitoring or information management systems and data collection and reporting occurs recurrently at national, regional and school levels; analysed information is shared and used to refine and update programs; baseline is carried out & program evaluations occur periodically
4.2 Program design identifies appropriate target groups and targeting criteria corresponding to the national school feeding policy and the situation analysis	The need for targeting is recognised, but a situation analysis has not yet been undertaken that assesses school feeding needs and neither targeting criteria nor a targeting methodology has been established as yet	Targeting criteria and a targeting methodology is being developed corresponding to the national school feeding policy; a situation analysis assessing needs is incomplete as yet	Targeting criteria and a targeting methodology exists and is implemented corresponding to the national school feeding policy and a situation analysis assessing needs	Targeting criteria and a targeting methodology exists and is implemented corresponding to the national school feeding policy and situation analysis (including costings for various targeting and designs); M&E information is used to refine and update targeting and coverage on a periodic basis
4.3 Food modalities and the food basket correspond to the objectives, local habits and tastes, availability of local food, food safety (according to WHO guidelines), and	There is recognition of the need for national standards for food modalities and the food basket, but these do not exist yet.	National standards on food modalities and the food basket have been developed and correspond to two or more of the following: objectives, local habits and tastes, availability of local food, food safety (according to	National standards on food modalities and the food basket have been developed and correspond to objectives, local habits and tastes, availability of local food, food safety (according to WHO	National standards on food modalities and the food basket have been developed and correspond to objectives, local habits and tastes, availability of local food, food safety (according to WHO guidelines), and nutrition content requirements; M&E information is used to refine and update food modalities and food

SABER SF diagnostic tool A framework for dialogue				
Policy Goal 4: Effective programme design and implementation				
Capacity Levels	Latent	Emerging	Established	Advanced
nutrition content requirements		WHO guidelines), and nutrition content requirements.	guidelines), and nutrition content requirements	
4.4 Procurement and logistics arrangements are based on procuring as locally as possible, taking into account the costs, the capacities of implementing parties, the production capacity in the country, the quality of the food, and the stability of the pipeline	There is recognition of the need for national standards for procurement and logistics arrangements, but these do not exist yet.	National standards on procurement and logistics arrangements have been developed and are based on three or more of the following: procuring as locally as possible, taking into account the costs, the capacities of implementing parties, the production capacity in the country, the quality of the food, and the stability of the pipeline	National standards on procurement and logistics arrangements have been developed and are based on procuring as locally as possible, taking into account the costs, the capacities of implementing parties, the production capacity in the country, the quality of the food, and the stability of the pipeline	National standards on procurement and logistics arrangements have been developed and are based on procuring as locally as possible, taking into account the costs, the capacities of implementing parties, the production capacity in the country, the quality of the food, and the stability of the pipeline; M&E information is used to refine and update procurement and logistics arrangements
Policy Goal 5: Sustainability and continuity – Community roles, reaching beyond schools				
Capacity Levels	Latent	Emerging	Established	Advanced
Technical capacities				
5.1 Community participates in school feeding program design, implementation, management and evaluation and contributes resources (in-kind, cash or as labour)	Systems and accountability mechanisms are not yet in place for consultation with parents and community members on the design, monitoring and feedback of the school feeding program.	A school feeding management committee exists but parent and community member participation could be strengthened and awareness on the opportunity to monitor and feedback on the	The school feeding management committee comprises representatives of teachers, parents, and community members and communities have accountability mechanisms to hold school feeding programs accountable at the school level	The school feeding management committee comprises representatives of teachers, parents, and community members and has clearly defined responsibilities and periodic training. Accountability mechanisms are in place by which communities can hold school feeding programs accountable at the school, regional, and national levels.
Policy Goal 5: Sustainability and continuity – Community roles, reaching beyond schools				
Capacity Levels	Latent	Emerging	Established	Advanced
		school feeding program is lacking		

Annex 15: Additional information on SO3

67. **How SO3 operates:** The role of the SO3 team is to facilitate dialogue with the Government to identify capacity gaps, supporting government at national or county levels, in conducting joint capacity needs assessments, designing programmes, and formulating budgets for addressing the gaps and putting in place mechanisms through which to identify providers with the necessary expertise to offer the required support. At the national level, the assessment is less elaborate, consisting of a joint review. At the county level, there is a more formal and extended process, following a set format, and with a larger WFP team.

68. The county-level assessment process was conducted in each of the 14 ASAL counties through a 3-day workshop, involving 20-25 participants, along with WFP facilitators. There were three steps to the process: a self-assessment of performance, including gender mainstreaming; a self-assessment of capacity; and identification of potential capacity strengthening interventions. This was followed by a detailed gender analysis conducted in four counties, conducted in cooperation with national and county governments, and a community gender analysis exercise which took place in ten ASAL counties.⁵ There were also two, complementary community-level diagnostic studies conducted in each county. It should be noted that, at the request of the Government, the exercise covered two areas of primary concern to SO2, market access and resilient livelihoods, as well as SO3 priorities, emergency preparedness and response and social protection.

69. Where the assessment points to the urgency of building or transforming basic systems (for example, digitalization of management information systems), external consultant teams may be involved, along with provision of hardware and software. Otherwise, most expertise is sourced from expert staff in national government institutions, where WFP pays daily subsistence allowance (DSA) and travel expenses, but no fees. Support may be for policy development, the process of developing legislation, including stakeholder consultations, or for design and costing of government assistance programmes.⁶

70. At the national level, the work in each sector is led by a senior officer, also acting as the head of the thematic team. In three cases, (Emergency response, Education and Social Protection), the officers are outposted, three days per week, to government ministries.⁷ Each of the officers involved has many years of experience in working in their respective sectors, with several years of service in government prior to joining WFP. They have well-established credibility with their host ministries, and are viewed as equivalent to department directors, with direct access to senior decision-makers.⁸

71. In all cases, whether at national or county level, a five-year plan is prepared to address capacity gaps based on the initial assessment and the match with WFP capabilities and areas of focus. The plan is reviewed annually and adjusted as required, with annual joint work plans then agreed on.

72. The great strength to the country capacity strengthening process, from assessment to implementation and regular review of progress, as well as challenges, apart from the sophistication of the assessment methodology, is the partnership with government at both levels and the shared character of analysis and decision making at all stages. Its key limitation is the focus from the beginning in joint identification of gaps, rather than starting with a more fundamental and holistic assessment of the overall functioning and operation of the partner institution, its relations with other parts of government, and its preparedness to carry out its assigned roles and responsibilities, as a precursor to the participatory assessment.

⁵ For details, see WFP Kenya, Strengthening Capacity for Emergency Preparedness and Response, Resilient Livelihoods, Market Access and Social Protection: Results of a 14 County Capacity Needs Mapping Exercise: Consolidated Report, April 2019.

⁶ Ibid.

⁷ This approach was established prior to the CSP and has been continued.

