Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021 – 2023)

Decentralized Evaluation

Terms of Reference

WFP Regional Bureau for Eastern Africa

WFP

World Food Programme

SAVING LIVES
CHANGING LIVES

December 2022

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1. Background

1. These terms of reference (ToR) were prepared by WFP Regional Bureau for Eastern Africa (RBN)[1] based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify RBN's expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the evaluation of the Local and Regional Food Procurement Policy (LRFPP) Pilot Programmes in Ethiopia, Sudan, and Uganda. This evaluation is commissioned by WFP RBN and will cover the period from January 2022 to December 2023. This evaluation will take a developmental evaluation approach to generate evidence and support learning in an adaptive, on-going, utilization-focused manner. Sub-sections 2.1 and 2.2. provide the rationale, objectives, and uses of the evaluation.

3. In November 2019, the WFP executive board approved a new policy for Local and Regional Food Procurement. The policy recognized that WFP's demand for food and food system services, such as food procurement, can be a direct and indirect driving force towards the achievement of zero hunger, contributing to inclusive agricultural growth and sustainable social and economic transformation. The policy aims to enable WFP to boost its local, regional, and pro-smallholder procurement by complementing the cost-efficiency considerations that guide its procurement decisions, with additional principles and parameters to better integrate its procurement with elements of its programmes, especially nutrition, resilience, and smallholder income and livelihoods activities, as well as gender equality. Implementation of the policy entails development of additional systems and tools that support WFP's procurement, along with essential investments in innovative approaches to maximize the contribution of WFP's local and regional food procurement to achieving zero hunger, the wider goals of the 2030 Agenda for Sustainable development, and support commitments made in the 2021 Food Systems Summit.

4. Implementation of the policy has been initiated with a global pilot implementation period, initially beginning in 2020. In the Eastern Africa region, primarily due to the COVID-19 pandemic, implementation began in earnest in early 2022 in Sudan, Uganda, and Ethiopia. Primary activities focus on the introduction and testing of various procurement approaches and tools for local and regional food purchases supporting WFP programming. These activities are supported by private sector and food supplier outreach relationship building, and contract management activities, among others. Target groups include: local, national and regional traders, aggregators, smallholder farmer organizations, other private sector actors, national governments, and other organizations such as national or international development banks, in some countries.

1.2. REGIONAL CONTEXT

5. WFP RBN oversees operations in ten low and middle-income countries in the Eastern Africa region, including Ethiopia, Sudan, and Uganda. With some of WFP largest and most complex operations, RBN assisted over 34 million people in 2021[2]. Aligned with nationally selected Sustainable Development Goals (SDG), in particular SDG 2 on ending hunger and SDG 17 on revitalizing global partnerships for implementation of the SDGs, RBN's operations provide a range of assistance to countries and vulnerable populations under two main agendas: saving lives and changing lives.

6. Eradicating hunger and malnutrition is one of the great challenges of our time, and the East African region is one of the most food insecure regions of the world. The region is faced by complex shocks ranging from conflicts, socioeconomic consequences of COVID-19 pandemic, and climate shocks such as drought, floods that are cyclical in nature, and desert locust infestation. All have weakened food systems' resilience and increased food insecurity. Across the region, in 2021, the number of people categorized

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[1] Eastern Africa region: Burundi, Djibouti, Ethiopia, Eritrea, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda.
[2] WFP, Regional Bureau for Eastern Africa 2021 Regional Achievements & Outlook
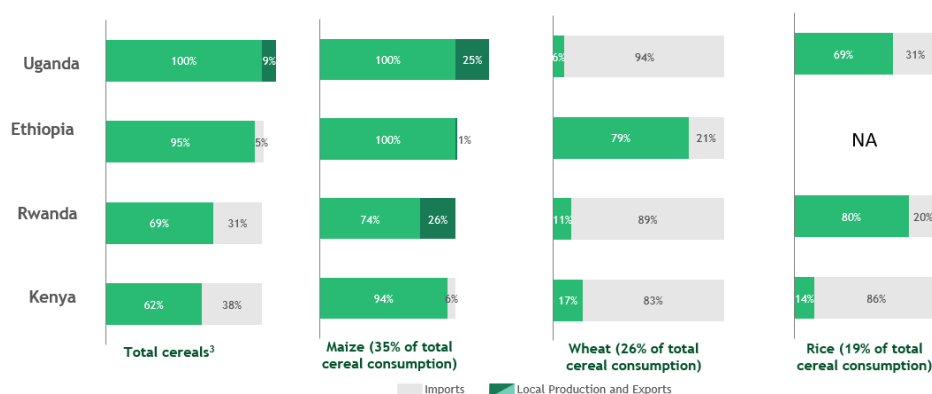
as food insecure (Integrated Food Security Phase Classification (IPC) Phase 3 and above) stood at a staggering 60 million.

7. Food systems[3]– the production, distribution and consumption of food – are not meeting the needs of large sections of society. Improving the performance of food systems and their ability to cater even for the poorest is key to achieving Zero Hunger, as flawed or broken food systems can affect food security in a number of ways. They can drive prices up, making it difficult to afford nutritious food, or prevent smallholder farmers from making good profits from their crops. Across the world, food systems face myriad problems, a few primary examples include:

    - The "last mile" problem – The vast majority of the hungry poor are isolated – geographically, economically, socially and politically – and hard to reach. Even when nutritious food is available, it is often too expensive.
    - The "bad year" or "lean season" problem – When crops fail, or during the lean months between harvests, poor families in both urban and rural areas lack the resources to meet their food needs and are forced to adopt detrimental strategies to cope, including eating less, and less nutritious, food.
    - The "good year" problem – Even a plentiful harvest can have its downsides. Inadequate capacity to store, market and transport food surpluses causes food prices and quality to drop. Farmers are unable to put their produce for sale at a premium when demand is highest, food is wasted and spoiled, and market volatility is sharpened.

8. In the region, food systems are not supportive of dietary diversity and access to nutritious foods and there is overreliance on unsustainable crop varieties and imports. Limited infrastructure and uncompetitive, vulnerable supply chains, limited market access for smallholder farmers, and high food waste and loss represents the key challenges experienced in the region.[4]

9. Food availability in the Eastern Africa region is influenced by several factors such as domestic food production, cost and subsidies for local versus imported commodities, commercial food imports and exports, the amounts delivered through food assistance programmes and amounts held by governments and other entities. Available information indicates an overall food deficit situation with considerable variation across the countries. The gap in deficit countries is filled mostly by Uganda and Tanzania as well as by overseas imports. In the region, Uganda is a major food producer and supplier while many countries have high dependence on food imports.

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[3] Food system consists of *everyone and everything involved in producing, distributing, or consuming food*. It comprises "all of the people and activities that play a part in growing, transporting, supplying, and, ultimately, eating food. These processes also involve elements that often go unseen, such as food preferences and resource investments." Source: High Level Panel of Experts Food Systems Framework, 2017.

[4] *WFP, Food Systems in Fragile Settings: Identifying gaps and opportunities to support access to improved diets, Fill the Nutrient Gap Report, July 2020*

Table 1 Self-sufficiency ratios (production / consumption) of select Eastern African countries[5]

	Total cereals[3]	Maize (35% of total cereal consumption)	Wheat (26% of total cereal consumption)	Rice (19% of total cereal consumption)
Uganda	100% / 9%	100% / 25%	6% / 94%	69% / 31%
Ethiopia	95% / 5%	100% / 1%	79% / 21%	NA
Rwanda	69% / 31%	74% / 26%	11% / 89%	80% / 20%
Kenya	62% / 38%	94% / 6%	17% / 83%	14% / 86%

Imports · Local Production and Exports

10. Countries across the region experience gender inequalities which affect food security of men and women. A recent report measured gender equality along four dimensions namely self-sufficiency, decision-making ability, freedom from violence and unpaid labour in a number of countries.[6]

11. COVID-19 has also been a shock multiplier driving vulnerabilities, risks, and needs to historic levels. In the Eastern Africa region, it is estimated that the number of food insecure people in the region will increase to more than 41 million,[7] in part due to COVID-19. Particularly for supply chains, global and local demand shifts and supply delays and interruptions have affected regional and local food systems.

12. Climatically, a sub-regional drought across the Eastern Horn of Africa is affecting some 12-13 million people with acute food insecurity and severe water shortages across Ethiopia, Kenya, Sudan and Somalia. Three consecutive failed rainy seasons have led to drought and failed crops with harvests 60-70 percent below normal in affected areas. At the same time, heavy rains and floods are affecting the region, with heavy flooding recorded in 2021 in Ethiopia and Sudan.

13. Adding to the complexity in the region, the war in Ukraine, has had significant impacts on the humanitarian and food systems in the region. Russia and Ukraine's contribution to maize export is quite significant (accounting for 14 percent of global maize exports in 2020). Russia and Ukraine are also among the leading producers and exporters of wheat and sunflower oil, the latter accounting for 18 and 40 percent of 2020 global exports, respectively. Russia is also the largest exporter of fertilizer in the world. The war in Ukraine has contributed to even higher food prices. By July 2022, the average per capita monthly price of a local food basket reached USD 19.2 across East Africa countries, representing a 49.1 percent increase from the same month the year prior. Cereals and vegetable oils were primary commodities pushing up the cost of the food basket, with Sudan recording a more than twofold increase in cereals prices since the conflict in Ukraine started.[8]

1.2.1. Focal Country Contexts

14. **Ethiopia** has a population of 120 million people. Annual population growth is 2.6 percent. About 42 percent of Ethiopians are under 15 years of age. About 80 percent live in rural areas and depend on rainfed agriculture for their livelihoods.

15. Ethiopia has made important development gains over the past two decades, reducing poverty and expanding investments in basic social services. Despite these gains, however, major challenges remain.

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[5] Consumption includes food, animal feeds, processing, other uses (non-food), tourist consumption and losses 3. Includes maize, wheat, rice, sorghum, millet, tef, barley, oats rye and other grains. Note: N/A means the crop makes up <5% of total grains consumption, so it has been excluded. Source: FAOSTAT (2019), BCG analysis

[6] https://www.wfp.org/publications/power-gender-equality-food-security

[7] WFP, UN Habitat, "Impact of COVID-19 on Livelihoods, Food Security, & Nutrition in East Africa," 2020, https://docs.wfp.org/api/documents/WFP-0000118161/download/?_ga=2.205712657.364549341.1626080424-839920464.1603866585

[8] World Food Programme, "Implications of the Conflict in Ukraine on Food Access and Availability in the East Africa Region, Update #5," August 2022, https://docs.wfp.org/api/documents/WFP-0000142264/download/ .

