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Evaluation of Ethiopia WFP Country Strategic Plan 2020-2025

Terms of reference

June 2023

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1. Background

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

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy. This CSPE will pay specific attention to the emergency response to the humanitarian crisis in Northern Ethiopia launched in March 2021 and the ongoing drought response in the South and East.

1.2. CONTEXT

4. Ethiopia is a **low-income country** that has made impressive development gains over the past two decades, reducing poverty and expanding investments in basic social services. Despite impressive economic growth and poverty reduction over the past two decades, Ethiopia still remains one of the poorest countries in the world. As much as 68.7 percent of the population experiences multidimensional poverty.¹

5. With a **population** of over 117 million people in 2021 (49.7 percent women), of whom 78 percent live in rural areas and 40 percent are under 14 years old, it is the second most populous country in Africa. Life expectancy at birth is 65 years (68 for women and 63 for men).² The country ranked 175th both in the Human Development Index and Gender Inequality Index of 191 countries and territories assessed in 2021.³

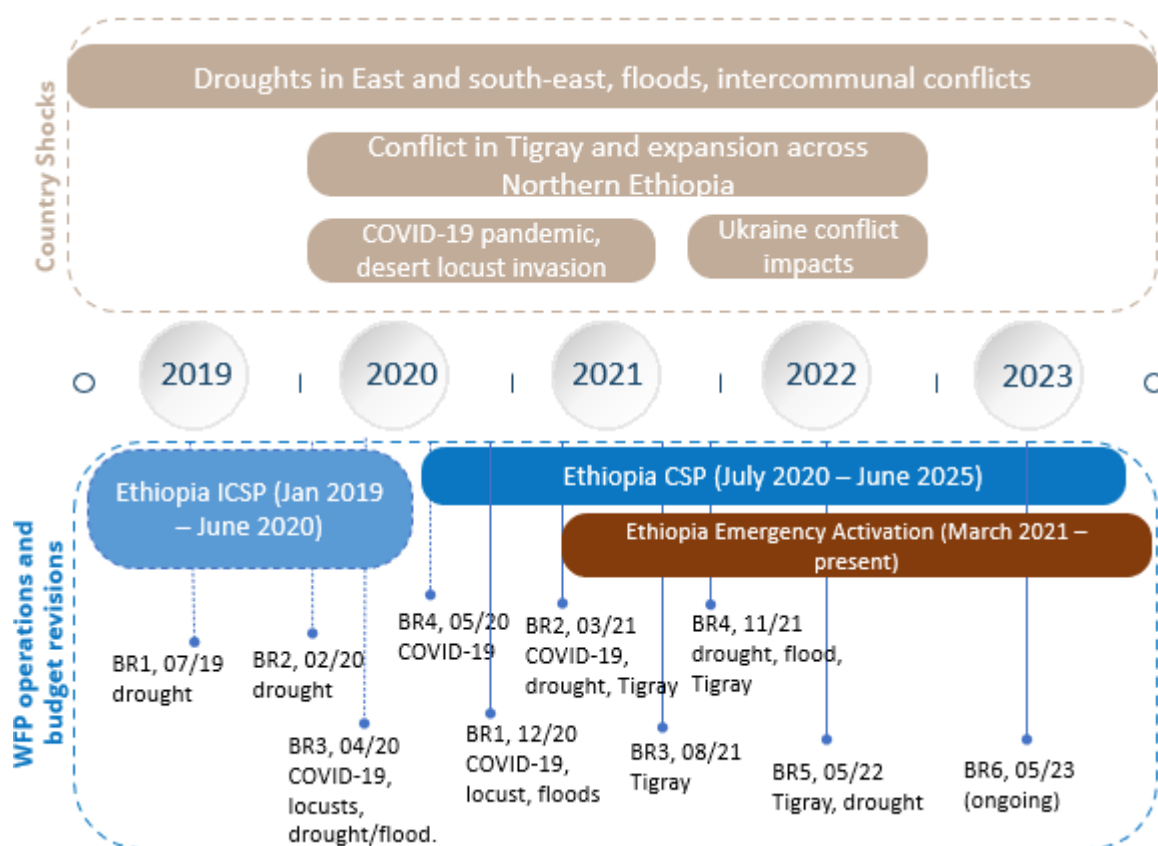
6. The Government of Ethiopia's five-year Growth and Transformation Plan aims to move the country to middle-income status by 2025, by sustaining rapid growth and speeding up structural transformation. However, **recent shocks** including the COVID-19 pandemic, the armed conflict that erupted between the Federal Government of Ethiopia and the country's northern Tigray People's Liberation Front (TPLF) in November 2020, severe drought in the south and east, and food price inflation driven by the conflict in Ukraine, and an economic downturn have been posing threats to development gains.

¹ HDR 2021/2022

² World Bank data Ethiopia, accessed 25/04/2023

³ HDR 2021/2022

Figure 1: Timeline of main crises affecting the country and WFP operations 2019-2023



Source: CSP Annual Country Reports 2019 – 2022, CSP Budget Revision documents, HRP 2018 – 2023

7. **Food insecurity and malnutrition** remain major concerns across the country. According to the 2022 State of Food Security and Nutrition in the World (SOFI) report, between 2019 and 2021, 56 percent of the total population suffered from moderate or severe food insecurity, while in 2020, 7 percent and 35 percent of children under five were wasted and stunted respectively.⁴

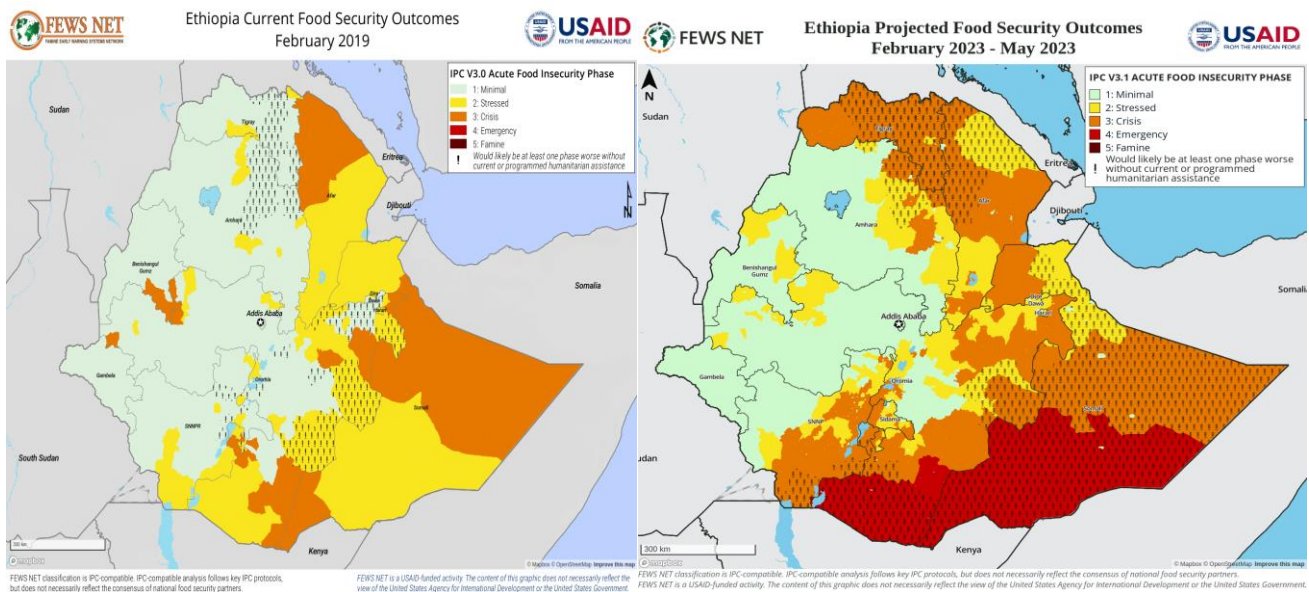
8. Although the end of 2022 brought about peace and improved access in Northern Ethiopia (Afar, Amhara and Tigray) with the signing of the cessation of hostilities agreement (COHA), humanitarian needs stemming from the two-year conflict remain high.⁵ According to the latest Humanitarian Response Plan issued in February 2023, an estimated 20 million people require urgent food assistance.⁶