⁸ KIIS with CO and SO3 management and staff, national government and UNCT representatives.

73. An example of how sequences of country capacity strengthening activities are planned and implemented to follow the five pathways is provided by the case of **nutrition**. Initially, SO3 supported work at the national level in development of a National Nutrition Action Plan. The next step was to support the counties (nine currently supported by SO3)⁹ to develop their own nutrition action plans and budgets. Having done this, each county could move on to advocacy, to demonstrate to county elected assemblies, county governors (national government political appointees), and relevant national government ministries and those at political level, the benefits to be obtained from implementation of the county plan. As insurance during this process, counties are advised to include representatives of all political parties in their advocacy, in order to ensure that agreements will not be overturned by a change in government, nationally and/or locally.¹⁰

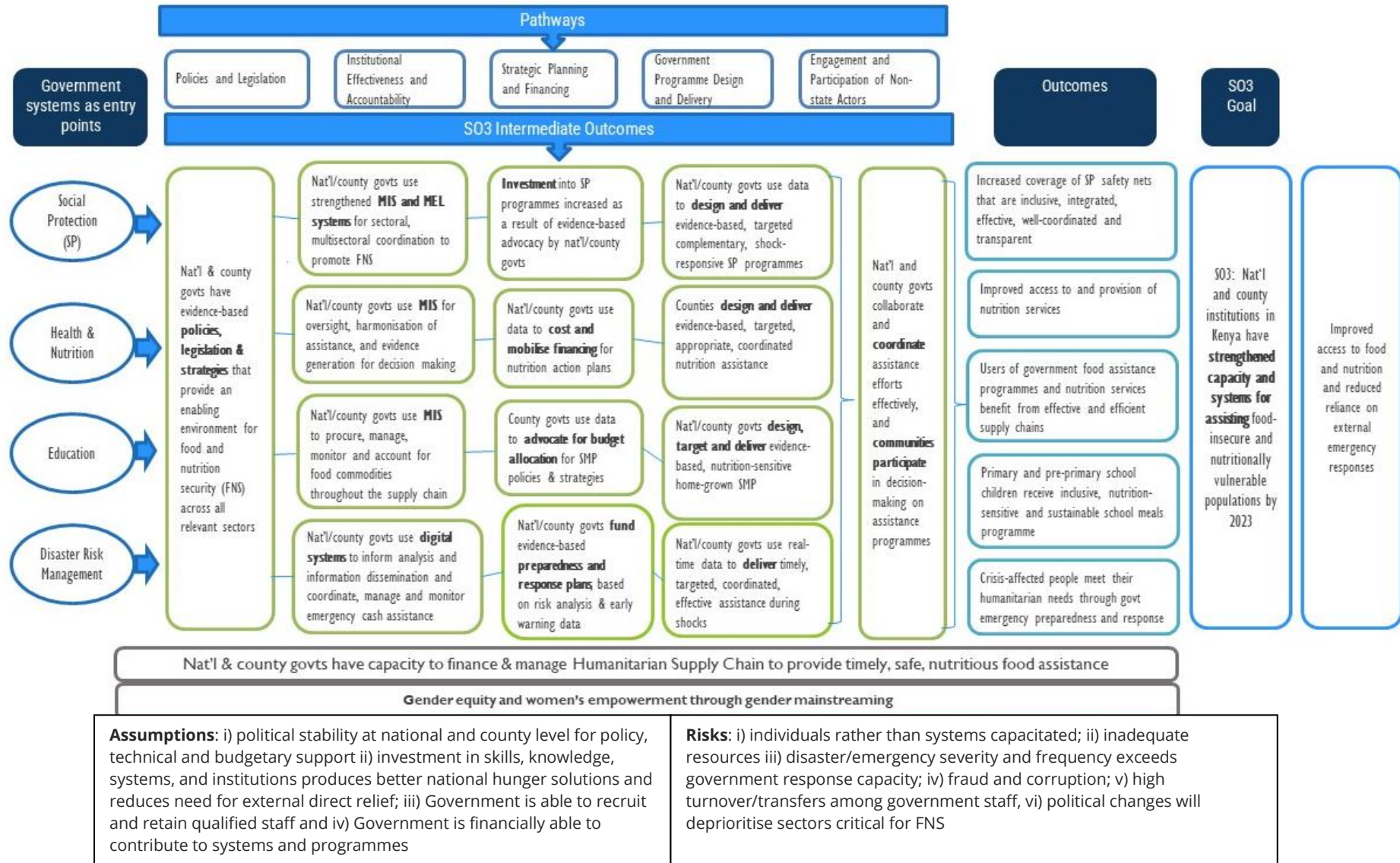
SO3 THEORY OF CHANGE

74. The SO3 Outcome Monitoring Report (2018-2021) (November 2021) includes the presentation of an SO3 theory of change, developed in 2021 jointly by the consulting firm engaged to undertake the independent monitoring review, and SO3 staff. It includes an informative set of linkages for each activity area, linking forms and levels of intervention and intermediate outcomes. See **Error! Reference source not found.** below.

⁹ For each of the nine counties, there is a different pattern of sectoral support. In other words, the full range of activities is not delivered in each case (see Table 2).

¹⁰ FGD with SO3 CO team, and KIIs.

Figure 14: SO3 theory of change – SO3 Outcome Monitoring Report, 2018-2021



Source: WFP Monitoring Report, 2018-2021

SO3Outcome

75. The first key component is the **five “pathways”**, working with government systems as entry points:

- policies and legislation;
- institutional effectiveness and accountability;
- strategic planning and financing;
- government programme design; and
- engagement and participation of non-state actors (communities, civil society, and the private sector).

The five pathways apply to **four sectors**:

- social protection;
- health and nutrition;
- education (school meals management); and
- disaster risk management, including emergency preparedness and response.

76. Humanitarian supply chains and gender equality and women’s empowerment (GEWE) are cross-cutting issues.

77. Intermediate objectives are specified for four stages for each of the four sectors, contributing in turn to the end-CSP sector-level intermediate objective, as well as the overall strategic objective, and on to the longer-term result for SO3, achievable beyond the life of the CSP, but linking current work to future aspirations.

78. A limited number of assumptions and risks are listed, set out below the core part of the chart in Figure 13. In the view of the evaluation team, these are pertinent and realistic, and can be observed as already in play. Given the enormous reliance on the value of well-connected databases and information systems, an unstated assumption (with an associated risk) is that major investments in management information systems and monitoring, evaluation and learning will provide the essential foundation to sound planning, budgeting, programme design and delivery, and intergovernmental coordination. It may well be a necessary condition, but it is clearly not a sufficient one.