About 69 percent of the population is "multidimensionally poor"[9], suffering from some combination of food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities. These challenges are experienced differently among different population groups owing to gender and other systemic inequalities. In particular, pastoral and lowland areas, mainly in the regions of Afar, Oromia and Somali, lag behind on nearly all social indicators. Gender inequalities resulting from harmful cultural practices and structural and social discrimination contribute to poor health, nutrition, education and livelihood opportunities for women and girls. Compared with men and boys, women and girls are strongly disadvantaged in all sectors.

16. Historic reforms in the political sphere, security institutions and the economy have met with broad popular support. However, long-suppressed ethnic differences are being expressed, often violently, leading to rising tensions, mass population displacements and serious humanitarian crises that are stretching the resources and capacities of the Government and its partners. Long-standing and widespread vulnerability to a range of shocks is high. Conflict in Northern Ethiopia has almost exhausted the coping mechanisms of millions and displaced hundreds of thousands from their homes. As of 2022, the security in Tigray remained unstable and unpredictable. More than 13 million people require humanitarian food assistance mainly in conflict affected zones of Afar, Amhara and Tigray regions. Moreover, the country is home to the second largest refugee population on the continent, hosting over 750,000 registered refugees from Eritrea, Somalia, South Sudan and Sudan.

17. The country is also experiencing the driest conditions recorded since 1981, with severe drought leaving an estimated 9.9 million people across the country facing hunger and 24 million people in need of humanitarian assistance. Recurrent drought, flash floods and failed harvests have left a negative legacy on many families, who have lost livestock and other productive assets. The situation is particularly volatile in rural areas where large numbers of people are believed to have fled. In 2022, 4.5 million are internally displaced as result of conflict, drought and flooding.

18. Both emergency situations, the Tigray conflict and severe drought, have exacerbate levels of food insecurity in the country. As such, **Ethiopia is one of WFP's largest supply chain operations.**

19. **Sudan:** Since 2019, Sudan faced a **worsening economic crisis**, including high inflation and rising prices for essential items such as food, medicine and other commodities. After months of civil protest, a Transitional Government was formed in September 2019.

20. The country has a total population of 46.7 million, growing at an annual rate of 2.4%.[10] 65 percent of the population live in rural areas[11]Sudan is considered as a lower middle-income country. The country ranks 170th out of 189 countries in the 2020 Human Development Index.[12]

21. 15 million people (34 percent of the population) are currently food insecure. This might increase to 18 million people (39 percent of the population) by the end of 2022. This insecurity is driven by climate conflict nexus, characterized by political instability, climate shocks now exacerbated by global crises such as COVID-19 and the war in Ukraine. This "perfect storm" has led to prolonged economic crisis, inflation, and skyrocketing prices for basic commodities.

22. In recent months, there has been a surge in the numbers of people displaced due to conflict over land, livestock, access to water and grazing, in parts of Darfur and the Kordofan region. This has eroded livelihoods, damaged farms and triggered widespread unemployment.

23. The depreciation of the Sudanese Pound, in addition to rising food and transportation costs, is making it harder for families to put food on the table. Domestic cereal production from the 2021/22 agricultural season is expected to reach 5.1 million metric tons – covering the needs of less than two thirds of the population. This will leave many people reliant on humanitarian food assistance, and dependent on imports of essential grains at prices beyond the reach of most people. The conflict in Ukraine is causing

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[9] UNDP 2022 Multidimensional Poverty Index 2022, 68.7 percent of the population in Ethiopia (80,553 thousand people in 2020) is multidimensionally poor while an additional 18.4 percent is classified as vulnerable to multidimensional poverty (21,509 thousand people in 2020)

[10] World Bank. https://databank.worldbank.org/ (accessed in October 2022)

[11] IFAD, https://www.ifad.org/en/web/operations/w/country/sudan (accessed in October 2022)

[12] UNDP. Human Development Report 2020

further spikes in food costs, as Sudan is dependent on wheat imports from the Black Sea region. Interruption to the flow of grain into Sudan increases prices and make it difficult to import wheat.

24. Unemployment is 19.8 percent in rural areas, and 24.7 percent for women. Globally, some progress on women's rights has been achieved. However, work still needs to be done in Sudan to achieve gender equality. 34.2 percent of women aged 20–24 years old who were married or in a union before age 18. As of February 2021, there were no women serving in parliament. In 2018, 16.7 percent of women aged 15-49 years reported that they had been subject to physical and/or sexual violence by a current or former intimate partner[13].

25. **Uganda** is a land-locked low-income country in East Africa, ranking 163rd of 188 in the 2015 Human Development Index, 87th of 118 in the 2016 Global Hunger Index and 121st of 159 in the 2015 Gender Inequality Index.

26. Uganda **produces more food than it consumes**. Yet, poverty still limits people's access to nutritious food, especially in the north and east of the country. A fast-growing population – expected to reach 100 million by 2050 – and the presence of the world's third largest refugee population pose further challenges to the country's ability to achieve Sustainable Development Goal 2 on Zero Hunger. There are significant differences in food and nutrition security among women, men, boys and girls, the old and the young and in different regions. Lack of disaggregated data hinders identification of the underlying causes and the design of suitable interventions.

27. Uganda hosts more refugees than any other country in Africa, including people who have fled from South Sudan, DRC and Burundi. The Government gives refugees plots of land to cultivate, to encourage their self-sufficiency. However, as the number of refugees – especially from South Sudan – grows, these plots become gradually smaller.

28. Much like refugees, Ugandan smallholder farmers lack farming skills, handling techniques and access to services such as credit and insurance. Storage facilities are often inadequate to protect harvested crops from pests, moisture and mould, which results in losses of up to 30 percent. In the northern and eastern regions, and particularly in Karamoja, rain scarcity can exacerbate food insecurity, forcing families to sell off their assets, take their children out of school or resort to environmentally harming practices to secure food.

29. While the poverty rate declined from 31 percent in 2005/2006 to 19.7 percent in 2012/2013, impetuous population growth has meant that the absolute number of poor people has not decreased. On average, nearly half of all **Ugandans consume less calories than they need** every day.

1.2.2. WFP Operational Context

30. Since early 2000 there has been growing interest in countries and international institutions in using public procurement to promote the integration of smallholder farmers into markets and to strengthen their livelihoods. The 2015 policy recommendations of the Committee on World Food Security include actions that foster links between smallholders and public and private food procurement, including by purchasing the food used in food assistance from smallholder farmers, adapting procurement procedures to facilitate farmers' participation in public and private food markets and promoting more research into public food procurement initiatives, including the local and regional procurement of specialized nutritious food (SNF) where needed.

31. Because of the nature of WFP's work, partnerships, programmes and capacities stretch across food systems, and are especially strong within the "midstream" – where food is transported, stored, handled, processed, wholesaled and retailed. Supply Chain is the backbone of WFP's operations, enabling the organization to deliver life-saving assistance to 30 million people in the Eastern Africa region.

32. **WFP's Supply Chain Strategy (2017-2021),** which defines the Supply Chain's mission as applying its leadership and expertise to support international, regional and national efforts to eradicate hunger and poverty in all its forms. It will do this not only by delivering food and services for emergencies and other needs, but will work to enable countries to be better able to respond to emergencies on their own. WFP's demand for food and food system services can be a direct and indirect driving force towards the

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[13] UN Women, https://data.unwomen.org/country/sudan (accessed in October 2022)

achievement of zero hunger, contributing to inclusive agricultural growth and sustainable social and economic transformation.

33. Aligned with the 2015 policy recommendations of the Committee on World Food Security, over the years, WFP has steadily increased the share of food it procures locally and regionally. Such procurement practices inject significant quantities of cash into local economies and provide an opportunity to strengthen smallholders' livelihoods and enhance the efficiency of value chains and sustainability of local food systems.

34. In 2019, WFP approved a new Local and Regional Food Procurement Policy (LRFPP) to support reliable pipelines (saving lives) and simultaneously strengthen local food systems (changing lives). WFP's LRFPP aims at enabling WFP to boost its local, regional and pro-smallholder procurement by complementing the cost-efficiency considerations that guide its procurement decisions and introducing additional principles and parameters, including programme objectives and analysis of local value chains.[14] (Additional details on the LRFP Policy can be found in Section 3, Evaluation Subject).

35. This policy is aligned with the global commitments of the Sustainable Development Goals (SDGs), particularly SDG 2, which includes two targets to which accelerated local and regional food procurement and pro-smallholder farmer procurement will contribute:

> ➢Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, market and opportunities for value addition and non-farm employment.

> ➢Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

36. The volume of unprocessed food (Cereals, beans etc) procured within RBN has been fairly consistent in the range of 350,000-400,000 MT in recent years with a value close to USD 150 million. The principal sourcing locations are Sudan, Ethiopia, Uganda and Tanzania, with Sorghum, Maize and Beans being the largest volumes. The volume of processed foods sourced locally, principally Specialised Nutritious Foods, has been steadily increasing reaching 50,000 MT in 2021 with a value of USD 73 million, with Rwanda being the key location and some suppliers also in Kenya and Ethiopia.

Country	Mt of Food purchased locally and regionally	
	2019	2021
Burundi	3,978	5,454
Djibouti	Nil	
Ethiopia	37,900	30,586
Kenya	5,807	13,811
Rwanda	43,320	43,839
Sudan	120,072	204,472
Somalia	1,000	Nil
South Sudan	8,308	24,879
Tanzania	9,210	72,642
Uganda	53,253	43,925

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[14] WFP, 2019. Local and regional food procurement policy. Executive Board Second regular session Rome, 18–21 November 2019.

37. At a country level, supply chain activities, grounded in the CSP, support and integrate with programmatic priorities and activities to varying degrees. Across each country, activities focus on different ways to respond to their unique contexts.

38. **WFP Ethiopia** is one of WFP's largest supply chain operations, managing the movement of over 500,000 MT of food per year to 3,000 distribution points and 26 refugee camps. One priority is to strengthen and enable the national self-reliance, especially for government and its systems to meet its food needs (both humanitarian and general food needs), by leveraging WFP's operational footprint. Ethiopia is the largest importer of food for distribution to beneficiaries with annual need for 400,000 MT of cereals which has been met through imported wheat. Split Peas and Vegetable Oil are also being imported. Local sourcing has historically focused on sorghum and maize, but recently these have been increased to substitute some of the imported wheat, along with beans to substitute split peas and local vegetable oil. Ethiopia also has two SNF suppliers, one for Super Cereal and one for LNS.