⁴ The State of Food Security and Nutrition in the World 2022

⁵ Ethiopia Humanitarian Response Plan, February 2023

⁶ *Ibid*

Figure 2: Ethiopia acute food insecurity situation: a comparison between 2019 and 2023



Source: [Ethiopia | FEWS NET](#)

9. Between 2019 and March 2023, the number of refugees hosted in Ethiopia increased from 0.63 to 0.89 million (mostly from South Sudan, Somalia, Eritrea, and Sudan), making it the third largest refugee-hosting country in Africa, whereas the number of **internally displaced persons (IDPs)** increased from 3.19 million to 4.6 million⁷. About 92 percent of refugees live in 24 camps and settlements. The current conflict in Sudan has led to a moderate influx of Sudanese refugees and Ethiopian returnees, which has the potential to further increase should the fighting in Sudan continue⁸.

10. **Agriculture** is the mainstay of the economy with about 40 percent of gross domestic product accounted for by the sector.⁹ Exports rely heavily on agricultural commodities such as coffee, seeds, pulses and livestock. In 2019, the agricultural sector employed 67 percent of the population¹⁰ and smallholder farmers produce 90 to 95 per cent of the country's agricultural output¹¹. Agricultural productivity is being hampered by land degradation, poor water management, low technology usage and an underdeveloped marketing system, among other factors.¹² The country loses about 2 billion tons of fertile soils annually to land degradation, and the siltation of water bodies is already a major threat to irrigation development.¹³

⁷ Ethiopia Humanitarian Response Plan, February 2023

⁸ UNHCR, Ethiopia – New population movement from Sudan, May 2023

⁹ World Bank data Ethiopia, accessed 25/04/2023

¹⁰ World Bank data Ethiopia, accessed 25/04/2023

¹¹ Aweke, M. Gelaw Climate-Smart Agriculture in Ethiopia: CSA Country Profiles for Africa Series; International Center for Tropical Agriculture: Washington, DC, USA, 2017.

¹² Ogato, G.S. Biophysical, Socio-Economic, and Institutional Constraints for Production and Flow of Cereals in Ethiopia. *AJHE* 2014, 3, 51–71.

¹³ IFAD Ethiopia country background

Despite some progress, **gender gaps**, gender-based violence, and disadvantageous social norms facing women and girls persist, and gains in human capital of women and girls remain untapped. As of February 2021, 38.8 percent of seats in parliament were held by women. However, work still needs to be done to achieve gender equality. 40.3 percent of women aged 20–24 years old who were married or in a union before age 18. The adolescent birth rate is 79.5 per 1,000 women aged 15-19 as of 2014, up from 71.2 per 1,000 in 2013. In 2018, 26.5 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 in the previous 12 months.¹⁴ Shocks have disproportionately affected women and girls who also experienced an unprecedented level of gender-based violence due to the conflict in the north.¹⁵

11. Ethiopia is highly vulnerable to **climatic shocks** and one of the most drought-prone countries in the world, ranking 161 out of 182 countries in the 2020 ND-GAIN Index.¹⁶ Severe drought in southern and eastern Ethiopia that began in late 2020 has continued into 2023 with the passing of five poor to failed rainy seasons. Climate-related shocks continue to have a devastating impact on the lives and livelihoods of nearly 17 million pastoralists and agro-pastoralist families in the southern and southeastern regions of Ethiopia – Somali, Oromia, Afar and Southern Nations, Nationalities and Peoples’ (SNNP) regions. The reduced availability of food, water and pasture have triggered internal displacement and deepened food insecurity and malnutrition.¹⁷

12. The negative impacts of the **COVID-19** pandemic and the disruptions of food value chains it caused have been strongest for groups already at high risk of food insecurity, such as refugees, internally displaced persons (IDPs), and people in drought and conflict affected regions. Negative effects were exacerbated by disrupted domestic social security programmes that struggled to support affected individuals.¹⁸

13. The Government’s ten-year perspective plan (for July 2020–June 2030) and the Homegrown Economic Reform (HGER) agenda represent the Government’s long-term vision for development as Ethiopia moves towards middle-income status. The government-led Productive Safety Net Programme (PSNP), launched in 2005, is one of the largest social protection schemes in sub-Saharan Africa and under its current phase V (2021-2025) it will reach around 8 million people living in extreme poverty every year.¹⁹

14. The two frameworks governing the support provided by the UN to Ethiopia comprise the UNSDCF 2020-2025 and the annual Humanitarian Response Plans.

2. Reasons for the evaluation

2.1. RATIONALE

15. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”²⁰. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). On the other hand, according to the coverage norms set out in the 2022 WFP Evaluation

¹⁴ UNWOMEN country analysis Ethiopia, accessed 23/05/2023

¹⁵ Human Rights Watch 2021, Gender-Based Violence in the Tigray Conflict

¹⁶ University of Notre Dame. 2023. The ND-GAIN Index ranks 182 countries using a score which calculates a country’s vulnerability to climate change and other global challenges as well as their readiness to improve resilience. Notre Dame Global Adaptation Initiative.

¹⁷ Ethiopia Humanitarian Response Plan, February 2023

¹⁸ Zhang W., et al., Impact of COVID-19 on Food Security in Ethiopia, *Epidemiologia* 2022, 3(2), 161-178

¹⁹ MOA 2020, Productive Safety Net Program phase 5, General Programme Implementation Manual

²⁰ WFP Policy on Country Strategic Plans 2016

Policy all operations classified as ‘corporate scale-up’ or ‘for corporate attention’ will be subject to evaluation²¹. The WFP operation in Ethiopia has been in continuous corporate scale-up or corporate attention phase since March 2021.

16. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations with special attention to the corporate emergency response to the conflict in Northern Ethiopia. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in June 2025.

2.2. OBJECTIVES

17. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Ethiopia; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDERS

18. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau for Eastern Africa and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Ethiopia, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

19. The CSPE will seek to engage with the **affected populations**, including refugees in camps; communities affected by conflict and internally displaced people; communities affected by drought, or other climatic shocks, including pastoral and agro-pastoral households and smallholder farmers; families with school-aged children; pregnant and breastfeeding women and girls; and families with malnourished children. Particular attention will be paid to seeking the perspective of the most vulnerable and marginalized groups.

20. The **Government of Ethiopia** is a key stakeholder in the implementation of the CSP. In particular, the evaluation will seek to engage with main WFP partners such as the Ethiopian Disaster Risk Management Commission (EDRMC), the Refugees and Returnees Service (RRS), the Ministry of Finance and Economic Cooperation, the Ministry of Agriculture and regional bureaux of agriculture, the Ministry of Health, the Ministry of Education, the Ministry of Women, Children and Youth, the Ministry of Water, and other ministries at various programmatic levels.

21. Other key stakeholders of the evaluation include **UN partners** such as UNHCR, UNICEF, IFAD, FAO, IOM, UNFPA, UN-WOMEN, UN AIDS, OCHA, UNCT, the over 20 non-governmental organisations (NGOs) WFP has partnered with for the implementation of different programmes (see Annex 8 for full list), as well as key food system private sector actors.

22. The evaluation will also seek views and engage with main **donors** of the CSP, such as the United States, Germany, the United Arab Emirates, the United Kingdom and others as relevant.