Annex 16: Additional Information on SO1

1. THE SO1 SELF-RELIANCE STRATEGY

79. To date, the SO1 self-reliance strategy predominately falls under the Kalobeyi Integrated Socioeconomic Development Plan (KISDEP) in Turkana County. KISDEP was developed by UNHCR, the Government of Kenya (coordinators) and the World Bank. It is implemented by numerous partners including WFP, FAO, the European Union Emergency Trust Fund for Africa, UNHCR, UNICEF and UNHABITAT. WFP and FAO are co-chairs of the agriculture, livestock and natural resource management component on the programme. SO1 launched its KISDEP pilot intervention in 2016 to design and deliver infrastructure to rain-fed agriculture. The aim is to promote HC and R cultivation to grow vegetables for sale or household consumption. Drawing on its competitive advantage, WFP appropriately invests in the delivery, management and maintenance of the water and netting infrastructure plus supports the establishment of the Community Water Resource Management Committee. SO1 has delivered and constructed water pans to capture rain water, pumps, pipes, irrigation systems, and shade netting structures over the plots. A Joint Custodian Committee oversees operations and maintenance.

80. The evaluative evidence suggests the pilot design is relevant to the needs of the intended beneficiaries as indicated by its popularity amongst the refugee and host community who are clearly investing their time and resources in producing a variety of crops. Nevertheless, stakeholders report various design challenges and areas where the design of WFP delivery is not appropriate, including:

81. The seasonal nature of water supply and reliance on rainwater; during non-rainy seasons or droughts water is limited, negatively impacting agricultural production; WFP and agencies try to substitute with water bowsers and other means; UNHCR is currently exploring use of borehole water supply.

82. The design of the water management committee is not always appropriately overseeing the water delivery to individual beneficiary plots, which causes disputes amongst beneficiaries. There are cases where beneficiaries report the committee is corrupt, discriminatory and diverting water to committee members' plots. The committees have been in place since 2016, despite the design plan being for rotating committee members every two years via community elections. The evaluation team finds governance and accountability standards need to be further promoted in the design. This has not happened as planned, elections were held in 2019 and have not been held since.

83. There has been wind damage to the netting and some of the structures have collapsed as the material and construction was not of appropriate quality and design. Kenya has extensive skills, expertise and capacity in the design of appropriate and robust netting structures, so the wind damage to the netting is found to be unacceptable and avoidable.

84. Sector reports state agriculture is seasonal and highly dependent on rainfall in most semi-arid zones (ASAL) of Kenya. Turkana County is characterized by a lack of water and predominantly pastoralist land as a source of livelihood for the local residents. Rainfall is inadequate and unreliable, amounting to an average of 200mm of rainfall per annum. About 88 percent of the country's residents depend on surface and subsurface dams for water, which often do not hold sufficient water due to high evaporation rates during the dry seasons. Some stakeholders and reports¹¹ ask whether Turkana is the right place to farm all year. They also question whether expectations need to be managed to fit the seasonal farming calendar. Studies highlight there is no single obvious water supply solution to support agricultural for irrigation and production within the Kalobeyi Settlement area. However, various water supply options are being explored; and county government states that land will be allocated to expand KISDEP agricultural activities. Studies indicate groundwater sources may be a reliable water source and exist along the River Tarach

¹¹ Feasibility Study on Agricultural Viability And Water Access For Dryland Agriculture In Kalobeyi And Kakuma Turkana West Sub-County, 2018.

corridor but will require significant conveyance systems (about 12.5km) and the groundwater may be contested by domestic abstractors. Plans are underway to utilize borehole water for the settlement farms.

85. While SO1 Output 7 aims to increase self-reliance; the evaluation finds the definition of self-reliance is however not immediately clear among the SO1 field offices, and nor is what it means in practice. An option is to refer to and adopt the relevant aspects of the UNHCR KISDEP definition of self-reliance, which is “the social and economic ability of an individual, a household or a community to meet essential needs (including protection, food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity”, recognizing that this can be supported by “developing and strengthening livelihoods of persons of concern, and reducing their vulnerability and long-term reliance on humanitarian/external assistance”.¹²

86. The policy challenge is to design interventions that enhance socioeconomic outcomes and promote autonomy in the long run. Self-reliance is conceptualized as a process through which a series of enabling factors shape individuals’, households’, and communities’ ability to achieve acceptable socioeconomic outcomes independently. This evaluation finds KISDEP is an early step in the process. It is a good initial step in the direction towards promoting self-reliance, by inviting and supporting beneficiaries to produce crops and to independently invest their resources (labour and farming inputs) – while providing them with support to do so. To date KISDEP and the farming schemes are yet to illustrate how their design will promote socioeconomic outcomes and promote autonomy in the long run. This evaluation finds the SO1 and KISDEP pilot is yet to fully outline or conceptualize the self-reliance strategy by mapping out the process and series of enabling factors to shape beneficiaries’ ability to achieve socioeconomic outcomes independently. The current strategy does not outline the phases towards autonomy. For instance, who will operate/maintain and own/lease the farmland and water infrastructure systems? The strategy does not articulate how the intervention is adapting livelihoods to the risks of climate change.

87. This evaluation recognizes various agencies’ calls for lessons to be learned from KISDEP and applied to the Kakuma and Dadaab camps. The evaluation team recommends appropriate evidence-based monitoring and lesson learning needs to be undertaken. A joint monitoring study by Danida and UNHCR¹³ highlights the fact that the KISDEP design lacks suitable indicators to track the goals of KISDEP including, boosting the local economy, increase self-reliance and transforming the humanitarian – development model in Turkana West. “There are currently no indicators or process to track progress at the more strategic level e.g. against the strategic objectives, including:

- progress in moving from humanitarian assistance towards self-reliance amongst refugees;
- indicators of support for the changes being promoted by KISED P at national and local level in government as well as among the communities;
- progress at policy level, for example, on refugee status, movement and work permits; and
- progress in protection with more access to and improved quality of SGBV and child protection for example, access to services, quality of service.”

2. CASH-BASED TRANSFER VALUES AND RECOMMENDED BEST PRACTICE

88. Cash-based transfer best practice standards recommended transfer values are determined by the intervention objectives and the prevailing market conditions with market assessments regularly conducted. The evaluation team finds limited evidence of SO1 compliance with this standard with limited evidence of market assessments being conducted. SO1 monthly monitoring of markets to inform the transfer value is irregular and field offices cite insecurity as a challenge to conducting the assessments. Field offices report a reliance on other agency market assessments, specifically, the Kenya Cash Working Group (KCWG). The evaluation finds, however, the KCWG has undertaken a limited number of assessments with limited regularity.

89. The resulting drought has affected the majority of the country and increased food insecurity. Moreover, prices for essential commodities have increased rapidly over the last year. The prices for the staple commodities in the food basket used to compute inflation by the Kenya National Bureau of Statistics,

¹² UNHCR (2005), ‘The Self-Reliance Handbook’ (Geneva: UNHCR).