39. **WFP Sudan** aims to enable national institutions to take on a greater role in emergency response and improve their systems and thus reduce food insecurity. This represents an important evolution in focus, from directly delivering assistance to both delivering assistance and supporting national partners in their delivery of assistance. WFP Sudan aims at continuing to source food, goods and services from both local and international suppliers while increasing the number of qualified and capable vendors and investing in infrastructure.

40. Sudan was selected as a pilot country for the LRFPP as WFP purchases significant quantities of sorghum in the country, having injected US$ 51.12 million in its economy in 2020, to cover operation needs in Sudan and neighbouring countries. The county office's 2021 procurement report states, 63.7 million USD, and 72.1 million USD was spent on local food procurement including sorghum, RUSF, iodized salt and Split lentils. The conditions of the sorghum value chain in the possibility to implement pro-SHF contract modalities as an initiative to increase the positive impact of WFP's procurement from SHF in the country. Even though the production comes from individual farmers of various scales, WFP procures sorghum from the government via the Agricultural Bank of Sudan (ABS) and large private companies. In 2020, WFP purchased locally a total quantity of 143,166 MT of sorghum, and around 89% of these purchases were sourced from ABS (35%) and two major private commercial suppliers, MASOT (46%) and SAYGA (8%)[1], while the remaining 11% was distributed among other smaller private companies.

41. Adopting a more holistic approach, **WFP Uganda** focuses on food systems as a whole and on supply chain gaps. WFP buys more food in Uganda than in any other developing country. The food serves operations in not only Uganda but also other countries in East Africa. In 2018, WFP bought more than 188,000MT of food (maize, beans and sorghum) mainly coming from smallholder farmers (80% - 90%). Also, WFP provides other humanitarian agencies with supply chain services and expertise to support their operations in Uganda and the region. Working with the Ministry of Agriculture and other UN agencies, WFP service providers train smallholder farmers (on ways to increase productivity, diversify crops to enhance nutrition, control quality and access markets. WFP works to increase the capacity of national and subnational institutions to coordinate and manage food security and nutrition programmes and respond to shocks, including through the development of a unified platform to register beneficiaries of government and development partners programmes.

42. Outside of WFP, myriad actors engage in and work towards more inclusive, sustainable food systems. As part of the planned Food Systems Summit[15] in September 2021, organized by Secretary-General Antonio Guterres, national governments, UN agencies, member states, civil society, academia, private sector actors, and others are coming together with renewed energy and focus to discuss and lay out ambitions new actions, innovative solutions, and plans to transform the food systems. Following the Summit, each country within the RBN region held national dialogues on the subject, resulting in country specific food systems strategies.

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[15] Food Systems Summit: https://www.un.org/en/food-systems-summit

2. Reasons for the evaluation

2.1. RATIONALE

43. The evaluation is being commissioned to:

   - Inform and adapt the design and implementation of pilot local and regional food procurement interventions, in an on-going manner throughout the pilot period (2022-2023);

   - Inform decisions to scale-up local and regional pilot interventions at the end of the pilot period;

   - Provide a robust evidence base to better understand emerging results of the pilot interventions, and support on-going learning, intervention design, and advocacy.

44. Specifically, pilot country offices, RBN, and WFP Headquarters will use this evaluation to inform programming decision making, the overall implementation of the LRFP policy, advocacy efforts and key messages, as well for funding appeals to donors and scale up/adaptation.

2.2. OBJECTIVES

45. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning.

   - **Accountability –** The evaluation will assess and report on the performance in terms of both processes and results of the LRFPP pilot interventions. This is intended to be done in an on-going, adaptive manner, culminating in a final assessment on performance and results at the end of the pilot period.

   - **Learning –** The evaluation will determine the reasons why expected results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making in an on-going manner. Findings will be actively disseminated and lessons will be incorporated into relevant lesson-sharing systems throughout the pilot period.

46. As this is a pilot evaluation, more weight will be given to the learning element. As stated above, the main objective is to inform the implementation of the pilot programme and its potential scale up. In addition, this evaluation is intended to take on a developmental evaluation approach in order to support the objectives of the evaluation and maximize the usefulness of evaluation evidence.

2.3. STAKEHOLDER ANALYSIS

47. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 2 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

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

Table 2: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country offices (CO) in Sudan, Uganda, Ethiopia	**Key informant and primary stakeholder** - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The country office will be involved in using evaluation findings to assess the impact and learnings from the pilot period and to design and recommend the continuing implementation plan.
Regional bureau (RB) for Eastern Africa	**Key informant and primary stakeholder** - Responsible for oversight of country offices, technical guidance and support, the regional bureau has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the continuing implementation programme for the next mainstream phase of LRFPP, thus it is expected to use the evaluation findings to provide strategic and operational guidance, programme support, and oversight. This evaluation is commissioned by the Regional Bureau Procurement Unit.

The regional evaluation unit will support country office/regional bureau management to ensure quality, credible and useful decentralized evaluations. |
WFP HQ divisions – Supply Chain Operations, Programme Policy & Development, Partnerships & Advocacy	**Key informant and primary stakeholder** - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the learnings from the evaluation to inform further policy and implementation guidance for the next mainstream phase of LRFPP and for wider organizational learning and accountability.
WFP Office of Evaluation (OEV)	**Primary stakeholder** – The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	**Secondary stakeholder** – The Executive Board provides final oversight of and guidance to WFP programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Beneficiaries	**Key informants and primary stakeholders –** In this evaluation, beneficiaries are the men and women retailers, smallholder farmers, producers (individual farmers (small scale, medium scale and large-scale farmers) and farmer organizations), aggregators (middlemen, brokers, buyers), buyers/vendors, processor, transporters, traders, and actors along the value chain and supply chain. As the ultimate recipients of food

	assistance, beneficiaries should not be affected negatively by WFP's interest in LRFP. Food assistance should still be delivered to the same standards of quality, relevance and timeliness. Gender equality and women empowerment, human rights, inclusion and disability issues will be considered.
Private Sector (processing, aggregators, wholesalers, traders, retailers, etc.)	**Key Informants and primary stakeholder –** All key actors in food systems are from the private sector, either individuals or corporations and LRFP relies on engaging these actors to make the food system stronger and more resilient. They include traditional (only aggregating and selling actors) while others are modern (providing backward and forward market linkages). Private sector stakeholders WFP are working with are buyers. These actors will be interested to know the impact WFP's actions are having on them and the food system overall. They will be involved in using evaluation findings for programme implementation.
Government of countries supported by WFP	**Key informants and primary stakeholder** - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. A robust evidence-based impact assessment of LRFP will assist in engaging governments and facilitating both scale up and sustainability of local food procurement, food systems, storage services and markets.
United Nations country team (UNCT)	**Secondary stakeholder** - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
Non-governmental organizations (NGOs)	**Key informants and primary stakeholder** - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.
Donors	**Primary stakeholders** - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Donors are particularly interested in LRFP and the potential to increase the impact of their donations by using needed food purchases to strengthen local food systems.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

49. November 2019, the WFP executive board approved a new Local and Regional Food Procurement[16]. The policy recognized that WFP's demand for food and food system services, such as food procurement, can be a direct and indirect driving force towards the achievement of zero hunger, contributing to inclusive agricultural growth and sustainable social and economic transformation. The policy aims to enable WFP to boost its local, regional, and pro-smallholder procurement by complementing the cost-efficiency considerations that guide its procurement decisions, with additional parameters to better integrate its procurement with elements of its programmes, especially nutrition, resilience, and smallholder income and livelihoods activities, as well as gender equality. Key principles guiding the policy and its implementation include: saving lives and changing lives, do no harm, sustainability, and transparency and equity. The policy builds upon experience and lessons learned from the introduction of direct purchasing modalities from SHFs and farmer organizations introduced through the [Purchase for Progress (P4P) initiative](#) launched in 2017.

50. Implementation of the policy entails development of additional systems and tools, along with essential investments in innovative approaches to maximize the contribution of WFP's local and regional food procurement to achieving zero hunger, the wider goals of the 2030 Agenda for Sustainable development, and support commitments made in the 2021 Food Systems Summit. Implementation of the policy was initiated with a global pilot implementation period, beginning in 2020, with actions and governance systems set-up at the corporate, regional, and country level, and identification of pilot implementation countries.[17] An implementation plan was established in 2020 that sets out the broad governance structure and 8 key areas for investment were identified to operationalize the policy (Annex 2). Several initial and on-going analyses were outlined, including demand and supply and risk analyses, and value chain analyses. A global and high level (interim) theory of change (TOC) (Figure 1) was also developed to inform and further refine the conceptual framework introduced by the LRFP policy, and guide pilot country implementation. Based on this TOC, a global monitoring and evaluation framework and ambitious learning agenda is also planned to be established[18]. Other elements of the implementation plan include update normative guidance on food procurement contracts, development of a business process model to guide the procurement decision-making process, and a traceability tool to verify sourcing and prices paid to smallholder farmers/smallholder farmer organizations.

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[16] Local and Regional Food Procurement Policy, World Food Programme, 2019, https://docs.wfp.org/api/documents/WFP-0000108552/download/

[17] Globally, there are 11 pilot countries: El Salvador, Guatemala, Honduras, Nicaragua, Ethiopia, Uganda, Sudan, Tanzania, Mozambique, Zambia, and Zimbabwe.

[18] As of September 2022, this has not yet been finalized.