3. Subject of the evaluation

23. WFP has been present in Ethiopia since 1968. With the organisation-wide move from project-based operations to longer term country strategic programming an **Interim Country Strategic Plan (ICSP)** for Ethiopia was approved by the Executive Board in February 2019 and covered the period January 2019 to June 2020. The ICSP had the aim of initiating a shift in WFP’s role through a gradual reduction of relief assistance towards investments in resilience and self-sufficiency programming with a focus on increasing the capacities of national systems and actors to provide relief assistance without WFP’s support. The ICSP focussed on five

²¹ Either through an OEV-commissioned corporate emergency response evaluation (CEE) or Country Strategic Plan evaluation (CSPE) or Inter-agency humanitarian evaluation (IAHE).

strategic outcomes and nine activities table 1). It was subject to four budget revisions, which led to an overall budget increase of USD 121 million in May 2020 (see annex 6),

24. The current **Country Strategic Plan (CSP)** for Ethiopia 2020-2025 was approved in June 2020 and covers the period July 2020 to June 2025. The CSP affirmed and aimed to continue the shift introduced in the ICSP, which also meant that orientation of strategic outcomes and activities was largely maintained (see table 1 for a more detailed overview) and focused on providing support for national priorities by using both strategic and operational entry points and leveraging WFP's position as both a humanitarian and development partner. As compared to the ICSP the CSP expanded the scope of WFP's service delivery activities to include coordination and logistics services through the logistics cluster, food procurement services and coordination and ITC services through the emergency telecommunications cluster.

Table 1: Overview of CSP and ICSP Strategic Outcomes (SOs) and Activities				
CSP SOs and corresponding ICSP SOs	CSP Activities	Corresponding ICSP Activities	Modalities of intervention	Focus area
<p>SO 1: Shock-affected populations in targeted areas and refugees in camps are able to meet their basic food and nutrition needs throughout the year.</p> <p><i>ICSP - SO 1: Refugee and crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs throughout the year.</i></p>	<p>Act 1: Provide unconditional, nutrition-sensitive, in-kind and cash-based food assistance to crisis-affected populations and transitory clients of the PSNP.</p>	<p><i>Act 1: Provide unconditional cash & food assistance, livelihood support and emergency school feeding to crisis-affected populations</i></p>	<p>Food transfers</p> <p>Cash-based transfers</p> <p>Capacity strengthening</p>	Crisis response
	<p>Act 2: Support treatment and prevention of acute malnutrition for crisis-affected children aged 6-59 months and PLWG.</p>	<p><i>Act 2: Provide nutritional support and treatment of moderate acute malnutrition to crisis-affected children aged 6-59 months, PLWG and ART/TB-DOT clients.</i></p>	<p>Food transfers</p> <p>Capacity strengthening</p>	
	<p>Act 3: Provide unconditional, nutrition-sensitive, cash-based and in-kind food assistance, school feeding and nutritional support to refugees.</p>	<p><i>Act 3: Provide unconditional cash & food assistance, school feeding and nutritional support to refugees and host populations</i></p>	<p>Food transfers</p> <p>Cash-based transfers</p> <p>Capacity strengthening</p>	
<p>SO 2: Vulnerable and food-insecure populations in targeted areas have increased resilience to shocks by 2025.</p> <p><i>ICSP - SO 2: Vulnerable and food-insecure populations are able to meet their essential food needs and establish climate-resilient livelihoods</i></p>	<p>Act 4: Provide safe, nutritious and reliable daily meals to primary school children and support the Ministries and Bureaus of Education and Agriculture in scaling up nutrition-sensitive and gender equitable school feeding programmes.</p>	<p><i>Act 4: Provide safe and reliable food to primary school children and support the Ministries of Education and Agriculture to scale up nutrition-sensitive school feeding programmes</i></p>	<p>Food transfers</p> <p>Cash-based transfers</p> <p>Capacity strengthening</p>	Resilience building
	<p>Act 5: Provide nutrition-sensitive social protection, climate risk management services and capacity strengthening support for smallholder farmers, pastoralists, refugees and returnees most vulnerable to climate shocks.</p>	<p><i>Act 5: Provide conditional food assistance to chronically food insecure households, disaster risk management solutions, economic empowerment to women and technical support to government for the implementation of PSNP.</i></p>	<p>Food transfers</p> <p>Cash-based transfers</p> <p>Capacity strengthening</p>	
<p>SO 3: Nutritionally vulnerable populations in targeted areas have improved consumption of high-quality, nutrient-dense</p>	<p>Act 6: Provide climate-sensitive cash-based food transfers to PLWG and children aged 6-23 months,</p>	<p><i>Act 6: Provide cash-based transfers for pregnant and lactating women and girls and children aged 6-23 months,</i></p>	<p>Cash-based transfers</p>	Root causes

<p>foods to prevent all forms of malnutrition through June 2025.</p> <p><i>ICSP - SO 3: Nutritionally vulnerable populations in targeted areas receive support aimed at preventing all forms of undernutrition</i></p>	<p>SBCC to communities, training to outreach workers and capacity strengthening to the private sector and Government to contribute to national and regional efforts to reduce stunting and prevent all other forms of malnutrition</p>	<p><i>combined with social and behaviour change communication, training for outreach workers and capacity strengthening for the Government in order to contribute to national efforts to reduce stunting and prevent undernutrition</i></p>	Capacity strengthening	
<p>SO 4: Federal and regional government institutions, the private sector and local NGOs benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, safety net programme design and implementation and supply chain management through June 2025.</p> <p><i>ICSP - SO 4: Government institutions and the private sector benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, the design and implementation of safety net programmes and supply chain management</i></p>	<p>Act 7: Provide or enable advisory and technical services to federal and regional government and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management.</p>	<p><i>Act 7: Provide advisory and technical services to Government and private sector for strengthening delivery platforms and national systems, including early warning and emergency preparedness systems, safety nets programme management, and supply chain management</i></p>	Capacity strengthening	Crisis response
<p>SO 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics and engineering services, including air transport, common coordination platforms, improved commodity supply chains and information technology, through June 2025</p> <p><i>ICSP - SO 5: Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains</i></p>	<p>Act 8: Provide aviation and air operation services to humanitarian community of Ethiopia.</p>	<p><i>Act 8: Provide aviation-related services to government and humanitarian partners</i></p>	Service delivery	Crisis response
	<p>Act 9: Provide supply chain and engineering services to Government and humanitarian partners.</p>	<p><i>Act 9: Provide supply chain services to government and humanitarian partners</i></p>		
	<p>Act 10: Provide coordination and logistics services to the humanitarian community through the Logistics Cluster.</p>			
	<p>Act 11: Provide on demand food procurement services to government and humanitarian partners</p>			
	<p>Act 12: Provide coordination and ICT services to humanitarian partners through the Emergency Telecommunications Sector</p>			

Source: IRM analytics and SPA Plus, data extracted on 11/04/2023

25. The total cost of the CSP was estimated at 2.6 billion USD and, overall, WFP planned to assist approximately 20.9 million beneficiaries during the five years of implementation. Since its start in 2020 the

CSP has been subject to six budget revisions, which have, as of May 2023 led to an increase in beneficiary numbers by 12 million while the budget has more than doubled to USD 7 billion (see annex 6).