¹³ Joint Evaluation of The Integrated Solutions Model In and Around Kalobeyei, Turkana, Kenya, Danida and UNHCR, October 2019.

such as maize flour, wheat flour, Irish potatoes, onions, tomatoes, cabbage, kale and cooking oil, rose by an average of 20 percent in January 2022 compared to the same period in 2021. Dadaab stakeholders report markets are overall viable, but the stability of supplies and prices are affected by inaccessible roads during rainy seasons/flooding; and a few contracted traders highlight the supply of selected commodities by transporters is being sometimes unreliable and priced higher than town markets such as Garissa. Against this backdrop, it is important to guide and align the value of cash-based transfers to local market fluctuations. Stakeholders report most commodities are supplied from Somalia and Mombasa. Beneficiaries and traders say their prices are higher than those at markets outside the camps in Dadaab and Kakuma towns, but also state prices can be negotiated with traders and acknowledge that traders are trying to set appropriate prices.

3. CASH-BASED TRANSFER TRADERS

90. Traders state the transaction costs are too high and ask for it to be subsidized by WFP, thus displaying a lack of appreciation for the costs associated with being a registered trader. The evaluation finds traders lack awareness regarding the necessity of the business costs/disbursement paid to Safaricom. In addition, traders report problems with the platform where they are left to recoup the costs of digital/mobile problems with delivery of beneficiary transactions or beneficiary loss of SIM cards.

91. There is positive feedback from the field that cash-based transfer has contributed to local economies, markets and the capacity of traders. KES¹⁴ 1 million per annum for instance, has been transferred via traders in Dadaab. Traders report the cash-based transfer system increased their customer and revenue base. For instance, women traders in Dadaab report cash-based transfer has increased their customer base by up to 70 percent. Traders state that cash-based transfer has improved the local economy in the Dadaab camps.

92. The findings indicate the target of contracting 1500 traders was not met in Dadaab where only 476 traders were included. The Dadaab field office states that this is due to the regulatory factor of “know your customer” and the lack of identification (ID) amongst refugee traders to qualify in the cash-based transfer intervention and the Safaricom platform. The traders must be compliant with regulatory licenses. As such, new refugees cannot be included as traders as they lack the necessary ID. The contracted traders are both refugee (65 percent) and Kenyan residents from the host community. As part of the WFP Retail Engagement Initiative and to support retail efficiency, SO1 delivered capacity building to traders including, stock and bookkeeping, food safety and quality, business training, supply chain development and COVID-19 sanitation requirements. Traders report a positive improvement in their capacity. Challenges and funding inhibited capacity building initiatives such as infrastructure development at markets and trading points to allow refrigeration or cooling systems for commodities.

¹⁴ Kenya currency. 1 KES = 0.0073 USD

Annex 17.1: CO Kenya engagement in evaluative activities (2015-21)

93. The table below gives an overview on completed, ongoing or planned evaluative exercises with a focus on Kenya in the period 2015-2021. It draws information from the Office of Evaluation's evaluation management information system (OEV-MIS) complemented by the WFP country office in Kenya. The objective is to give an overview of existing evidence base from evaluations that have covered different activities and themes of interest concerning the country office and inform any decision on scoping and prioritization of upcoming evaluation activities in view of the CSP evaluation.

	Item	Evaluation Type	Status	Start date	End date	Remarks
1	Mid-Term Evaluation of WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support (2013- 2015) in Kenya from September 2013 to December 2014	DE	Completed	2013	2015	
2	An Evaluation of WFP's Asset Creation Programme in Kenya's Arid and Semi-arid Areas	DE	Completed	2015	2016	
3	Final evaluation of the World Food Program USDA/McGovern-Dole International Food for Education and Child Nutrition Program (FFE 615-2013/041/00) in Kenya	DE	Completed	2016	2016	
4	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Baseline Report	DE	Completed	2017	2017	
5	An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya	DE	Completed	2017	2018	
6	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Midline Report	DE	Completed	2018	2018	
7	Baseline of the USDA-supported Local and Regional Procurement (LRP) project in Kenya FY 2017-2020	DE	Completed	2018	2018	
8	Evaluation of People Strategy (2014-2017)	PE	Completed	2018	2019	CO engagement through visit
9	Update of WFP's Safety Nets Policy	PE	Completed	2018	2019	CO engagement through desk study
10	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP, in arid and semi-arid areas in Kenya from 2018 to 2023. Baseline Report	DE	Completed	2019	2019	
11	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023. Baseline Report	DE	Completed	2019	2019	
12	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP in arid and semi-arid areas in Kenya from 2018 to 2023. 2020 Outcome monitoring report	Annual Outcome monitoring	Completed	2020	2020	
13	Gender Policy Evaluation	PE	Completed	2019	2020	CO engagement through country visit
14	Evaluation of Funding WFP's Work	SE	Completed	2019	2020	CO engagement through country visit
15	Final evaluation of the USDA-supported Local and Regional Procurement (LRP) project in Kenya FY 2017-2020	DE	Completed	2020	2020	
16	Evaluation of Outcome 2 (Food Systems) + outcome monitoring Midline Report	DE	CompletedCompleted	2021	2021	
17	Evaluation of Outcome 1 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2020 Outcome Monitoring Report	Annual Outcome monitoring	Completed	2020	2021	
18	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023. 2021 Outcome Monitoring Report	Annual Outcome monitoring	Ongoing	2021	2021	
19	Evaluation of South-South and Triangular Cooperation Policy	PE	Completed	2019	2021	CO engagement through remote interview + desk study
20	Strategic evaluation of the contribution of school feeding activities to the achievement of the SDGs	SE	Completed	2019	2021	CO engagement through (Inception) + Desk study

21	Joint WFP/FAO/IFAD Evaluation of UN RBA collaboration	SE	Completed	2020	2021	CO engagement through desk study
22	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2021 Outcome monitoring Report	Annual Outcome Monitoring	Reporting phase	2021	2021	Final report expected by September
24	CSP Mid Term Review (MTR)	Review	Finalised	2021	2021	
25	WFP'S USDA McGovern -Dole International Food for Education and Child Nutrition Program's Support in Kenya from 2016 to 2020 – Endline Report	DE	InceptionInception phase	2021	2022	
26	Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region 2016-2020	DE	Preparation in 2021	2021	2022	
27	Evaluation of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP, in arid and semi-arid areas in Kenya from 2018 to 2023. 2022 Outcome monitoring Report	Annual Outcome Monitoring	Planned for 2022	2022	2022	
28	CBT & Gender Livelihood activities impact evaluation – Kenya	IE	BaselineBaseline completed	2020	2022	
29	Evaluation UNSDG Joint Programme for Social Protection	JE	Planning phase	2022	2022	Was to take place in 2021. A no cost extension in place. Tentatively planned for Q1 2022
30	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023 Endline Report	DE	Review instead of evaluation to take place	2022	2022	
31	Evaluation of Outcome 2 (Food Systems) + outcome monitoring Endline Report	DE		2022	2023	Final report expected in June 2023
32	Evaluation of Outcome 1 of WFP Kenya CSP, 2018 to 2023 Endline Report	DE		2022	2023	
33	Evaluation of Outcome 3 of WFP Kenya Country Strategic Plan, 2018 to 2023. 2023 Outcome monitoring Report	Annual Outcome Monitoring	planned	2023	2023	
34	Regional thematic evaluation on Supply Chain Outcomes in the Food System in Eastern Africa	DE	Ongoing (data collection just completed during CSPE inception mission)	2021	2022	
<p>LEGEND:</p> <ul style="list-style-type: none"> - SE Strategic Evaluation - DE Decentralised Evaluation - PE Policy Evaluation - IE Impact Evaluation - JE Joint Evaluation <p>Sources: Compilation from OEV/MIS dashboard information and additions from Country Office</p>						