Figure 1 – Global, Local and Regional Food Procurement Policy Draft Theory of Change
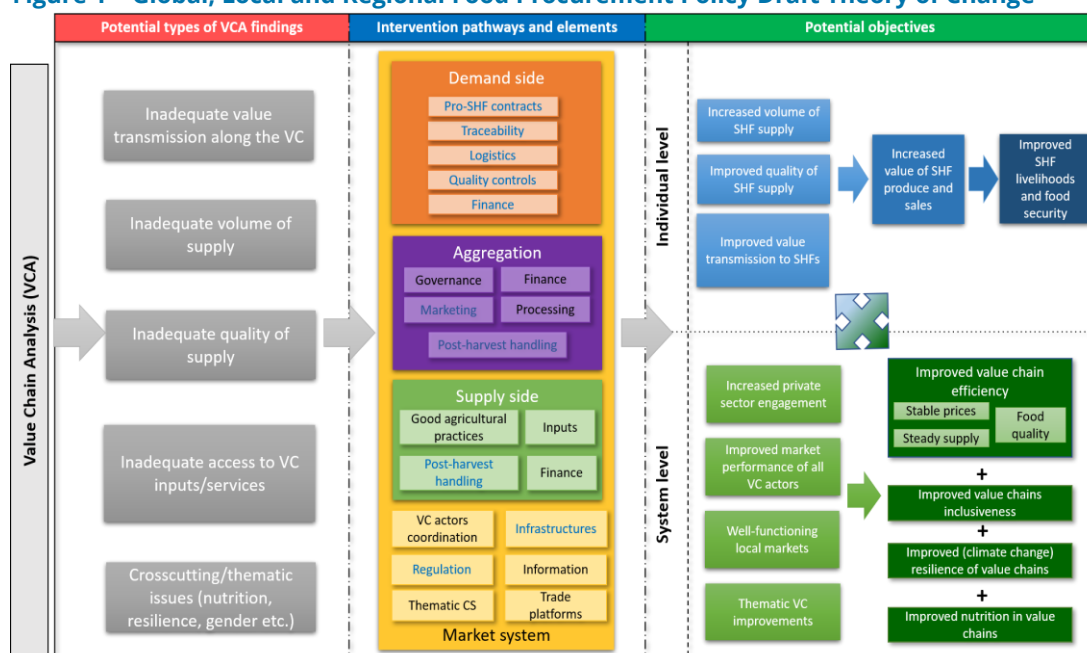
51. Implementation in the WFP Eastern Africa region, primarily due to the COVID-19 pandemic, began in early 2022 Ethiopia, Sudan and Uganda, supported by complementary activities at the Regional Bureau.[19] The pilot implementation period is scheduled to end in December 2023[20] . The pilot implementation in the WFP Eastern Africa Region is coordinated by the regional bureau and structured into three workstreams as below, supported by regional and country governance structures:

1. Optimise the impact of regional commodity purchases (Workstream 1)

2. Increase the volume and value of regional purchases through commodity import substitution (Workstream 2)

3. Increase regional sourcing capacity for Specialized Nutritious Foods (SNFs) and optimise impact (Workstream 3)

52. The focus of work in the pilot countries is workstream 1 and this is the specific subject of this evaluation. At the country level the objectives of the pilot programmes vary in specificity and level of development, but generally fall within the high-level objective described for workstream 1 for the region. Workstreams 2 and 3 are led more at a regional level and involve other countries additional to the three selected as pilots. These workstreams will be subject to different evaluation criteria and approach and are specifically outside the scope of this evaluation. The TOC provides a template for identifying objectives and setting priorities; however, this has not been applied at the regional level. At the country level, a theory of change has been developed for Sudan, and one is under development in Uganda. The evaluation team will be expected to help develop and further refine country specific theories of change throughout the evaluation period.

53. The procurement process in country is the result of a complex multi-player planning process involving CO, RB and HQ staff. Once the demand, based on the recommended food basket and expected funding in each country, is identified in most cases the demand is channelled through the Global Commodity Management Fund (GCMF). This unit orders and holds stocks of food on behalf of countries, thus allowing the procurement to take place in advance of CO funding being available. This is intended to facilitate more effective procurement and to ensure faster distribution to COs when funds are released. The

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[19] Across the region, local and regional procurement activities have been implemented prior to development and approval of the Local and Regional Food Procurement Policy, 2019. As a result and in practice, pilot country activities build upon previous activities and learning, especially in Uganda.

[20] Initially, the official pilot implementation period was to end in December 2022. Due to COVID and implementation delays, this deadline is to be officially extended to December 2023.

decisions on what to procure are an output of that planning process, and the further decisions of where and when to procure are then made by evaluating alternatives based on inputs and analysis from HQ, RB and CO units. Execution is carried out by procurement units in the country. Some exceptions to the GCMF process arise occasionally resulting in COs directly buying and distributing food locally without involving GCMF.

54. Primary commodities being procured in the region are sorghum, maize and beans, which together account for 95% of all commodity procurement in the region. Within the pilot countries Ethiopia purchases all three, Uganda only beans and maize and Sudan only sorghum. From 2020, regional commodity purchases have slightly increased, reaching a total of 404 MT purchased, worth 139 million USD in 2021. Historically a relatively small amount of these commodities was purchased directly from SHFs under the P4P programme, but the majority was purchased through traders with little knowledge about the origin. Some attempts have been made to identify which commodities originated with SHFs but only since mid-2021 has there begun to be some discipline around the accuracy of this data.

Regional Commodity Purchases (2019-2021)
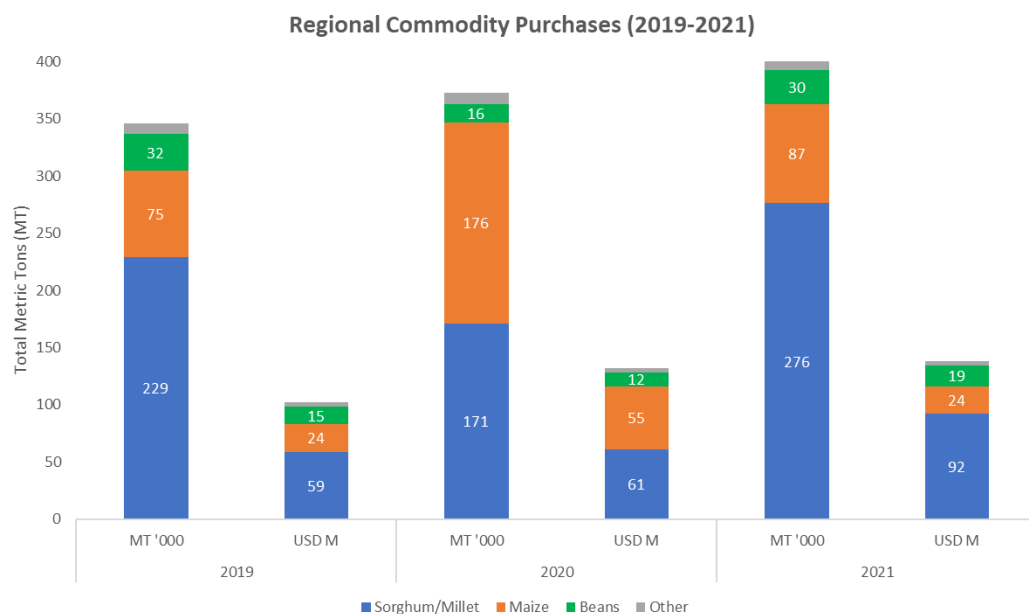
55. Pilot programme activities focus on the introduction and testing of various procurement approaches and tools for local and regional food purchases supporting WFP programming. Key procurement approaches being utilized include:

- **_Indirect Conditional Contracting:_** a spot contract covering a single purchase signed with a trader for a single short-term delivery, with the condition that a certain percentage of the total volume purchased from the trader must be sourced from SHF aggregators (FOs) or individual SHF. Traceability verification is important for this contracting modality.

- **_Indirect Mandate Contracting:_** a long-term agreement signed between WFP and traders (e.g. WFP suppliers), under which the traders purchase and aggregate the produce from SHF aggregators (FOs) or individual SHF on behalf of WFP, paying SHFs a price that is defined and controlled by WFP. Agreement is typically set up at the beginning of and covers the whole marketing season.

- **_Direct SHF Contracting:_** direct agreements established with smallholder farmers for commodity purchases (typically farmer organizations that aggregate individual SHF production). Two sub-modalities are practiced within WFP: 1) direct spot contract based on availability for food for immediate delivery; 2) direct (forward) food supply agreement (FSA) covering multiple deliveries over a certain period of time for a specified quantity.

56. Table 3 below outlines the key modalities being tested by each country office within the pilot period including initial volumes procured. Initial tenders were launched by pilot country offices since late 2021,

amounting to 21,000 MT of maize and sorghum under indirect conditional contracting worth (valued at 10M USD), and 680.5 MT of maize and beans sourced from smallholder farmers through direct contracting (valued at 0.4M USD).

Table 3: Pilot Country Contract Modalities

Contract Modality	Sudan	Ethiopia	Uganda
Indirect Spot Contracting	x	x	x
SHF sourcing conditionality[21]	10%	10%	20%
Tendered Volumes to Date	5,724MT (sorghum)	5,000 MT (maize)	43,086 MT (maize) US$ 16.3 million June 2021-Sep. 2022
Tendered Volume Value (USD)	1.8M	2.7M	5.4M
Indirect Mandate Contracting	20,000 MT	x	x
Direct SHF Contracting	3,000 MT	x	x
Target locations	South Darfur, North Kordofan	Gambela	Karamoja
Tendered Volumes to Date	0[22]	0	2720MT (maize), 350 mt beans
Tendered Volume Values (USD)	0	0	$230,145 0.4M

57. As outlined and intended by the LRFP Policy, traditional procurement activities are to be designed and implemented in collaboration and integration with WFP programming, particularly related to nutrition,

Figure 2: Programmatic Smallholder Farmer Support Model by RBN FS SAMS Unit

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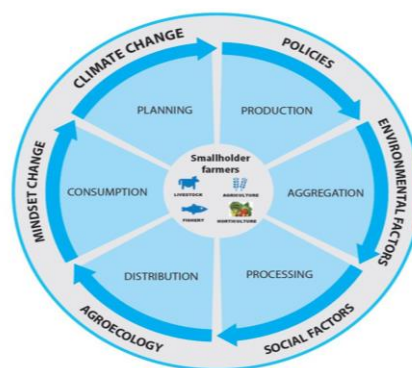
[21] Traceability efforts vary across countries. Paper-based traceability systems are predominantly used and verification of volumes procured are underway across pilot countries.
[22] Initial sensitization meetings are being held with farmer organizations.

resilience, SHF income and livelihoods, and gender equality[23]. Across these areas, two integration points with WFP programming are prominent:

- Smallholder and market systems support (SAMS+): Integration is particularly targeted to support direct smallholder contracting, and entails technical support from planning through the distribution phase (Figure 2). Programmatic support varies from technical agronomy and post-harvest handling training, support to meet food safety & quality standards, and also includes market development activities.

- Home-grown school feeding[24] is a model (Figure 3) that is a type of school feeding model that is designed to provide children in schools with safe, diverse, and nutritious food, sourced locally from smallholder farmers. Particularly for local procurement, this model seeks to create maximize benefits for smallholder farmers by linking schools and local production (thereby increasing institutional demand for local production).