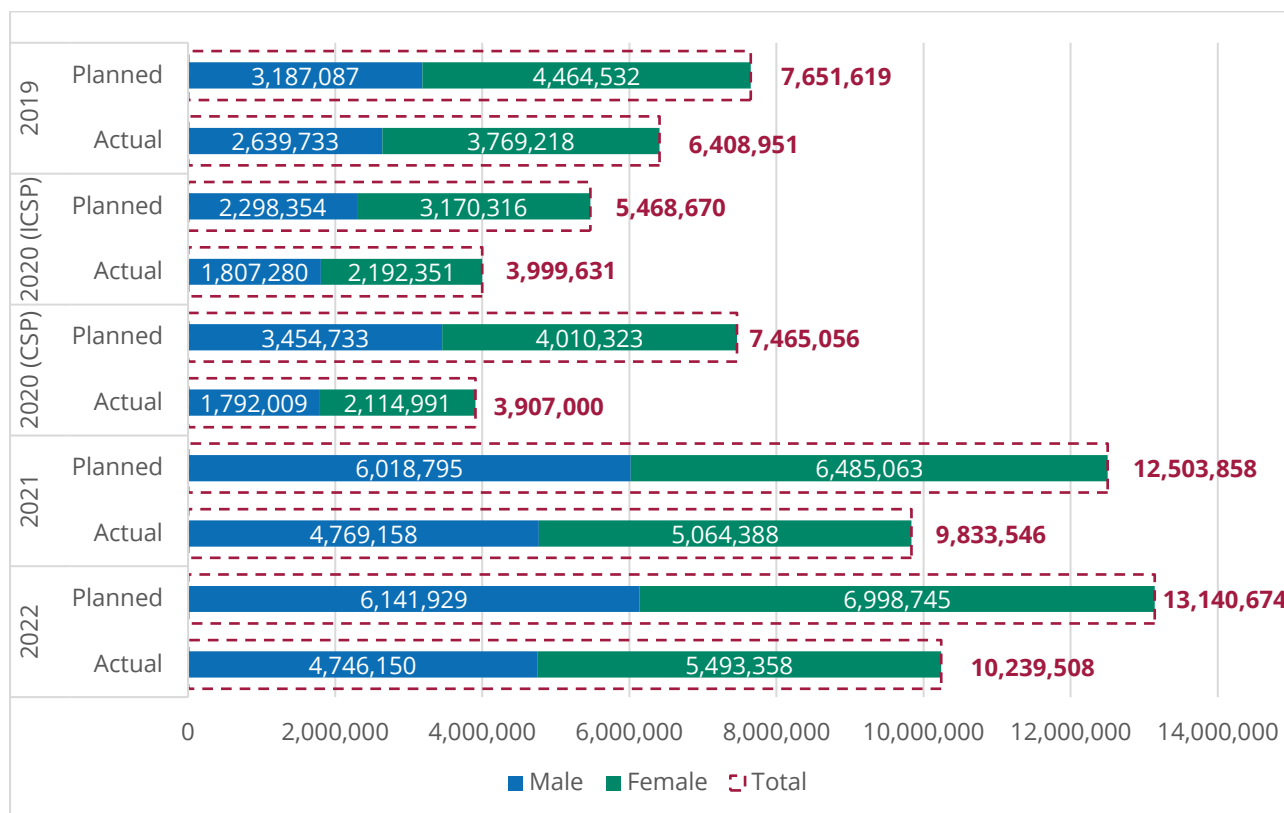
26. Table 2 and annex 5 present the financial overview of the needs-based plan (NBP) and allocated resources for the CSP and ICSP respectively as of April 2023. Strategic outcome (SO) 1 and the crisis response focus area account for the largest share of the NBP budget (over 85 percent) for both the ICSP and CSP, and the situation is similar for the allocated resources with SO1 and crisis response also having the largest share of the resources.

Table 2: Ethiopia CSP (2020 - 2025), Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2020 - 2025) USD million	% on total operational costs	Current needs-based plan as per BR05 (2020 - 2025) USD million	% on total	Allocated resources USD million	% on total
Crisis response	SO 1	Act. 1	671,752,805	30%	1,532,091,709	33%	699,601,034	33%
		Act. 2	614,715,845	27%	854,882,976	18%	249,335,146	12%
		Act. 3	592,561,460	26%	710,799,502	15%	287,320,142	14%
	Sub-total SO1		1,879,030,111	83%	3,097,774,188	67%	1,236,256,322	58%
Resilience	SO 2	Act. 4	68,816,296	3%	75,154,507	1.6%	38,497,902	1.8%
		Act. 5	231,153,090	10%	264,979,883	5.7%	103,639,398	5%
	Sub-total SO2		299,969,386	13%	340,134,389	7.4%	142,137,299	7%
Root causes	SO 3	Act. 6	34,341,198	2%	35,796,782	0.8%	36,648,840	2%
	Sub-total SO3		34,341,198	2%	35,796,782	0.8%	36,648,840	2%
Crisis response	SO 4	Act. 7	35,049,630	2%	61,571,408	1.3%	51,616,385	2.4%
	Sub-total SO4		35,049,630	2%	61,571,408	1.3%	51,616,385	2.4%
	SO 5	Act. 8	20,919,708	0.9%	45,546,167	1.0%	40,277,063	1.9%
		Act. 9	7,735,457	0.3%	45,994,563	1.0%	47,572,645	2.2%
		Act. 10	-	-	57,584,648	1.2%	32,456,108	1.5%
		Act. 11	-	-	936,182,665	20%	443,357,664	21%
		Act. 12	-	-	944,349	0%	1,583,320	0.1%
Sub-total SO5		28,655,165	1.3%	1,086,252,393	24%	565,246,800	27%	
Non-Activity Specific							93,405,383	4%
Total operational costs			2,277,045,489	100%	4,621,529,160	100%	2,125,311,029	100%
Total direct support costs			151,639,447	-	154,507,806	-	102,345,815	-
Total indirect support costs			157,864,521	-	245,143,893	-	-	-
Grand total cost			2,586,549,457	-	5,021,180,859	-	2,227,656,845	-

Source: SPA PLUS and IRM analytics, data as at 11/04/2023

27. Figure 3 presents an overview of planned and actual number of **beneficiaries** for both the ICSP and CSP between 2019 and 2022. Annual planned beneficiary numbers have almost doubled between 2019 and 2022, given the crises arising over the time period, while achievement has regularly fallen short of plans. During the inception phase, the evaluation team will explore discrepancies between planned and actual beneficiaries by strategic outcome over time, and such analyses will contribute to informing the choice of methods for the evaluation.

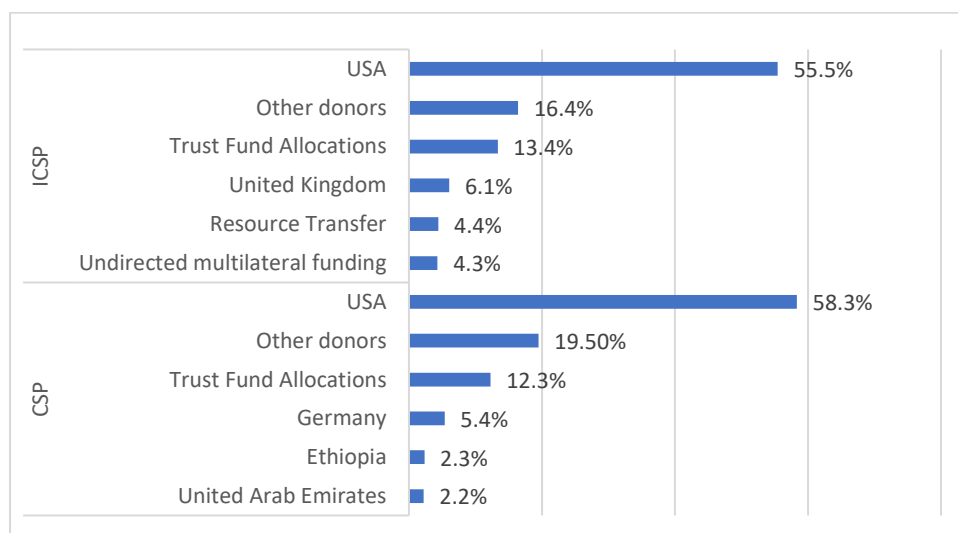
Figure 3: Ethiopia ICSP and CSP planned vs actual number of beneficiaries by year and gender, 2019-2022



Source: COMET report CM-R001b, date of extraction 11.4.2023

28. The main **source of funding** for both the ICSP and CSP is the USA contributing more than half of the total cumulative allocated resources followed by trust fund allocations; see figure 4 for the list of main donor contributions.