Annex 17.2: Conclusions from the CSP Kenya 2018-2023 mid-term review

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

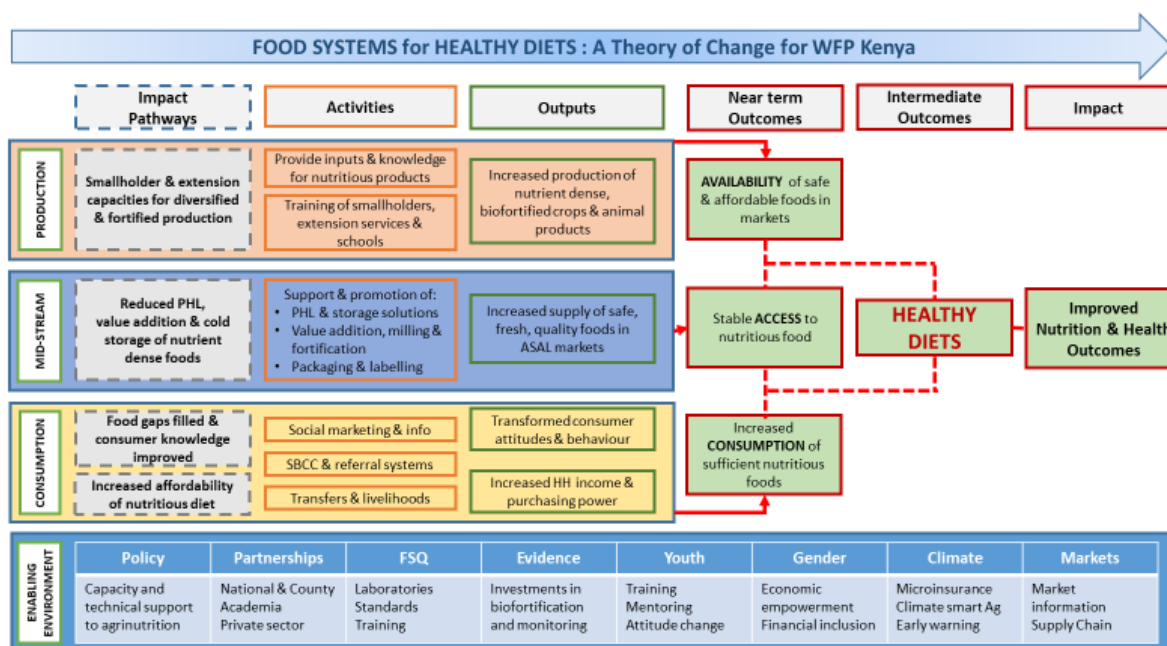
- WFP country office in Kenya continues to make strong progress in shifting away from a primary focus on humanitarian issues to a broader humanitarian–development–peace nexus.
- The design of the CSP is viewed as innovative in that it consolidated disparate themes under a single strategy and has been revolutionary in promoting a shift away from only focusing on saving lives.
- Although the CSP was informed by gender analysis this has not been systematically applied across the CSP. While the CSP makes specific reference to a gender-transformative approach to food security and nutrition programmes, it did not sufficiently define the scope and goals for gender transformation.
- The design of the CSP underestimated the challenges of working at county government level. Certain fundamental assumptions of the CSP, particularly related to the capacity of county government, have not held true during implementation so far.
- Overall, the work being done by the country office, guided by the CSP, remains highly relevant to the priorities of the Government of Kenya and the needs of its people, especially those in the ASALs.
- Restructuring of the country office at the outset of the CSP has enhanced good management, but concerns remain about integrated ways of working.
- Whilst WFP has developed a good synergy with other United Nations organizations, the UNDAF is not seen to be sufficiently rigorous to guide WFP programming.
- WFP is seen to be the appropriate partner with regards to both capacity strengthening and supply chain initiatives.
- WFP has made substantial progress in meeting the objectives of the CSP. At both output and outcome level, indicators demonstrate the success of WFP, but the indicators do not fully reflect the achievements of the country office.
- Implementation has been hindered by resourcing challenges. Funding data per year and office forecasts reveal increasing difficulties in accessing donor grants to fully finance the CSP.
- Despite resource challenges, WFP continues to make meaningful contributions to the Government of Kenya's efforts towards zero hunger.
- Positive steps are being taken by the country office to address the specific needs of women and girls, but the country office also acknowledges more could be done.
- WFP is appropriately positioned to engage with emerging opportunities and is responding appropriately to emerging needs. However, it is not yet clear whether responding to emerging opportunities will dilute the ability of WFP to continue to build on its achievements in supporting nascent county governments in the ASALs.
- The country office continues to explore a wide range of opportunities and put in place robust mitigation strategies to address existing and future challenges, overseen by a technical working group made of senior management.

95. A clear priority for the remainder of this CSP is to maximize the systematic learning while: (a) ensuring that pilots are efficiently managed, do not drag on, are well coordinated, and opportunity costs are better recognized and incorporated into planning of pilots; and (b) maximizing practical livelihood benefits for as many beneficiaries as resources permit.

Annex 18: Theory of Change - Food Systems for Healthy Diets

96. To help to clarify the linkages between supply/value chain interventions, food systems and improved nutrition and health outcomes, a theory of change was developed by WFP. The evaluation team noted that this has also facilitated a process to better position supply chain management within the country office.