Figure 3: Home-Grown School Feeding Linkages to Multiple Sectors
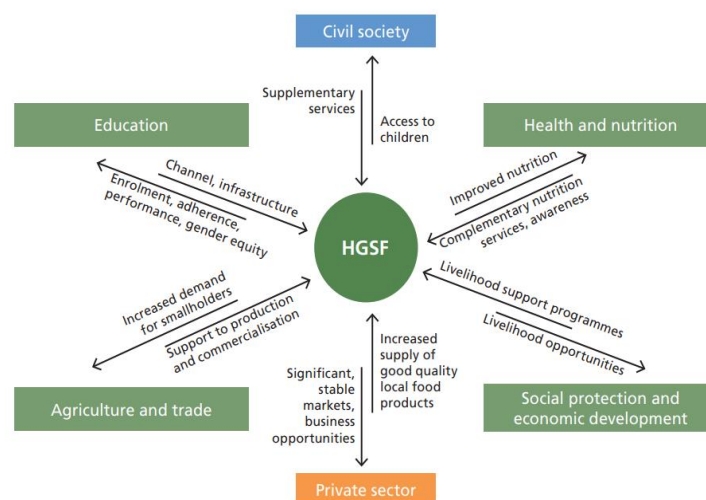
58. Gender/Equity: To date, no specific gender assessment has been conducted for the pilot programmes.. Countries across the region experience gender inequalities which affect food security of men and women.[25] Yet, the policy aims to allow WFP to increasingly integrate procurement and elements of its programmes, including smallholder livelihoods activities and the promotion of gender equality and women's empowerment in line with WFP gender Policy. WFP's Strategic Plan states that WFP's cash-based transfers "offer an opportunity inter alia to increase the inclusion of the target population in the local financial and market system. As part of the wider implementation plan development process, budgets for pilot implementation for the region is estimated to be 500,000 USD, for a global budget of 7 million USD. In addition, core budgets for implementation of the LRFPP in the region and pilot countries primarily relies on country contributions as part of Country Strategic Plan budgets to support the actual procurement of commodities. As outlined above, approximately 139 million USD was spent on regional commodity purchases.

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[23] (For more information on WFP policies and programmatic models related to cross-cutting areas, please visit www.WFP.org .)

[24] Source, figure 3: https://docs.wfp.org/api/documents/WFP-0000009565/download/

[25] https://www.wfp.org/publications/power-gender-equality-food-security

59. Evidence currently informing the design and relevant to the evaluation of the pilot programmes includes evidence and lessons learned from several evaluations[26]:

- [Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative](#) (2008-2013) showed that overall, the initiative suffered in several areas, including limited effectiveness of the M&E framework and gender issues were not well addressed in the design. P4P's objectives were undermined by the rapid scale up that took place. Attributable impact from P4P on smallholder production and incomes was lacking.

- [Rwanda Local Regional Procurement Project (2017-2019) Endline Evaluation:](#) The project focused on strengthening local farmer cooperative capacity. Agricultural knowledge and practices, the quality of maize, and farmer incomes and food security improve across the project, particularly for women. At endline, targeted cooperatives were well positioned to provide good quality nutritious food that could be included in a school feeding programme.

- [Final Evaluation of the USDA-supported Local and Regional Procurement (LRP) Project in Kenya](#) (2017-2020): A key feature was to transition schools from in-kind food assistance for school meals to cash transfers to enable them to purchase more locally within Kenya. Ultimate efficacy and impact were undermined by the 2017/2018 drought and Ministry of Education's decision to maintain schools on an in-kind assistance basis due to high food prices.

- Thematic Evaluation of Supply Chain outcomes in the Food System in Eastern Africa from 2016 to 2021: Local procurement has increased by 36% (39MT to 53MT) thanks to RBN's engagement with local suppliers. WFP supply chain also leveraged WFP's programme and nutritional expertise, catalysing changes in food standards and regulations that effectively now embed improved nutrition within the food systems. However, the evaluation noted the on-going tension between WFP's commitment to low costs and efficient performance and its commitment to sustainable and equitable food systems strengthening. There is more to be done within supply chain activities to meet WFP's broader commitments to GEWE and inclusion.

- Uganda Traceability Study: In collaboration with Mastercard Foundation, the objective of the research is the design of the right business requirements for traceability of price transmission between actors along the chain until the origin, what are the operational challenges in the field to implement digital traceability, and what solution (digital and non-digital) could be pursued by WFP to develop the right system.

- Value Chain Analyses commissioned to inform LRFP pilot programmes: : [Original VCA study report](#). Complementary [VCA report catering for production costs](#) for Sudan (2021), and Uganda (2022) (full reports will be provided during the inception phase of this evaluation.)

3.2. SCOPE OF THE EVALUATION

60. **Timeframe:** The period covered by this evaluation is WFP LRFP pilot programmes from January 2022 to December 2023.

61. **Geographical Targeting**: Ethiopia (national, Gambela), Sudan (national, Kordofan, Darfur), Uganda (national, Karamoja), Regional dimension (RBN procurement activities)

62. **Components**: As stated above, activities and operational processes falling under "Workstream 1: Optimize the Impact of Regional Commodity Purchases" will be the main subject of this evaluation. Activities covered will include any direct procurement related activities related to local and regional procurement at the regional level and/or country levels, as well as any directly related, intentionally

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[26] In addition to sources cited here, the [Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals](#) is also relevant, particularly related to discussions of home-grown school feeding.

linked, or integrated programmatic activities. Implementation plans, achievements and challenges about LRFPP processes, outputs and progress towards outcomes and impact will be assessed both at individual and system levels.

63. **Target Groups**: Target groups include local, national and regional traders, aggregators, smallholder farmer organizations, other private sector actors, national governments, and other organizations such as national or international development banks, in some countries. Issues of gender equality, women empowerment, equity, human rights, inclusion and disability will be considered.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

64. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the LRFPP, with a view to informing future strategic and operational decisions. **Specifically, at the end of the evaluation period, the evaluation should inform WFP whether or not the pilot programme should continue, including to what extent and how it should scale up, if appropriate.**

65. The evaluation should analyse how gender, human rights, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated and considered into all evaluation criteria as appropriate. Additional cross-cutting elements that are important to the LRFPP and pilot programmes, include: conflict sensitivity and environmental impact and climate resilience. It will explore WFP conditionality requirement demanding gender disaggregated data.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 To what extent are regional LRFP pilot interventions relevant, appropriate, and coherent with dimensions of food systems and policies?		**Relevance/Appropriateness /Coherence**
1.1	To what extent are LRFPP pilot interventions vitally informed by relevant stakeholders' programmatic needs, analyses and evidence as well as adaptive to the context?	Relevance
1.2	How appropriate are Pro SHF contracting modalities in meeting procurement objectives and supporting SHF livelihoods in various contexts (such as acute emergency response and non-emergency situations)?	Appropriateness
1.3	To what extent were LRFPP pilot procurement models and interventions are aligned and coherent with national and WFP policies and strategies related to local/regional procurement?	Coherence
1.4	To what extent have LRFPP procurement models been leveraging and adapting to programmatic approaches?	Coherence
EQ2 – To what extent are LRFPP efforts contributing to changes within the wider food system (national, regional) and local economies?		**Effectiveness/contribution to Impact**

2.1	What effects, positive or negative, intended or unintended, did LRFPP have on local food systems have resulted or are emerging?	Effectiveness/contribution to Impact
2.2	Is there evidence that LRFPP-supported local and regional food procurement are effective tools to strengthen food systems across thematic dimensions of: nutrition, food systems, resilience, climate adaptation, and gender?	Effectiveness/contribution to Impact
2.3	To what extent has WFP been able to leverage its position and convening power to influence others (private and public sector partnerships) to contribute to similar LRFPP objectives?	Effectiveness/contribution to Impact
2.4	What other opportunities can WFP seize, esp. related to its comparative advantage, to strengthen results/impacts?	Effectiveness/contribution to Impact
2.5	How equitable are benefits across and within different VC actor groups (e.g., across SHFs, aggregators, traders and across different types/sizes of actors within these groups including gender) and explain any differences?	Effectiveness
2.6	Are there any differential effects of LRFPP on gender equality and women empowerment, and inclusion of the youth, vulnerable and marginalized groups?	Effectiveness
2.7	To what extent have pilots upheld LRFPP principles and ensured protection and accountability to affected populations?	Effectiveness
2.8	What role has GCMF played in supporting or hindering LRFPP implementation and achieving results?	Effectiveness
2.9	How well have LRFPP efforts been institutionally supported in a coordinated way and synergistically? (systems, tools, resourcing, etc.)	Effectiveness
2.10	What factors, internal to WFP or external, have influenced LRFPP performance and results?	Effectiveness
EQ3 – How have WFP pilot country offices been able to balance efficiency considerations with the programmatic objectives of LRFPP?		**Efficiency**
3.1	Has the integration of programmatic objectives affected the timeliness or other operational parameters of LRFPPprocesses?	Efficiency
3.2	To what extent have LRFPP interventions used a monitoring and evaluation system ensuring reliable, valid and timely Pro SHF reported data and the associated supplier traceability records and efforts?	Efficiency
3.3	How has WFP utilized evidence to inform LRFPP implementation decisions and adapt to changes in procurement approaches/models?	Efficiency
3.4	How have WFP procurement units ensured functioning and efficient collaborations and partnerships with programme units and external stakeholders?	Efficiency
EQ4 – Have LRFPP investments contributed to or show promise in fostering sustainable results?		**Sustainability**

4.1	Are LRFPP intervention results likely to be sustainable?	Sustainability
4.2	To what extent have LRFP initiatives leveraged or involved or strengthened capacities of national governments and intergovernmental bodies)?	Sustainability
4.3	How has this helped or hindered achieving LRFPP pilot objectives, food system impacts, and sustainability of any positive changes?	Sustainability

66. The evaluation will apply the international evaluation criteria of appropriateness, effectiveness, efficiency, (contribution to) impact, sustainability, and a stand-alone criterion focused on lessons learned due to the pilot nature of the programme. More emphasis has been given to criteria around effectiveness, appropriateness due to the nature of the pilot. Impact and sustainability should be viewed in terms of emerging/contribution to impact results and continuity.

4.2. EVALUATION APPROACH AND METHODOLOGY

67. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ a developmental evaluation approach, especially integrating key features such as: **embedded evaluation expertise** (can be a hybrid in-person, remote approach as useful given the multi-country regional nature of the evaluation subject), and strong focus on **on-going learning/utilization** **to adapt and strengthen pilot programming** across the evaluation period. The approach should support pilot programme implementations teams, country offices, and the regional bureau to critically question, learn, and react to emerging evidence. To incorporate a developmental evaluation approach, the evaluation should specifically reflect a series of key underlying requirements:

    i. An open, receptive and adaptive approach that encourages a high level of CO ownership and ensures a willingness to adapt the evaluation process when required;

    ii. A high level of engagement with WFP CO staff during data collection (as well as with Regional Bureau Nairobi and Head Office when appropriate), with regular feedback opportunities;

    iii. The regular presentation of emerging findings, conclusions and implications by the evaluation team to WFP internal and external stakeholders;

    iv. An interdisciplinary and collegiate approach within the evaluation team involving regular discussions and communications to harness its collective expertise and experience.