Figure 4: Top five donors of the ICSP and CSP



Source: WFP The Factory (CSP) and WFP operations database (ICSP), date of extraction 11.4.2023

29. The **WFP country office in Ethiopia** is located in Addis Ababa, with one area office in Jijiga, and 18 sub-offices in Assosa, Awassa, Bahir Dar, Dessie, Dire Dawa, Dollo Ado, Gambela, Gode, Gondar, Jijiga 1, Jijiga 2, Kebridehar, Kombolcha, Mekelle, Nazareth, Pugnido, Semera, Shire (see map in annex 2). As of April 2023,

WFP Ethiopia had 1 214 employees, with 42 percent women. Eighty-five percent of the employees are national staff and 51 percent are recruited under long-term contracts.²²

4. Evaluation scope, criteria and questions

30. The unit of analysis of this evaluation are the ICSP (2019-2020) and CSP (2020-2025), understood as the set of strategic outcomes, outputs, activities and inputs that were included both in the relevant documents approved by WFP Executive Board (EB), as well as subsequent budget revisions. Analysis of the consecutive plans will provide a basis for accountability and learning since the last country-level evaluation (Ethiopia country portfolio evaluation 2012 – 2017) and to ensure a sufficient temporal scope to assess trends over time. The evaluation will use the findings of the CPE 2012-2017 to analyse how the country strategic plans build on or departs from activities preceding the ICSP and assess how the envisaged strategic shift foreseen in the ICSP and CSP has taken shape.

31. The evaluation will focus on assessing progress towards the ICSP and CSP expected outcomes and cross cutting results, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in a complex, dynamic contexts, particularly as relates to relations with the government and the international community.

32. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the multiple crises that affected Ethiopia over the period 2019-current, with particular attention to the emergency response in Northern Ethiopia. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crises have affected other interventions planned under the country strategic plans.

33. The evaluation will adopt standard **UNEG and OECD/DAC evaluation criteria**, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage, which should all be interpreted for their application in this evaluation’s context. Moreover, it will give attention to assessing adherence to the humanitarian principles and access in Ethiopia, protection issues, accountability to affected populations, gender equality and women’s empowerment (including if feasible any differential effects on men, women, girls, boys, and marginalized groups) and any relevant environmental impacts of WFP activities,.

34. The evaluation will address **four main questions** common to all WFP CSPEs. Evaluation questions and sub-questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on incidence and causes of food insecurity and malnutrition in Ethiopia, and on national capacity gaps, to ensure its relevance to needs?
1.2	To what extent was the CSP aligned and coherent with national policies and priorities, wider UN frameworks and response plans, and planned to include appropriate strategic partnerships based on WFP’s comparative advantage in Ethiopia?
1.3	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP’s role and contributions in Ethiopia in a realistic manner and duly considering assumptions and risk underlying intended change processes?

²² [WFP Dashboard](#)

1.4	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP, and how well prepared was WFP to respond to consecutive and compounding crises in Ethiopia?
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Ethiopia?	
2.1	To what extent did targeting and coverage of assistance ensure that the communities and individuals most vulnerable to food insecurity and malnutrition were being reached and no one was left behind?
2.2	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and UNSDCF/HRP? Were there any unintended outcomes, positive or negative?
2.3	To what extent did WFP adhere to the humanitarian principles and contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender equality and women empowerment, equity and inclusion, climate change and other issues as relevant)?
2.4	To what extent are the achievements of the CSP likely to be sustainable, in particular, from a financial, social, institutional and environmental perspective?
2.5	To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation, and contributions to peace?
EQ3 - To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent was assistance delivered within the intended timeframe?
3.2	How cost-efficient was WFP's assistance?
3.3	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the interim country strategic plan and country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent has WFP used evidence generated through monitoring, reviews, and evaluation to inform management decisions?
4.3	How did the partnerships and collaborations with other actors at national and field level influence performance and results?
4.4	To what extent did the country office have appropriate HR capacity to deliver on the CSP?
4.5	What other factors can explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP and CSP?

35. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the country office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the theory of change of the country strategic plan and, as such, should be of special interest for learning purposes. These key assumptions should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

36. In consultation with the country office, the following two tentative **themes of interest** have been identified at this stage:

- Impact of the scale up of the emergency response in Northern Ethiopia on the ambitions of the CSP and on achieving the other CSP outcomes
- Areas for potential expansion in the “changing lives” agenda for the next CSP, considering lessons learnt and good practices from activities implemented under the current CSP

5. Methodological approach and ethical considerations

5.1. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which a policy, programme or activity can be evaluated in an independent, credible, and useful manner against a given set of evaluation questions. An **evaluability assessment** should cover: 1) the extent to which the required evidence is available and accessible to the evaluation team in order to answer the evaluation questions; 2) the clarity of intervention design including its objectives, scope, intervention logic and stakeholders including target groups; 3) factors affecting the usefulness of the evaluation including evidence needs, timing and opportunities for use; 4) the adequacy of resources available to conduct the evaluation; and 5) risks and ethical considerations of the evaluation (covered under 5.3 below).. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

37. Annex 9 contains an analysis of I-CSP and CSP indicator frameworks. During the inception phase, the evaluation team will perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the quality of the results framework and availability and relevance of performance data including output and outcome, financial and supply chain indicators to be validated by the country office during the inception mission.

38. At this stage the following **evaluability challenges** have been identified for which proposals should indicate feasible mitigation measures:

- unforeseen political and security developments with repercussions on access and data collection
- competing demands on country office staff and management calendars (new emergency responses, corporate initiatives, official/religious holidays, etc.)
- sensitivities for primary data collection at community level
- vast geographic footprint of WFP operations spanning many different parts of the country
- data limitations including reliability of monitoring data, limited baselines (see Annex 9 for more detail) and loss of institutional memory due to high turnover of WFP staff and partners
- given that the evaluation is conducted during the penultimate year of the CSP this has implications for the completeness of results reporting and attainment of expected outcomes

39. The CSPE will be able to draw on findings from the CSP mid-term review, which is currently being finalized, as well as the on-going Inter-agency Humanitarian Evaluation (IAHE) on the response to the conflict in Northern Ethiopia and a significant number of decentralized evaluations conducted by the country office. These include the Impact Evaluation of the Satellite Index Insurance for Pastoralists, the Impact Evaluation of WFP's Fresh Food Voucher Pilot Programme, Amhara region, the evaluation on the Support for Strengthening Resilience of Vulnerable Groups, and several regional level evaluations. Relevant centralized evaluations to refer to would be the Ethiopia country portfolio evaluation 2012 – 2017 which provides an assessment of WFP's portfolio of activities before the ICSP and recommendations to be addressed under the ICSP, the Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings, and other global evaluations such as the humanitarian protection policy and policies on humanitarian principles and access (see annex 10).

5.2. EVALUATION APPROACH

40. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2) and build partnerships to achieve the SDGs (SDG 17).

41. In so doing, the Strategic Plan places emphasis on strengthening the humanitarian-development-peace nexus, which implies stronger partnerships across the three dimensions of the nexus, applying a development lens in humanitarian response and complementing humanitarian action with strengthening national capacities. It also implies that humanitarian and development efforts should be conflict sensitive and where appropriate contribute to maintain peace or peace building efforts.

42. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

43. Given that the evaluation will cover the ICSP and CSP as well as the corporate emergency response to the conflict in Northern Ethiopia, the methodology selected for the evaluation will have to encompass both the emergency dimension, noting the political sensitivities linked to the conflict, as well as the ongoing programming.