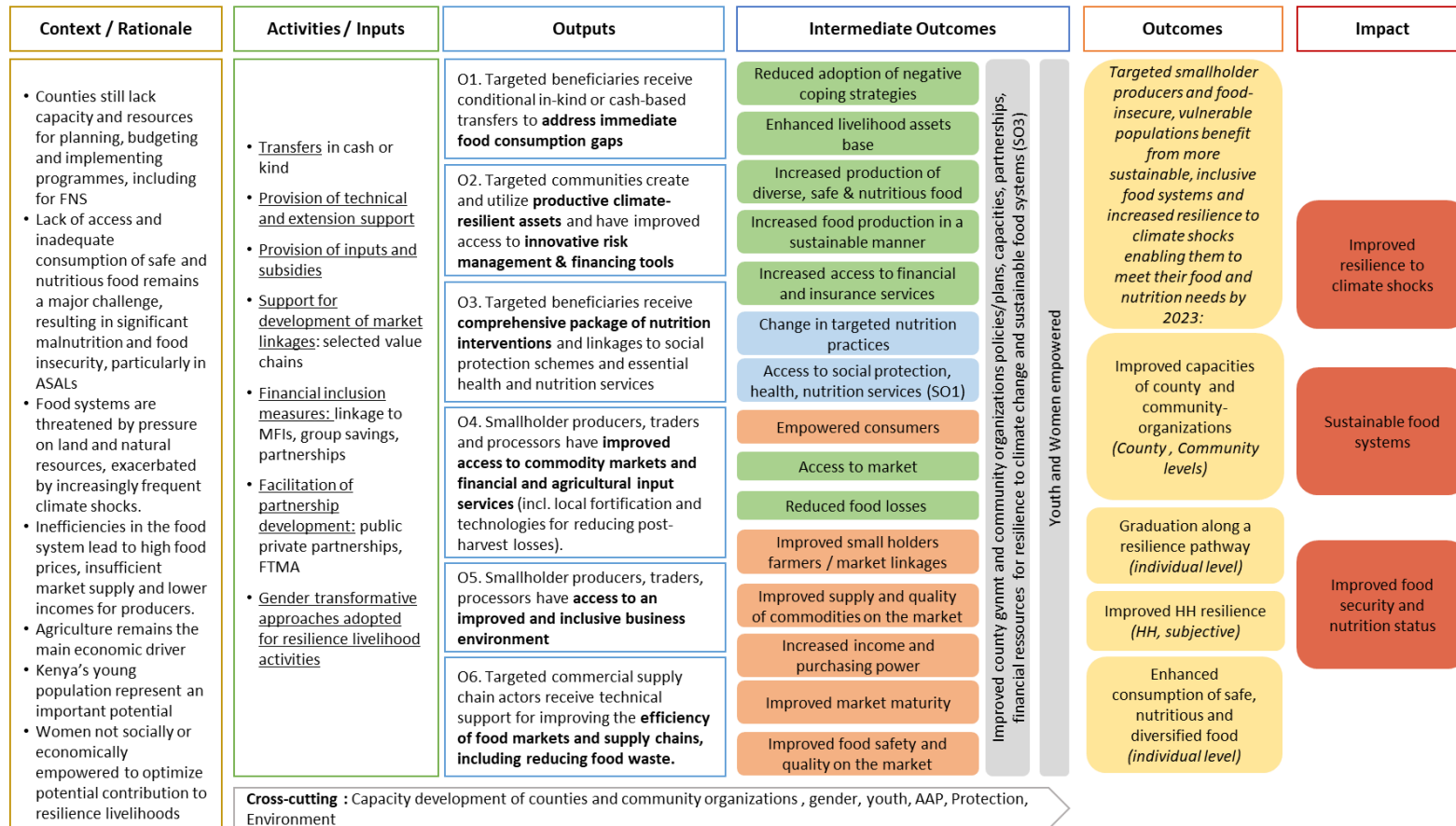
Figure 15: Theory of change - Food systems for healthy diets



Source: WFP Kenya

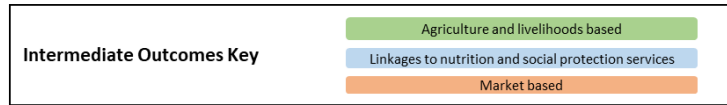
Annex 19: SO2 theory of change

This inferred theory of change for SO2 was provided in the WFP's Decentralized Evaluation: Evaluation (including a baseline and outcome monitoring) of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya Country Strategic Plan, in arid and semi-arid areas in Kenya from 2018 to 2023. Baseline Report, November 2019.



Cross-cutting : Capacity development of counties and community organizations , gender, youth, AAP, Protection, Environment

Programme delivery model / Process : Nutrition sensitive programming, resilience lens programming, Linking & Layering



Annex 20: Recommendations – full presentation

As a result of space limitation, the presentation of the recommendations in Volume I of this report is condensed. Below, the full presentation provides additional contextual material. It is hoped that this more comprehensive version will be of particular assistance to the country office and the regional bureau in Nairobi, as well as interested parties at WFP headquarters.

Recommendation	Grouping	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority:	By when
Recommendation 1: Invest more in increasing self-reliance and resilience for both refugees and host communities; enhance efforts to include hard-to-reach populations	Strategic	CO, Deputy Country Director Operations	UNHCR, GoK Refugee Affairs Secretariat (RAS), other UNCT	High	June 2024
<p>1.1 Commission an independent lesson learning study to review the effectiveness of the SO1 and SO2 self-reliance, resilience, and food systems interventions.</p> <p>The lesson learning study may review and reflect on:</p> <ul style="list-style-type: none"> - what was achieved with the actual given budget; - what worked well for who and why (appropriateness); - what were the key challenges that inhibited progress on the ground (relevance, assumptions); - which partnerships and investors worked well (efficiency); - which initiatives were led by partners/beneficiaries; - what can feasibly be scaled up/transferred; - Cross silo learning and lessons; and - Outline the evidence-based lessons and generate recommendations to guide a realistic CO approach to promoting self-reliance, resilience, and food systems; listing the critical steps, a menu of feasible actions, plausible partnerships and implementation guidelines. 	Strategic	CO, M&E	Turkana County. Government and UNHCR, with membership from the Refugee Affairs Secretariat (RAS), IFC/WB, FAO, UN-Habitat, UNICEF	High	December 2023

<p>1.2 The lesson learning study should generate specific guidance for appropriate self-reliance programming in the refugee camps/settlements including, a model for CO/FO to periodically switch/scale up between GFD and self-reliance interventions as required; plus list potential self-reliance intervention options in Dadaab which adhere to Government of Kenya security concerns (i.e., advocacy of self-reliance with the Government; and/or youth vocational training programmes).</p>	Operational	CO (CSP and CSP Budget)	M&E RBA, ILO, other UNCT	Medium	Medium-Term (June 2024)
<p>1.3 The lesson learning study should generate specific guidance for future programming to guide the ownership and handover of any infrastructure assets developed/supported by the self-reliance/resilience interventions. This builds on WFP progress to date in promoting asset handover, and its potential competitive advantage in infrastructure development. It recognizes that only assets that can be operated and maintained by partners/beneficiaries over time are part of the next CSP and requires the whole life cycle of the asset to be considered during the identification, planning and design of an asset and an operation and maintenance strategy developed for each new project.</p>	Operational	CO, M&E	RBA, ILO, other UNCT	Medium	Medium-Term (June 2024)
<p>1.4 The country office should actively use the lessons and guidance to inform and refine the future programming, partnerships, WFP team capacity - including cross silo actions. The country office should disseminate and present their “Kenya story of self-reliance, resilience and food systems” (based on the lessons and the new CSP) to key partners and media platforms targeting key stakeholders.</p>	Operational	DCD Operations	M&E, External Relations, Partnerships, RBA	Medium	Medium-Term (June 2024)
<p>1.5 Determine effective ways to ensure that hard-to-reach populations (host community, LGBTQI communities) are reached with programming assistance, while ensuring their safety, and then implement the most promising programming options. WFP should consider innovative ways of reaching hard-to-reach populations (host community, LGBTQI communities), which may be through mobile clinics, or partnerships with organizations working with these populations to provide assistance on behalf of WFP.</p>	Operational	DCD Operations	Relevant units covering programming as well as cross cutting issues	High	December 2023
<p>Recommendation 2: Enhance the contribution of the specialized units: nutrition and gender equality</p>	Strategic	DCD Operations	UNICEF, UNHCR, RBN input	Medium	Short-Term (Dec 2023) Post CSP programme planning