- Employ the evaluation criteria, and structure the evaluation approach and methodology to address questions within each criterion in proposals, which will then be refined during inception phase. Evaluation questions may be adapted to reflect changes in learning and evidence needs and priorities, or focus on different ways across countries. Any adaptations or changes to approaches are expected to be appropriately documented and approved by the Evaluation Committee Chair.

- Apply an evaluation methodology and matrix geared towards addressing the evaluation questions considering the data availability and quality challenges, budget and timing constraints. If changes to evaluations questions occur and are approved, the evaluation matrix is expected to be updated.

- Ensure through the use of mixed methods that women, girls, men and boys, as well as organizations/stakeholders (e.g. farmer organizations, traders, aggregators) participate and that their different voices are heard and used.

68. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across

methods etc.). The evaluation matrix will form the basis of the analytical framework, sampling strategy, data collection, tools instruments (desk review, interview and observation guides, survey questionnaires etc.). During the inception phase, the team should prepare a detailed field work schedule for data collection phase.

69. The methodology should be sensitive in terms of GEWE, equity and inclusion considerations, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and considered. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Looking for explicit consideration of gender, human rights, and equity/inclusion, the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.

70. The evaluation *findings, conclusions and recommendations* must reflect gender and equity analysis, and a separate annex should be included to display the logical links between these results of the evaluation. The findings should include a discussion on intended and unintended effects of the intervention including gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.

71. While trust from the country offices should be cultivated and is a key ingredient to success, the Evaluation Team will be expected to act independently and impartially. The following mechanisms for independence and impartiality will be employed: Evaluation team will report to the Evaluation Committee Chair (Deputy Regional Director), and be expected to raise any issues related to any feeling of infringement on independence and impartiality to the Evaluation Committee Chair and Evaluation Manager. The Evaluation Chair, supported by the Evaluation Manager, will then work to address concerns wherever necessary.

72. The following potential risks to the approach and methodology have been identified:

    - Data availability and reliability:

        i. Difficulty in establishing baseline data for specific SHF organizations and individuals, traders, and aggregators, due unknown nature of which entity will be successful in each procurement process. Proxy baseline data will likely be needed.

        ii. Lack of key outcome data for some smallholder farmers and their organizations in targeted geographic locations.

        iii. Uneven availability of data across countries, as data availability is heavily dependent upon specific programming and approaches employed in each country office, as outlined in the Country Strategic Plan.

    - Difficulty in accessing certain affected populations and communities at certain times of year due to COVID, seasonality, local government restrictions and/or insecurity.

    - Mitigation measures for each of these risks will be developed in close consultation with the Evaluation Committee and target country office focal points. Mitigation measures may include: the use of proxy and/or secondary data to measure any emerging changes related to evaluation questions, discussions across countries to standardize as much as possible certain data collection or analysis exercises, and others. The evaluation team and approach should be prepared for possible remote support or data collection as access barriers arise.

4.3. EVALUABILITY ASSESSMENT

73. The evaluation team will have access to quantitative data on procurement (quantities, commodities, location and type of stakeholders), monitoring data, project reports, sales data will be available from the SC Dashboard in DOTS[27], the Country Office Monitoring and Evaluation Tool (COMET), and SCOPE[28]. Information will be available both on a regional perspective and country level. Gender disaggregated

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[27] WFP's new data platform that supports evidence-based decision-making and launched in 2019.
[28] SCOPE is WFP's beneficiary and transfer management platform that supports WFP programme intervention.

data will also be shared when available. The list of available data will be shared with the evaluation team during the kick-off meeting.

74. As qualitative information is limited, primary data collection will be needed. The level of quality of data and information, as well as the sources available, can differ from one country to another. The evaluation team should:

- Critically assess data availability and reliability as part of the inception phase expanding on the information provided. This assessment will inform the data collection and the choice of evaluation methods.

- Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

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

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

77. No additional ethical issues are anticipated at this stage.

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

4.5. QUALITY ASSURANCE

79. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of Quality Assurance Checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the draft evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

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

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

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

83. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards.](#)[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.

84. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

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

86. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

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

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

88. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 4: Summary timeline – key evaluation milestones			
Main phases	**Indicative timeline**	**Tasks and deliverables**	**Responsible**
1. Preparation	**November – December 2022**	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation manager
2. Inception	**February-April 2023**	Inception mission Inception report DEQS Final IR	Evaluation Team
3. Data collection	**May 2023**	Fieldwork Exit debriefing	Evaluation Team
4. Reporting	**June–October2023**	Data analysis and report drafting Comments process Learning workshop DEQS Final Evaluation report	Evaluation Team
5. Dissemination and follow-up	**November 2023**	Management response Dissemination of the evaluation report	Evaluation Team and Evaluation Manager

5.2. EVALUATION TEAM COMPOSITION

89. The evaluation team is expected to include 5 members with procurement, supply chain and food systems expertise, including the team leader, senior evaluator, and 3 team members dedicated to each country office and a research and communication specialist. Incorporation of competent national evaluators with experience related to the evaluation subject are essential to ensure the team, and anyone embedded in each context will have strong contextual knowledge to support the on-going evidence generation and learning process.

90. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. Team member should have WFP experience.

91. The developmental approach envisions an embedded approach; however, evaluation teams/firms are encouraged to propose configurations that maximize cost-efficiency. Configurations may include a hybrid approach, integrating some level of in-person and remote presence throughout the evaluation period. Any approach proposed should ensure the evaluation team is able to build adequate trust across country teams (and essential element for an effective developmental evaluation approach), and provide dedicated, on-going evidence and learning support, throughout the evaluation period.

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

   - Extensive technical and operational experience in agriculture, livelihoods, food value chains, market development, agricultural economics, food systems

   [Procurement processes generally and WFP practices and guidelines

   - Demand supply planning

   - Farm to market trade structures in East Africa and the roles of different actors in the system

   - Public procurement processes

   - Good knowledge of gender, equity and wider inclusion issues

   - All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with the Eastern Africa Region, especially Ethiopia, Uganda, and Sudan.

   - For any team members dedicated to any specific country support, fluency (spoken and written) in key local languages in Sudan, Ethiopia, and Uganda is expected. All team members, especially the Team Leader should, have high oral and written fluence in English. All written deliverables are expected to be in English.

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

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

95. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Dawit Habtemariam, Regional Evaluation Officer (dawit.habtemariam@wfp.org), WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

96. The RBN **management (Director or Deputy Director)** will take responsibility to:

   - Assign an evaluation manager for the evaluation Dawit HABTEMARIAM, Regional Evaluation Officer.
   - Compose the internal evaluation committee and the evaluation reference group (see below)
   - Approve the final ToR, inception and evaluation reports
   - Approve the evaluation team selection
   - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
   - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
   - Organize and participate in two separate debriefings, one internal and one with external stakeholders
   - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

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

98. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation. The evaluation committee will oversee the evaluation process, make key decisions and review evaluation products. Annex 4 provides further information on the composition of the evaluation committee.

99. **An evaluation reference group (ERG)** is formed as an advisory body with representation from WFP RBN, WFP COs, partner agencies, governments and implementing partners (Annex 5 provides further information on the composition of the ERG). The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

100. **RBN COs** will be responsible for facilitating access to key documents and schedule interviews with internal and external stakeholders in collaboration with the evaluation manager.

101. **The Office of Evaluation (OEV)** is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

102. **Security clearance** where required is to be obtained from RBN and targeted COs.

- Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.

- As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

103. To avoid any security incidents, the evaluation manager is requested to ensure that:

- The WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground

- The team members observe applicable United Nations security rules and regulations – e.g., curfews, COVID-19 National rules etc.

5.5. COMMUNICATION

104. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The Evaluation Manager will develop a specific communication plan, aligned with the Evaluation Communication Strategy, that will be developed and shared with the evaluation team during the inception phase. It will include and details specific communication methods, as well as roles and responsibilities among the EC and ERG members, COs and RBN colleagues. The communication plan will identify the users of the evaluation to involve in the process and to whom the report should be disseminated. It will indicate how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

105. Should translators be required for fieldwork, the evaluation firm will arrange and include the cost in the budget proposal.

106. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the report will be made public.

107. In addition to the final evaluation report, a PowerPoint presentation and an Evaluation Brief will be expected from the ET to support dissemination.

5.6. BUDGET

108. The evaluation will be financed from the RBN funds.

109. The total budget for the evaluation will be released in tranches against the high quality and timely delivery of specific key deliverables. The proposals will be assessed according to technical and financial criteria. Firms are encouraged to submit realistic, but competitive financial proposals. The budget is inclusive of all travel, subsistence and other expenses; including any workshops or communication products, and translation costs that need to be delivered.

110. Please send any queries to Dawit Habtemariam, Regional Evaluation Officer, (dawit.habtemariam@wfp.org).

Annex 1: Maps

RBN | Regional Corridors
Regional Sources of Commodities, Port of Entries, Major warehouses and Overland Corridors
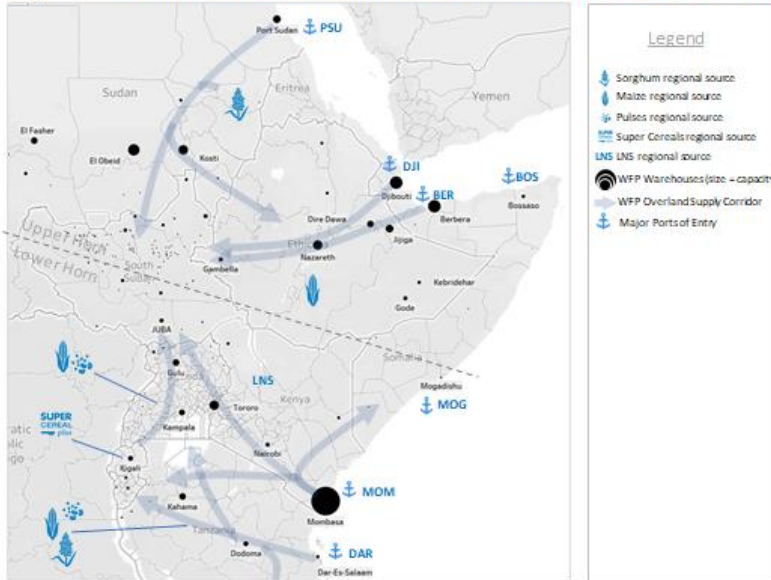
Source: RBN Logistics   Last Update: 21/04/2021