44. To assess WFP's contribution to achieving the expected higher-level results the CSPE will use a **theory-based approach**. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission on the basis of the ICSP/CSP documentation, adjustments made through budget revisions and annual country office reporting through ACRs, which will be validated with the country office and used to inform lines of inquiry in the evaluation matrix. The reconstructed ToC will show the results chains, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for change to be possible along these results chains. To assess WFP's effectiveness the evaluation will assess the likelihood of WFP's contribution to strategic outcomes, by verifying the internal logic of the theory of change, the quantity and quality of outputs delivered, and the validity of internal and external assumptions made. It will also consider any external factors that might have affected outcome level changes. On this basis, the evaluation will then estimate the likelihood that WFP has contributed to outcome level changes and, where appropriate, look at measurement of outcome indicators to assess whether WFP assistance was sufficient to reach the outcome targets.

45. The CSPE will adopt a participatory, **mixed methods approach**, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This approach will allow to **capture unintended outcomes** of WFP operations, negative or positive. Data should be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups, direct observation and others as appropriate. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. It is recognised that data collection methods may need to be differentiated in view of the fluid situation in parts of the country.

46. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough **evaluability assessment**, which will include an analysis of centrally available performance data (including beneficiary, output and outcome, and financial data) based on desk review of key programming, monitoring and reporting documents, which will be discussed with programme managers as part of the inception mission to assess data gaps and inform data collection needs. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

47. A key annex to the inception report will be an **evaluation matrix** that spells out the relevant lines of inquiry and indicators for each evaluation sub-question, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this

connection, it will be very important at the design stage to conduct a detailed and comprehensive **stakeholder mapping** and analysis to inform sampling techniques.

48. This evaluation will be carried out in a gender-responsive manner and will give due attention to assessing differential effects on men, women, girls, boys, and other relevant socio-economic groups.

49. The CSPE team should apply the Technical Note for Gender Integration in WFP Evaluations. The inception report should incorporate a **gender perspective** in the evaluation design and evaluation matrix, including relevant lines of enquiry and appropriate methods. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

5.3. ETHICAL CONSIDERATIONS

50. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for **safeguarding and ensuring ethical conduct** at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. The team is expected to make efforts to **include marginalized and hard to reach groups**. The team will put in place protocols to ensure safe transfer and storage of personal data and safeguard against unauthorised access.

51. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc.), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through the WFP hotline (<http://www.wfph hotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that allegations of wrongdoing and misconduct have been reported without breaking confidentiality.²³

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

5.4. QUALITY ASSURANCE

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

54. Prior to submission to OEV, all evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough **quality assurance review** by the evaluation company in line with the WFP evaluation quality assurance system. This includes a full editorial review as well as reviewing the response-to-comments matrices and revisions of evaluation deliverables after OEV and stakeholder comments. Deliverables not meeting quality standards will not be accepted by OEV. Should the team require additional support in order to produce timely outputs of sufficient analytical rigour or editorial quality it is the responsibility of the company to provide this. Quality assurance by the company is expected to go beyond reviewing draft deliverables before these are sent to OEV and should include pro-active steering and guidance to the evaluation team all along the process. It is therefore essential that the evaluation company foresees

²³ For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

sufficient resources and time for this quality assurance and that personnel dedicated to quality assurance consistently participate in briefings provided by the Office of Evaluation.

55. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The (Deputy) Director of OEV must approve all evaluation deliverables. In case OEV staff need to invest more time and effort than acceptable to bring the deliverables up to the required standard within acceptable deadlines, this additional cost to OEV will be borne by the evaluation company and deducted from the final payment. A total of three rounds of comments on each deliverable between the office of evaluation and the team is deemed acceptable.

56. All final evaluation reports will be subjected 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 final evaluation report.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

57. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 1 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1.Preparation	May 2023 June 2023 30 June 2023	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	September 2023 October 2023 November 2023	HQ briefing Inception mission Inception report
3. Data collection	February 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	March/April 2024 April/May 2024 June 2024 July 2024 August 2024	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	September-December 2024	Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

Elaborate on the text below as relevant to the evaluation.

58. The CSPE will be conducted by a **gender balanced team** of three international (including a data analyst) and three to four national consultants (with relevant local language skills) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English and prior experience in emergency responses in highly securitized settings. Previous work experience in Ethiopia would be highly preferred, and tendering firms may also wish to consider engaging with local research partners in Ethiopia. The evaluation team will have strong methodological competencies in applying theory-based evaluation methods, designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems and to deliver on time • Strong presentation skills and excellent writing skills in English • Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations • Experience with applying theory-based evaluation approaches, reconstruction and use of theories of change • Relevant knowledge and work experience in humanitarian, fragile and conflict contexts, ability to navigate political sensitivities, prior experience in Ethiopia highly preferred • In-depth knowledge of the broader humanitarian system is essential; prior experience working with WFP is preferred
Humanitarian assistance and forced displacement	Expertise in designing and managing humanitarian interventions and experience with evaluation of emergency responses, including humanitarian principles, access and protection, lean season support, assistance of displaced people, food security and nutrition information systems (such as early warning and nutrition surveillance). Technical expertise in cash-based transfer programmes.
Nutrition-specific interventions	Technical expertise in nutrition programming and experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
School meals	Technical expertise in and experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies.
Resilience building, livelihood strengthening and smallholder farmers support	Technical expertise in resilience building, livelihood strengthening and smallholder farmers support, farmer organisations, market access, food systems, natural resource management and climate change adaptation, and a proven track record of evaluating such activities
Supply-chain and efficiency	Technical expertise in supply chain management and experience in evaluating large-scale logistics operations and assessing programme efficiency
Institutional capacity strengthening and Social Protection	Experience with evaluation of interventions related to support to policy coherence and support to government, particularly in the fields of emergency preparedness and response, social protection and safety nets, early recovery support, national data and information systems.
Other technical expertise needed in the team	<ul style="list-style-type: none"> • Vulnerability assessments and targeting of assistance • Gender equality and empowerment of women • Accountability to Affected Populations
Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analysis of monitoring and financial data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Quality assurance and editorial expertise	<ul style="list-style-type: none"> • Full mastery of WFP evaluation quality assurance system (EQAS) components for CSPEs: process guideline, templates, quality check lists and technical notes • Experience in evaluating humanitarian and development operations

Areas of CSPE	Expertise required
	<ul style="list-style-type: none"> • Experience in preparing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports • Experience in coaching senior staff, conflict resolution

6.3. ROLES AND RESPONSIBILITIES

59. This evaluation is managed by the WFP Office of Evaluation. Vivien Knips has been appointed as evaluation manager (EM). She will be supported by Aboh Anyangwe as research analyst (RA). The evaluation manager and research analyst have not worked on issues associated with the subject of evaluation. The EM is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshops; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide guidance and second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in June 2025.

60. An **internal reference group** composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team’s contacts with stakeholders in Ethiopia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Seblewengel Tesfaye, Evaluation Officer has been nominated as the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

61. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the UN 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 including taking security training (BSAFE) and attending in-country security briefings.

6.5. COMMUNICATION

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

62. A communication and knowledge management plan (See Annex 11) will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase.

63. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6 THE PROPOSAL

64. Technical and financial offers for this evaluation should consider two scenarios: 1) **in-country inception and data collection missions**, and travel of the evaluation team leader for the stakeholder workshops to be held in Addis Ababa, and 2) **remote inception and hybrid data collection missions** with the national evaluators leading in-country data collection and the international team members participating remotely, and remote stakeholder workshops. Proposals should build in sufficient flexibility to deal with possible risks (e.g., delay in visa issuance, flare-up of civil unrest / conflict).

65. Offers should explicitly confirm absence of **conflict of interest** for all proposed team members or propose mitigating measures where actual or perceived conflicts of interest could be perceived.

66. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal

67. All evaluation products will be produced in English.

68. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

69. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with proposed team members.