<p>2.1 Take steps to improve nutritional outcomes for vulnerable households.</p> <p>In dry areas with limited food supply, as a matter of urgency:</p> <ul style="list-style-type: none"> • Develop an alternative approach to nutrition (alternative nutrition action points/action planning and practices) to support vulnerable populations in the affected areas. More generally, accompany cash transfers with efforts to enhance nutrition knowledge and opportunities for beneficiaries to learn ‘good buying’ practices for nutritional outcomes. In addition, address the challenge of micronutrient deficiencies. Possible actionable points for this are: home fortification with micronutrient powders, transfer of nutrition knowledge and behaviour change communication, food choice and preparation and promotion of micronutrient-rich foods in markets; and • Promote nutrition-sensitive activities across the entire food system value chain, and, within SO2, advocate for ASAL county governments to allocate funding/resources to nutrition and food safety and quality, particularly through support to mini-labs, to ensure that they function effectively, with adequate staffing and budgets covering all recurrent costs. Beyond this, harness the benefits and lessons from mature nutrition-related projects, such as irrigation and fishing, towards enhancing dietary diversity and nutrient quality. 	Strategic	DCD Operations	Nutrition Unit, SOs, FOs, GE Unit SO2 & Nutrition Unit lead	High	Short-Term (December 2023)
<p>2.2 Strengthen the implementation of the commitment to gender transformation and inclusion through better analysis, design and resourcing</p> <p>Ensure that activities are designed to address the commitments to gender transformation, directly or indirectly, with resources made available to support them. To this end, it will also be necessary to invest in deepening and extending the role of gender analysis in planning, M&E, and reporting, and ensure the gender equality unit has the necessary capacity to deliver on the commitments through recruitment and/or partnership, at both CO and FO levels.</p>	Operational	CD	GE Unit, lead for implementation RBN, UNICEF, RBA	Medium	ASAP after approval of CSP October 2023
<p>Recommendation 3: Strengthen organizational cohesion, utilization of human resources and programme integration</p> <p>Despite some challenges, it is not recommended that major changes to organizational structure be considered at this time. Rather, it is recommended that WFP:</p>	Strategic	CO: senior management	RBN	High	Medium-Term (June 2024)

<p>3.1 Give priority to strengthening the linkages across SOs, and between the SOs and FOs, and develop procedures to ensure integration of all relevant organizational components in planning and resource allocation decisions, while giving focused attention to building mechanisms for improved coordination and integrated planning of operations at field level, ensuring a manageable agenda and workload for FOs (e.g., through an integrated livelihoods programming approach for both self-reliance and resilience interventions). This will facilitate utilization of technical expertise in SO2 for self-reliance interventions under SO1. Similarly, SO3's social protection programming may be integrated with SO2's resilience activities, while there can also be enhanced collaboration between SO3 and SO1 on DRM)</p>	Strategic	CO: senior management	M&E GE RBN	High	Medium-Term (June 2024)
<p>3.2 Ensure a more effective integration of specialists and specialist units (currently, gender equality and nutrition) in the organizational structure and in planning and operational processes, including through giving the units a central role in planning, implementation and monitoring, and adequate resources to play this role</p>	Operational	CO: senior management	HR RBN	High	Medium-Term (June 2024)
<p>3.3 Assign or recruit a senior manager to lead this ongoing process of improving communication and the effectiveness and efficiency of operations. The role will include regular monitoring of cross-SO, SO-FO and SO-unit-FO cooperation and performance, with a view to adapting processes and procedures to build on what works</p>	Operational	Country Director (CD)	HR	High	Short-Term (October 2023)
<p>3.4 Develop in a highly consultative manner, a carefully crafted plan for management of change to accompany the organizational and HR alignment exercise to follow the adoption of the new CSP, including well-defined opportunities for professional development</p>	Operational	CD, senior management	HR to implement RBN support Possible joint professional development activities with UNCT Engagement with CO staff	High	Immediate (August 2023) following approval CSP
<p>3.5 Strengthen middle management. Ensure that all middle managers, including FO heads, are supported in enhancing their capabilities in budgeting and financial management and HR matters, as well as communications, and understanding how best to facilitate solid M&E and documentation work, as well as the requirements of</p>	Operational	Senior management	HR and senior managers RBN	High	December 2023

gender transformation programming, and the long-term commitment required for CCS results to be accomplished. Develop programming, including workshops and peer-to-peer discussion and exchange, to support these objectives.					
Recommendation 4. Strengthen capacities to engage in governance analysis and strategic planning and enhance the governance aspect of CCS (on governance and WFP programme planning, see footnote 181 in Volume I) and clarify SO3's responsibilities regarding CCS.	Strategic	CO: CD and senior management	SO3 lead for implementation Primarily Internal: some support and advice from RBN and HQ (Governance), UNCT	High	ASAP (September 2023). Preparations may need not await approval of CSP
4.1 In consideration of the centrality of WFP's enabling role, in supporting the strengthening of national and local systems it is recommended that WFP: <ul style="list-style-type: none"> • Strengthen the capacities in the Kenya CO to undertake governance analysis at strategic and activity planning levels in order to ensure that programming and partnerships “do no harm”, and to appreciate the overall situation re Kenyan governance capacities and policies through functional analysis • Explore options to build such capacities internally in SO3, or together with other UNCT agencies, and/or accessing it from external expert sources • Strengthen capacities and assess expertise available, at both national and local levels, to understand the political economy of the direction and details of government legislation, policies and strategies, and their implications for vulnerable populations and particular groups within these populations. 	Strategic	CO: CD and senior management	Primarily Internal: some support and advice from RBN and possibly HQ (PD PRO-P (Emergencies and Transition Service) and Conflict and Peace Office and PRO-T (Country Capacity Strengthening) UNCT	High	ASAP (September 2023) (however, early action on this sub-recommendation may need not await approval of CSP)
4.2 On enhancing the governance focus of CCS: <ul style="list-style-type: none"> • It has been recognized that a key constraint to enhanced performance of the relevant line ministries and agencies lies in limitations in the linkages and two-way communications between them and central ministries, notably Treasury, and in performance of core functions centrally and within the partner ministries and agencies, as well as by the CGs. Accordingly, SO3 should expand its focus and resources permitting it to addressing collegially and strategically such constraints - where possible, with UNCT partners, including UNICEF, which is active on such matters, as well as UNDP. 	Strategic	CD, DCD/ Operations	SO3 Unit UNICEF, UNDP	High	Short-term (December 2023)