RBN | Programmatic Portfolio 2021
Breakdown of the Needs Based Plan 2021 per Modality & Focus Area (FCR, USD)
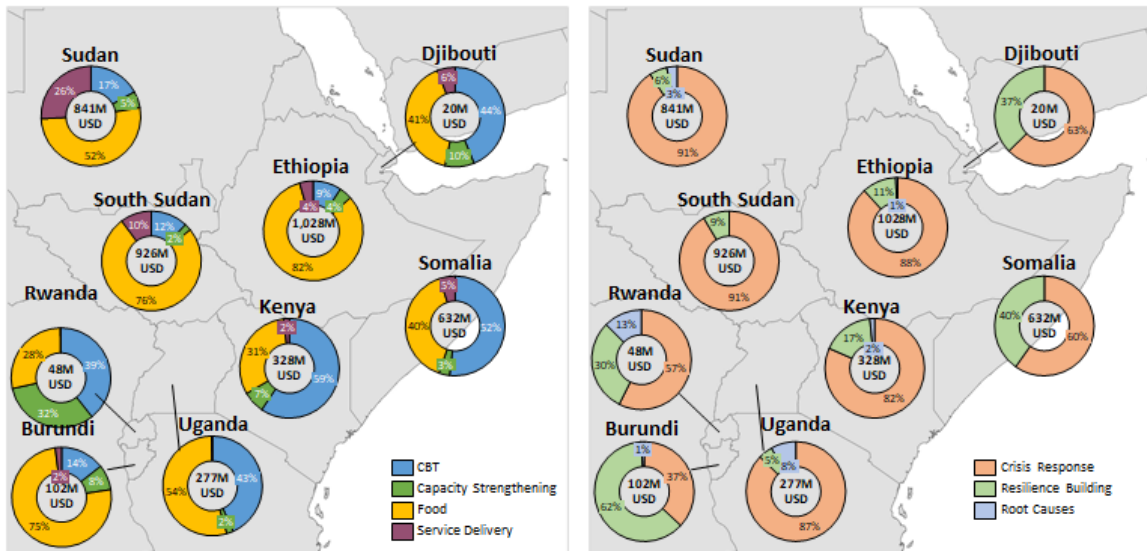
Source: Pipeline, DOTS

Last Update: 21/04/2021

Annex 2: Local and Regional Food Procurement Implementation Flow Chart
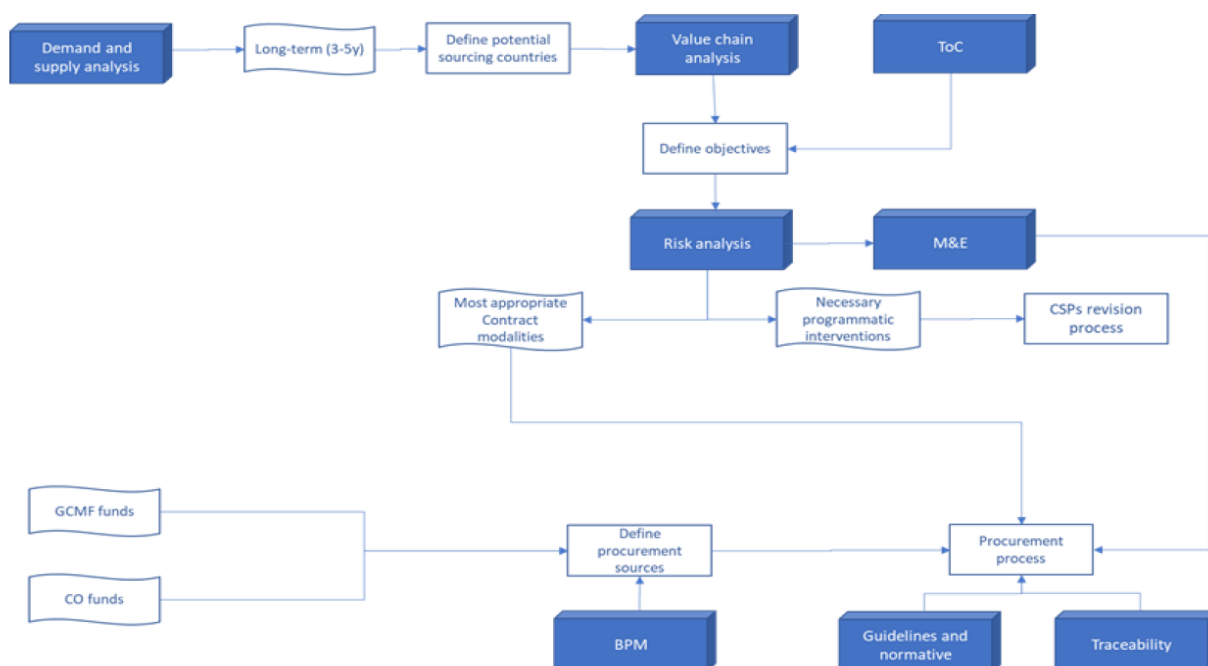
Annex 3: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		**Up to 9 weeks**
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	31st October
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	31st October
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	7th November
EM	Start identification of evaluation team	7th November
ERG	Review and comment on draft ToR	14th November
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	21st November
EC Chair	**Approve the final ToR and share with ERG and key stakeholders**	23rd November
EM	Assess evaluation proposals and recommends team selection	30th November
EM	Evaluation team recruitment/contracting	31st December
EC Chair	**Approve evaluation team selection and recruitment of evaluation team**	31st December
Phase 2 - Inception		**Up to 7 weeks**
EM/TL	Brief core team	Jan. 30th – 3rd February
ET	Desk review of key documents	6-10th February
ET	Inception mission	13-24th Feb.
	Inception report	17th March
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	17th March
ET	Review draft IR based on feedback received by DEQS, EM and REO	24th March
EM	Share revised IR with ERG	31th March
ERG	Review and comment on draft IR	14th April
EM	Consolidate comments	14th April
ET	Review draft IR based on feedback received and submit final revised IR	24th April
EM	Review final IR and submit to the evaluation committee for approval	31th April
EC Chair	**Approve final IR and share with ERG for information**	**7rd May**
Phase 3 – Data collection		**Up to 3 weeks**

EC Chair/ EM	Brief the evaluation team in COs	8th May
ET	**Data collection**	8th-19th May
ET	**In-country debriefing (s)**	19th -22nd May
Phase 4 - Reporting		**Up to 11 weeks**
ET	Draft evaluation report	22th May - June 5th
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	5th June
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	12th June
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	17th June
ERG	Review and comment on draft ER	31st June
EM	Consolidate comments received	2nd July
ET	Review draft ER based on feedback received and submit final revised ER	16th July
EM	Review final revised ER and submit to the evaluation committee	21st July
EC Chair	**Approve final evaluation report and share with key stakeholders for information**	**18th August**
Phase 5 - Dissemination and follow-up		**Up to 4 weeks**
EC Chair	Prepare management response	28th November
EM	**Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call**	4th December

Annex 4: Role and Composition of the Evaluation Committee

See **TN on Evaluation Committee**

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Country Director/Deputy Country Director (CD/DCD) who will be the chair of the committee.

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

- The Country Director or Deputy Country Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretariat)
- RBN Head of Procurement
- RBN Senior Procurement Officer / Regional manager LRFPP
- Regional evaluation officer (REO)
- RBN Food System specialist

Input by Phase and Estimated time per EC member (excluding the Evaluation manager)

Phase 1: Planning (1/2 day)
- Nominates an EM
- Decides the evaluation budget
- Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation

Phase 2: Preparation (½ to 1 day)
- Reviews the TOR on the basis of:
  - The external Quality Support advisory service feedback;
  - ERG comments;
  - The EM responses documented in the comments matrix;
- Approves the final TOR

Phase 3: Inception (2 days)
- Briefs the evaluation team including an overview of the subject of the evaluation.
- Informs the design of the evaluation during the inception phase as key stakeholders of the evaluation.
- Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team noting that the EC should not influence which sites are selected.
- Reviews the draft IR on the basis of the external Quality Support advisory service feedback

Phase 4: Data Collection and Analysis (2 days)
- Are key informants during the data collection
- Act as sources of contextual information and facilitating data access as per the needs of the evaluation.

- Attend the validation/debriefing meeting, and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage.
- Facilitate access to stakeholders and information as appropriate
- Attend debriefing meeting with Evaluation Team

Phase 5: Report (2 days)
- Review the draft ER on the basis of:
  - The external Quality Support advisory service feedback
  - ERG comments
  - The Evaluation team responses documented in the comment matrix
- Approve the final ER

Phase 6: Disseminate and Follow-up Phase (1 day)
- Facilitate preparation of the management response to the evaluation recommendations
- Approve the Management Response
- Disseminate evaluation results
- Make the report publicly available
- Is finally responsible to ensure periodic follow up and updating of the status of the implementation of the recommendations

Procedures of Engagement
- The Chair of the Committee will appoint members of the evaluation committee
- The EM will notify the members of the time, location and agenda of meetings at least one week before the meeting, and share any background materials for preparation.
- Approval can be made via email on the basis of submission to the EC chair after endorsement by all EC members
- EC meetings will be held face-to face and/or via electronic conference call/Skype and/or email depending on the need, the agenda and the context

Annex 5: Role and Composition of the Evaluation Reference Group

See <u>TN Evaluation Reference Group</u>

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

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

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process

- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use

- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

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

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

- Review and comment on the draft ToR

- Suggest key references and data sources in their area of expertise

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase

- Review and comment on the draft inception report

- Participate in field debriefings (optional)

- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations

- Participate in learning workshops to validate findings and discuss recommendations.

- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition

Regional bureau

Core members:
    •   Deputy Regional Director
    •   Evaluation Manager
    •   Regional Evaluation Officer
    •   RBN Head of Procurement
    •   RBN Senior Procurement Officer / Regional manager LRFPP
    •   RBN Food system specialist
    •   RBN Logistics specialist
    •   RBN Gender Adviser

Country office

Core members:
    •   Head of Procurement Unit
    •   Head of Programmes Unit
    •   Other CO staff with relevant expertise in procurement, nutrition, resilience, SMF, gender
    •   Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile)

Headquarters (optional)
•   Representative of WFP Headquarters' Procurement

Annex 6: Draft communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
Preparation	Draft TOR	Evaluation Reference Group	Evaluation manager	Email; bilateral meetings with key stakeholders; meeting with all the ERG members	To request review of and comments on TOR, especially agree on the scope and evaluation questions
	Final TOR	Evaluation Reference Group; WFP RBN Management; Evaluation community; WFP employees	Evaluation manager	Email ; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
Inception	Draft Inception report	Evaluation Reference Group	Evaluation Manager	Email	To request review of and comments on IR
	Final Inception Report	Evaluation Reference Group ; WFP employees; WFP evaluation cadre	Evaluation Manager	Email ; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
Data collection	In-country Debriefing	For country case studies: WFP Country office management and programme staff; external stakeholders	Team leader	Meeting	To invite key country office stakeholders (internal and external) to debrief the fieldwork and discuss the preliminary findings
Reporting	Participatory data sense-making	Evaluation Reference Group; RBN management and programme/Supply	Evaluation manager and Team Leader	Online Meeting	To invite key stakeholders to discuss the preliminary findings in an interactive way

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
	session and learning workshop	chain/Procurement staff; Country offices management and programme/supply chain/procurement staff			
	Draft Evaluation report	Evaluation Reference Group	Evaluation manager	Email	To request review of and comments on ER
	Final Evaluation report	Evaluation Reference Group; WFP Management (from RBN and COs); partners; Evaluation community; WFP employees; general public	Evaluation manager	Email; WFP go; WFP.org ; Evaluation Network platforms (e.g. UNEG, ALNAP); RBN Evidence Map; RBN Evaluation Newsletter	To inform key stakeholders of the final main products from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	Evaluation Reference Group ; RBN and CO Programme/Supply Chain/Procurement staff; RBN and CO M&E staff; Senior Regional Programme Adviser	Evaluation manager	Email and/or a webinar	To discuss the actions for RBN and COs to address the evaluation recommendations and elicit comments
	Final Management Response	Evaluation Reference Group, WFP Management; WFP employees; general public	Evaluation manager	Email ; WFPgo ; WFP.org	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up (Associated Content)	Evaluation Brief	WFP Management; WFP employees; partners; external stakeholders	Evaluation Team	WFP.org, WFPgo; email; RBN Evaluation Newsletter	To disseminate evaluation findings in a visual way
	Infographics: - 1 overall infographics with key	RBN and CO Management; RBN and CO Programme/Supply Chain/Procurement staff	Evaluation Team and Evaluation manager	WFP.org, WFPgo; email; RBN Evaluation Newsletter	

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
	findings across the region - 1 infographics for each country case studies				

Annex 7: Bibliography

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Annex 8: Food System Framework
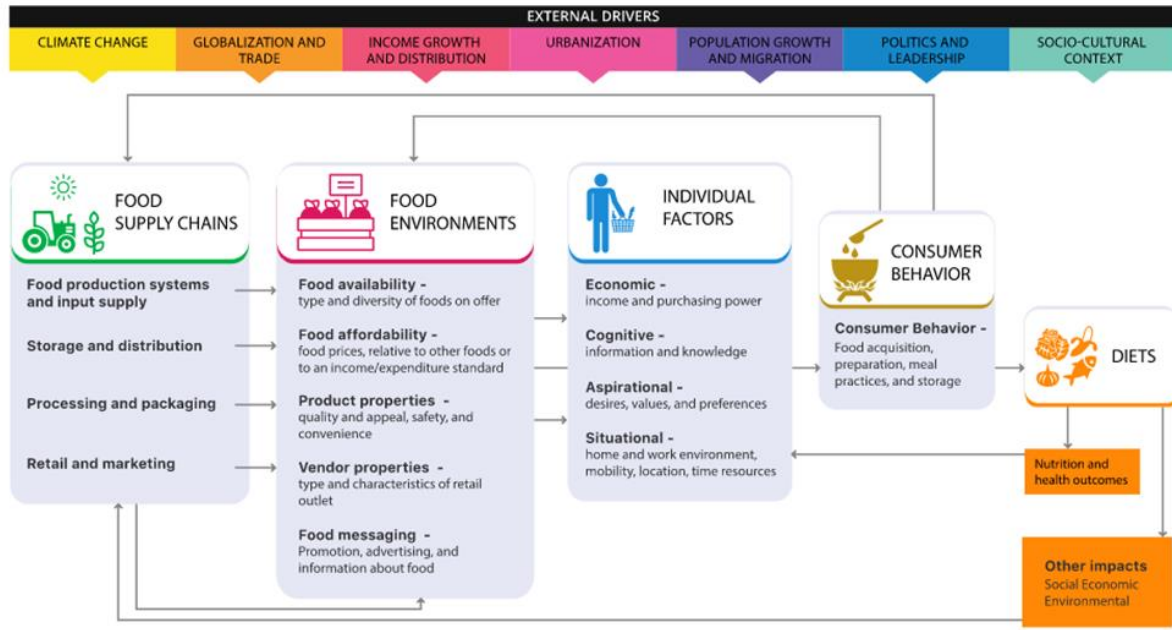
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Annex 9: WFP Value Chain

Annex 10: WFP RBN Draft Theory of Change Supply Chain

Strategic GOAL: Enhancing sustainable, resilient and inclusive food systems that make affordable, nutritious and diversified diets accessible to all

INTERMEDIATE OUTCOME
- 1. Safe, quality and nutritious foods is available, affordable and accessible
- Strengthened Local Economies
- 2. SC more resilient to shocks
- 3. Supply Chains are more competitive

IMMEDIATE OUTCOME
- Consumers are empowered (more choices and behaviour positively influenced)
- National food supply chains are more effective and efficient

OUTPUT
- Supply of fresh and quality food is sufficient all year long
- 4. Food post-harvest losses and waste are reduced
- Optimal use of food stocks before, during and after a shock is ensured
- Suppliers are more directly linked to demand (and vice versa)
- Retail offering is improved (price, assortment, availability / quality / services)
- Key SC actors economically empowered
- Local markets' development and performance are enhanced

ACTIVITY

SUPPLY (incl storage and food quality) (Production)
- Service Provision (purchase and store in-kind food on behalf of partners)
- Support grain reserve establishment
- Support local procurement & creation of demand
- innovative PHL solutions (e.g. hermetic bags as a mass market product)
- Market information and transparency

TRANSPORT & TRADE (Transformation)
- Transport of food (air, water, road), including for partners (service provision)
- Development & management of hubs and corridors
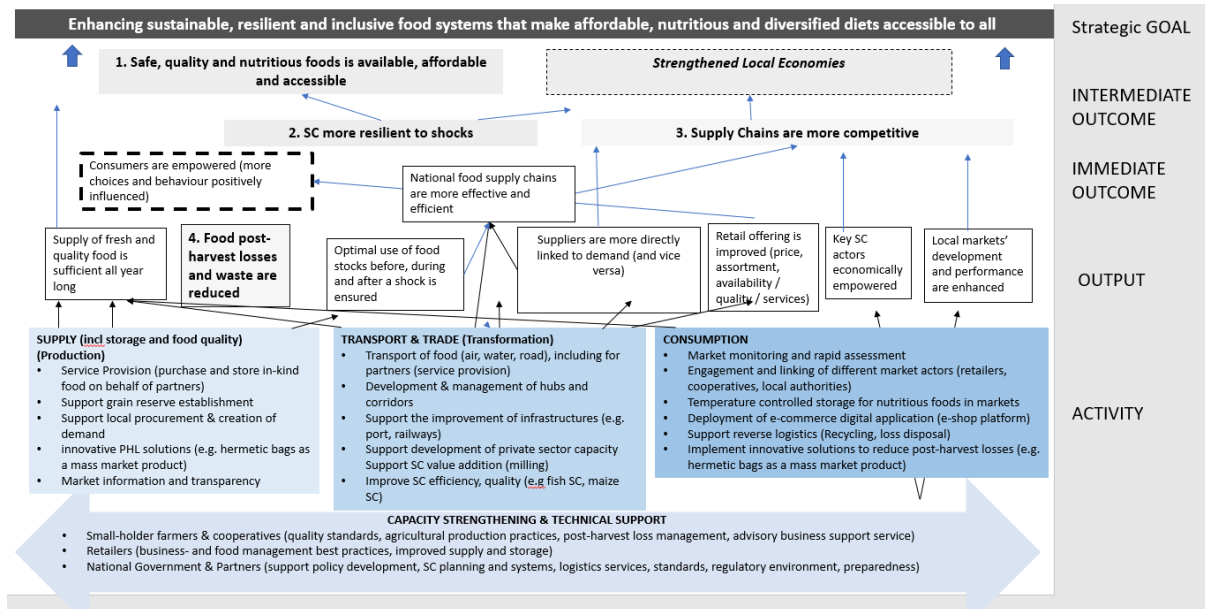- Support the improvement of infrastructures (e.g. port, railways)
- Support development of private sector capacity Support SC value addition (milling)
- Improve SC efficiency, quality (e.g fish SC, maize SC)

CONSUMPTION
- Market monitoring and rapid assessment
- Engagement and linking of different market actors (retailers, cooperatives, local authorities)
- Temperature controlled storage for nutritious foods in markets
- Deployment of e-commerce digital application (e-shop platform)
- Support reverse logistics (Recycling, loss disposal)
- Implement innovative solutions to reduce post-harvest losses (e.g. hermetic bags as a mass market product)

CAPACITY STRENGTHENING & TECHNICAL SUPPORT
- Small-holder farmers & cooperatives (quality standards, agricultural production practices, post-harvest loss management, advisory business support service)
- Retailers (business- and food management best practices, improved supply and storage)
- National Government & Partners (support policy development, SC planning and systems, logistics services, standards, regulatory environment, preparedness)

Annex 11: WFP Ethiopia Food Systems Strategy

Food Systems | Holistic Strategy in Ethiopia – as of October 2020

Annex 12: Acronyms

ABS	Agricultural Bank of Sudan
CBT	Cash-Based Transfer
CO	Country Office
COMET	Country Office Tool for Managing effectively
CSP	Country Strategic Plan
DEQAS	Decentralized Evaluation Quality Assurance System
DOTS	WFP's data platform
DRC	The Democratic Republic of Congo
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organisation of the United Nations
FS	Food Systems
FTMA	Farm to Market Alliance
GCMF	Global Commodity Management Fund
GEWE	Gender equality and women's empowerment
HQ	Headquarter
IR	Inception Report
KPI	Key Performance Indicators
LRFPP	Local and Regional Food Procurement Pilot
M&E	Monitoring and Evaluation
MT	Metric Ton
NGO	Non-Governmental Organization
OEV	Office of Evaluation
PHQA	Post-Hoc Quality Assurance
QS	Quality Support
RB	Regional Bureau
RBN	Regional Bureau in Nairobi
SC	Supply Chain
SC+	Super Cereal Plus
SCOPE	WFP's beneficiary information and transfer management platform
SDGs	Sustainable Development Goals
SNF	Specialized Nutritious Foods
TOC	Theory of Change
TOR	Term of References
UN	United Nations
UNCT	UN Country Team
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations Refugee Agency
UNICEF	United Nations Children's Fund
WFP	World Food Programme

Regional Bureau for Eastern Africa in Nairobi

https://www.wfp.org/

World Food Programme

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