Annexes

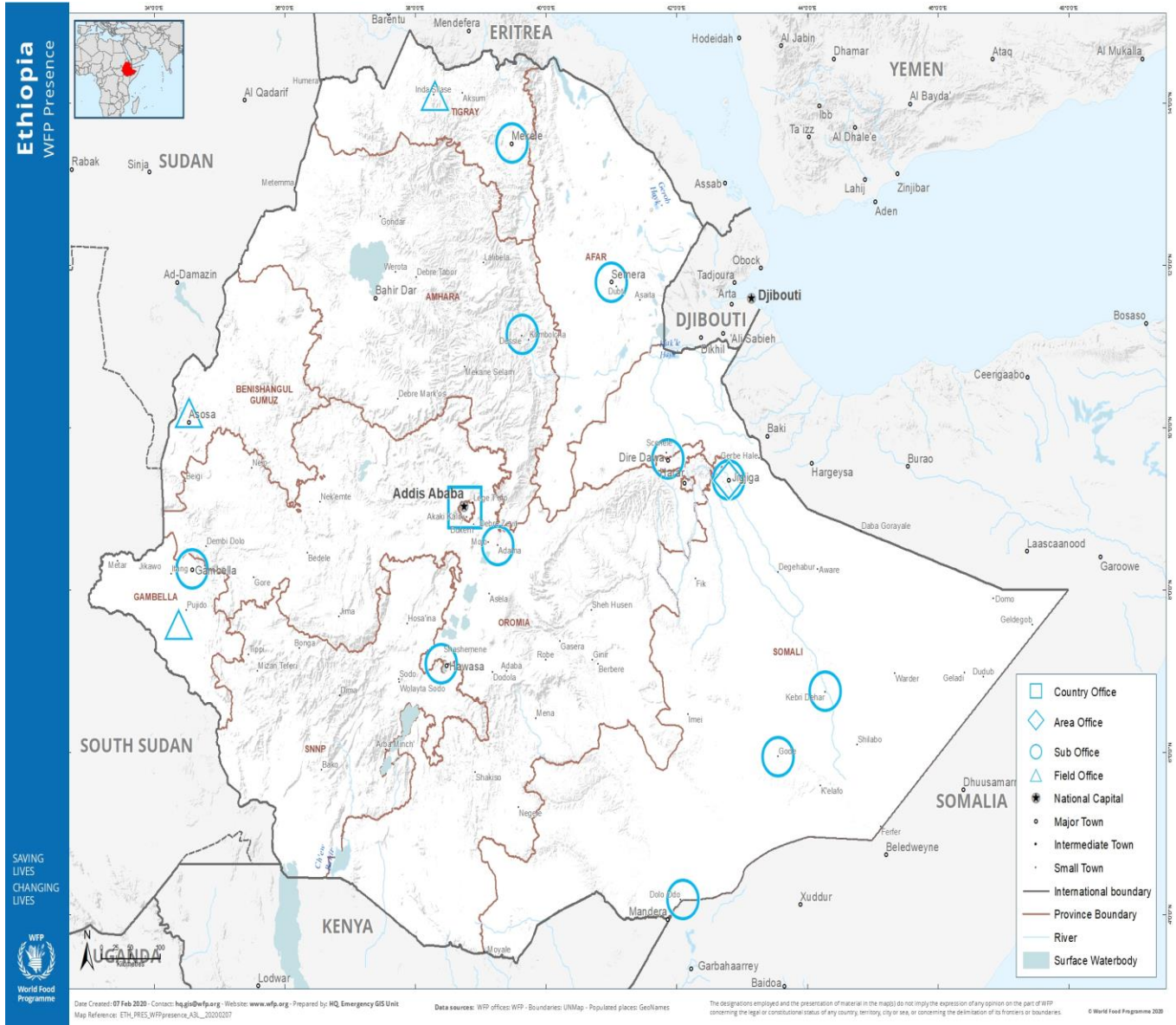
Annex 1: Timeline

Phase 1 – Preparation			
	Draft ToR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	15 May 2023
	Comments on draft ToR received	CO	22 May
	Proposal deadline based on the draft ToR	LTA	5 June
	LTA proposal review	EM	6-9 June
	Final revised ToR sent to WFP stakeholders	EM	25 May
	Contracting evaluation team/firm	EM	30 June 2023
Phase 2 - Inception			
	Team preparation, data and literature review prior to HQ briefing	Team	4-15 September
	Remote HQ inception briefing	EM & Team	18-22 September
	Inception mission to RB Nairobi and Addis Ababa	EM + TL	1-12 October
	Submit draft inception report (IR)	TL	26 October
	OEV quality assurance and feedback	EM	10 November
	Submit revised IR	TL	20 November
	IR review	EM / QA2	23 November
	IR clearance to share with CO	DoE/DDoE	1 December
	EM circulates draft IR to CO for comments	EM	4 December
	Submit revised IR	TL	10 January
	IR review	EM	11-12 January 2024
	Final approval by QA2	QA2	15-17 January
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	18 January
Phase 3 – Data collection, including fieldwork ²⁴			
	In country / remote data collection	Team	5 February – 1 March 2024
	Exit debrief (ppt)	TL	1 March 2024
	Preliminary findings debrief	Team	15 March 2024 (two weeks after the end of mission)
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	15 April 2024
	OEV quality feedback sent to TL	EM	22 April
Draft 1	Submit revised draft ER to OEV	TL	29 April
	OEV quality check	EM / QA2	30 April – 3 May
	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	10 May
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	20 May

²⁴ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Internal and external stakeholder workshops in Addis Ababa		12 and 14 June
	Consolidate WFP comments and share with team	EM	21 June
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	5 July
Draft 2	Review D2	EM / QA2	8-12 July
	Submit final draft ER to OEV	TL	19 July
Draft 3	Review D3	EM / QA2	22-23 July
	Seek final approval by DoE/DDoE	DoE/DDoE	24 - 31 July
	Draft summary evaluation report	EM	30 August
	Seek SER validation by TL	EM	2 September
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	5-12 September
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	13 September
	Phase 5 - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	September 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	Oct-Dec 2024
	Presentation and discussion of SER at EB Round Table	DoE/DDoE & EM	May 2025
	Presentation of summary evaluation report to the EB	DoE/DDoE	June 2025
	Presentation of management response to the EB	D/PPP	June 2025