<ul style="list-style-type: none"> • An enhanced focus by SO3 will be required - in cooperation with the other SOs and UNCT/RBA partners - in collaborating with government partners to address challenges in government processes which impact service delivery, and the barriers to smooth and timely delivery. This will facilitate bringing the government’s social assistance programmes to scale, thus reaching larger numbers of the vulnerable. Related to this is a need (in documentation and analysis, considered below) to provide a focus on generating evidence on WFP’s return on investment as a partner with the Government for country capacity strengthening and for changing lives – not limiting SO3 only to its role in “the policy space”. 					
<p>4.3 More generally on CCS and SO3: as an aspect of enhancing organizational cohesion (Recommendation 3, above) there is a need to clarify the division of labour on CCS:</p> <ul style="list-style-type: none"> • It is recommended that SO3 be given full responsibility for institutional strengthening with regard to enabling national and county government systems, while the other SOs be responsible for CCS work at the county level with other relevant organizations outside the Government, and in hands-on training of relevant government officials on the specifics of implementation of particular programmes. Details for the crossover between SO3 and the other SOs on individual programmes will be agreed in advance, with the FOs and gender equality unit also involved and asked for advice. For all thematic areas, it would be expected that SO3 would plan programming collegially with the relevant SOs and specialist units, along with the FOs, and involve them, as appropriate, in monitoring, and consult with them on utilization of expert resources. 	Strategic	CD, senior management, HR	SO3, SO managers; RBN	High	Immediate, (September 2023) after approval of CSP
<p>Recommendation 5 Strengthen the M&E function and the practice of documenting experiences and results to improve learning and reporting</p>	Strategic	CD, senior management, M&E	RBN	High	ASAP (Sept 2023) after CSP approval
<p>5.1 Put in place systems to enhance analysis across systems for management decision making. More analyses are required based on the new documentation work (5.3) and from different sources of information - overlaying the information for decision making. This will also require additional resources in M&E and a review of its priorities and scope of work. The process of identifying the necessary resources will go along with steps already underway, in response to the MTR, to increase resources for M&E, both centrally and at field level, to respond to</p>	Strategic	CD, senior management, M&E	RBN	High	ASAP (September 2023) after approval of CSP

emerging needs as identified by M&E in consultation with SO, and with unit and activity managers.					
5.2 Adding resources to guide and support capacity strengthening of M&E and MEL in government, especially at CG level. This should be done through close cooperation between M&E and SO3, as part of a broader KECO CCS strategy, with strong engagement by the gender equality unit, and, since work in this sphere is anchored in the UNDAF, in partnership with UNCT partners with relevant capacities.	Strategic	CD, senior management, M&E	RNB + SO3	High	October 2023
5.3 Strengthen documentation practice to improve reporting, learning and advocacy. There is a need for WFP in Kenya to ensure that qualitative approaches are used to portray in a more visible manner (e.g., through documenting ways in which WFP programming may have contributed to outcomes and achievements on the road to change, or where major barriers to advancing programming have been encountered and blocked progress). This will require investment in thorough and well-grounded documentation of activities (not merely desk studies) as a basis for subsequent reporting , thus improving KECO's reporting, communications and learning functions, while also providing a solid basis for advocacy. This is not a PR task.	Strategic	CD, senior management, M&E	RBN	High	December 2023
5.4 Documentation along these lines will contribute to internal lessons learned and, hence, to enhanced programme effectiveness. The work should be led by a recruited professional, working in association with M&E , with interested and qualified staff members being given an opportunity, perhaps with training, and appropriate adjustment to their workloads, to enable them to undertake some of the work. Analysis of the documentation material gathered will provide input for thematic studies, briefing materials and programme summaries, as well as occasional learning and discussion forums, and will inform annual implementation plans.	Strategic	CO: senior management, M&E	RBN HR	High	February 2024
Recommendation 6. Further strengthen the Kenya CO's supply chain function, as well as the overall approach to food systems and resilience (SO2) through strategic partnerships with strong development actors, which can provide staff with the requisite skills and experience.	Operational	CD and DCDs	Managers SO4 and SO3, HR RBN, RBA	High	September 2023 following CSP approval

<p>6.1 The new supply chain strategy will be incorporated into the new CSP to articulate clearly how expertise underpins and supports work implemented under all strategic outcomes. It will be necessary for supply chain activities to adopt robust performance indicators to ensure an assessment of progress for capacity strengthening interventions and, where feasible, agreed incentives for government partners to meet targets.</p> <p>Support and training should be provided to supply chain staff to enable them to work in a coordinated and programmatically integrated manner on food systems development, for which appropriate performance indicators should also be identified. Such food system indicators could also be piloted to inform a corporate approach.</p>	Strategic	CD and DCDs	Managers SO4 and SO3 HR RBN, RBA	High	Third quarter 2023
<p>6.2 Strengthen the overall approach to food systems and resilience (SO2) through strategic partnerships with strong development actors, which can provide staff with the requisite skills and experience.</p> <p>WFP should strengthen its efforts/strategy to advocate for private sector investment in the four key elements of Kenya's food system:</p> <ul style="list-style-type: none"> • Production: Partnerships with private sector actors, such as input suppliers, would increase access to affordable inputs (fertilizers, pesticides, irrigation equipment) used by smallholder farmers for production, thus increasing production levels. These partners can also support in capacity building for smallholder farmers, and be incentivized to provide irrigation solutions. • Processing: Continued partnership with private sector actors, such as <i>SokoFresh</i> and other partners, would improve access to cold storage facilities (increased volumes) and reduce post-harvest losses. Private sector partners could also support provision of processing facilities, which would reduce losses as well as improve the income of smallholder farmers. • Distribution/transport: Facilitate market linkages to improve relationships between smallholder farmers and buyers, such as through contract farming. WFP's supply chain expertise should be used strategically to help improve food transport systems/capacity. • Consumption: Support food consumption/nutrition communication and knowledge sharing through FtMA core partners, CGs, media, and wider private sector engagement. Continued lobbying of the Government for appropriate agricultural policies is also of key importance. 	Operational	CD and DCDs	Managers SO4 and SO3 Partnerships External Relations RBN UNCT/RBA	Medium	Third quarter 2023

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