Annex 2: Map



Source: OPWeb

Annex 3: Line of Sight

Ethiopia CSP Line of Sight July2020-June 2025

Ethiopia CSP Line of Sight July2020-June 2025				
SR1 / SDG 2.1 Access to food	SR1 / SDG 2.1 Access to food	SR2 / SDG 2.2 Sustainable Healthy Diets	SR5 / SDG 17.9 Capacity strengthening	SR8 / SDG 17.16 Enhance Global Partnership
Crisis Response	Resilience Building	Root Causes	Crisis Response	Crisis Response
1. Shock-affected populations in targeted areas and refugees in camps are able to meet their basic food and nutrition needs throughout the year.	2. Vulnerable and food-insecure populations in targeted areas have increased resilience to shocks by 2025.	3. Nutritionally vulnerable populations in targeted areas have an improved consumption of high-quality, nutrient-dense foods to prevent all forms of malnutrition through June 2025.	4. Federal and regional government institutions, the private sector and local NGOs benefit from capacity strengthening in the areas of early warning and emergency preparedness systems, safety nets programme design and implementation and supply chain management through June 2025.	5. Government, humanitarian and development partners in Ethiopia have access to and benefit from effective and cost-efficient logistics and engineering services, including air transport, common coordination platforms, improved commodity supply chains and information technology, through June 2025.
Budget SO 1: USD 3 412 374 498	Budget SO 2: USD 379 676 694	Budget SO 3: USD 38 610 000	Budget SO 4: USD 67 804 927	Budget SO 5: USD 1 112 054 074
<p>1.1.1 Crisis-affected vulnerable, food and nutrition insecure populations (Tier 1 beneficiaries) receive unconditional cash or food assistance to meet their basic food and nutrition needs.</p> <p>1.1.2 Transitory clients of the PSNP (Tier 1 beneficiaries) receive unconditional food assistance to meet their basic food and nutrition needs.</p> <p>1.2.1 Moderate acute malnourished (MAM) children aged 6-59 months and pregnant and lactating women and adolescent girls (PLWGs) (Tier 1 beneficiaries) receive specialized nutritious foods to prevent malnutrition and/or support nutritional recovery, and caregivers receive SBCC.</p> <p>1.2.2 Crisis-affected children aged 6-59 months and PLWG (Tier 1 beneficiaries) receive specialized nutritious foods and SBCC to prevent malnutrition and/or support nutritional recovery.</p> <p>1.3.1 Refugees (Tier 1 beneficiaries) receive unconditional, nutrition-sensitive and/or specific cash-based and in-kind food assistance that meet their basic food and nutrition needs.</p> <p>1.3.2 MAM children aged 6-59 months and PLWG among refugee populations (Tier 1 beneficiaries) receive specialized nutritious foods, nutritional counselling and SBCC to support nutritional recovery and malnutrition prevention.</p> <p>1.3.3 All refugee children aged 6-59 months and PLWG (Tier 1 beneficiaries) in all camps receive nutritious food to prevent and rehabilitate malnutrition.</p> <p>1.3.4 Refugee primary schoolchildren (Tier 1 beneficiaries) receive a fortified daily meal at school to contribute to their basic nutrition needs, contribute to stunting reduction in future adolescent girls, and improve attendance.</p> <p>cash-based and in-kind food assistance to crisis-affected populations and transitory clients of the PSNP ((Activity category 1 (URT); Unconditional Resource Transfers to Support Access to Food) Modality: [Food, CBT, CS])</p> <p>Activity 2: Support treatment and prevention of acute malnutrition for crisis-affected children aged 6-59 months and PLWG. (Activity Category 5 (NTA); Nutrition Treatment) Modality: [Food, CS]</p> <p>Activity 3: Provide unconditional, nutrition-sensitive, cash-based and in-kind food assistance, school feeding and nutrition support to refugees. (Activity category 1 (URT); Unconditional Resource Transfers to Support Access to Food) Modality: [Food, CBT, CS]</p>	<p>2.4.1 Targeted schoolchildren (Tier 1 beneficiaries) benefit from nutrition-sensitive school feeding programmes (traditional and homegrown), including take-home rations (THRs) to meet their basic food and nutritional needs and to increase school enrolment and attendance.</p> <p>2.4.2 Crisis-affected primary schoolchildren (Tier 1 beneficiaries) receive a daily nutritious meal at school to support their attendance and learning outcomes.</p> <p>2.4.3 Vulnerable people (Tier 3 beneficiaries) benefit from increased capacity of Government institutions for the scale-up of nutrition-sensitive school feeding programmes.</p> <p>2.5.1 Targeted households (PSNP core clients – Tier 1 beneficiaries) receive conditional and unconditional food and nutrition assistance to meet food and nutrition gaps and make long-term contributions to the reductions of disaster risk and climate change adaptation.</p> <p>2.5.2 Vulnerable smallholder farmers and pastoralists (Tier 1 beneficiaries) receive nutrition-sensitive climate risk management services and livelihood support to enhance their resilience to shocks.</p> <p>2.5.3 Targeted households (vulnerable smallholder farmers, pastoralists and refugees – Tier 1 beneficiaries) receive tools and services such as post-harvest management techniques, livestock and sustainable land management (SLM) that increase their productivity, income and reduce disaster risks.</p> <p>Activity 4: Provide safe, nutritious and reliable daily meals to primary school children and support to the Ministries and Bureaus of Education and Agriculture in scaling up nutrition-sensitive school feeding programmes. (Activity Category 4 (SMP); School Meals) Modality [Food]</p> <p>Activity 5: Provide nutrition-sensitive social protection, climate risk management services and capacity strengthening support for smallholder farmers, pastoralists, refugees and returnees most vulnerable to climate shocks. (Activity Category 9 (CSI); Institutional Capacity Strengthening) Modality: [Food, CBT, CS]</p>	<p>3.6.1 Nutritionally vulnerable populations (Tier 3 beneficiaries) benefit from enhanced government capacity to design and implement national nutrition programmes and policies at federal and regional levels to prevent all forms of malnutrition, including the integration of MAM treatment in the Ministry of Health, with a focus on reducing environmental impacts and improving food systems through a climate-sensitive lens.</p> <p>3.6.2 Food and nutrition insecure populations (Tier 3 beneficiaries) benefit from improved private sector capacities to support the implementation of the national nutrition policy and strategies, including local production of nutritious foods, food fortification and food safety to support climate-sensitive food systems improvement.</p> <p>3.6.3 Children aged 6-23 months and PLWG (Tier 1 beneficiaries) receive restricted cash assistance, nutrient-dense foods and/or SBCC to contribute to the reduction of stunting in targeted areas.</p> <p>Activity 6: Provide climate-sensitive cash-based food transfers to PLWG and children aged 6-23 months, SBCC to communities, training to outreach workers and capacity strengthening to the private sector and Government to contribute to national and regional efforts to reduce stunting and prevent all other forms of malnutrition. (Activity Category 6 (NPA); Malnutrition Prevention) Modality: [CBT, CS]</p>	<p>4.7.1 Chronically food and nutrition insecure populations (Tier 3 beneficiaries) receive adequate assistance and services as a result of enhanced federal and regional government capacity to implement safety nets, including PSNP, climate risk management, livelihoods strengthening and for people living with HIV/AIDS (PLWHA) in emergency settings.</p> <p>4.7.2 Vulnerable populations (Tier 3 beneficiaries) receive more effective and efficient delivery of food assistance as a result of enhanced and sustainable supply chain management capacity of the Government at both federal and regional levels and increased private sector and local NGO engagement.</p> <p>4.7.3 Crisis-affected populations (Tier 3 beneficiaries) receive timely and effective humanitarian action as a result of strengthened national food and nutrition early warning and emergency preparedness systems at federal and regional levels.</p> <p>Activity 7: Provide advisory and technical services to federal and regional government and the private sector for strengthening food assistance delivery platforms and national and regional systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management. (Activity Category 9 (CSI); Institutional Capacity Strengthening) Modality: [CS]</p>	<p>5.8.1 Vulnerable populations (Tier 3 beneficiaries) benefit from humanitarian assistance facilitated by the provision of safe and timely WFP air services (including passenger and light cargo) to humanitarian actors.</p> <p>5.8.2 Vulnerable populations (Tier 3 beneficiaries) and the humanitarian community benefit from medical and security evacuation services.</p> <p>5.8.3 Vulnerable populations (Tier 3 beneficiaries) benefit from enhanced food security, early warning, emergency preparedness and climate risk management services through the use of light drones and new technologies for assessment and mapping.</p> <p>5.9.1 Vulnerable populations (Tier 3) benefits from common services provided to humanitarian community in order to receive humanitarian assistance.</p> <p>Activity 8: Provide aviation and air operation services to government and humanitarian actors. (Activity Category 10 (SP); Service Provision and Platforms) [SD]</p> <p>Activity 9: Provide supply chain and engineering services to government and humanitarian partners. (Activity Category 10 (SP); Service Provision and Platforms) [SD]</p> <p>Activity 10: Provide coordination and logistics services to the humanitarian community through the Logistics Cluster. (Activity Category 10 (SP); Service Provision and Platforms) [SD]</p> <p>Activity 11: Provide on demand food procurement services to government and humanitarian partners. (Activity Category 10 (SP); Service Provision and Platforms) [SD]</p> <p>Activity 12: Provide coordination and ICT services to humanitarian partners through the Emergency Telecommunications Cluster (Activity Category 12 (SP); Service Provision and Platforms) [SD]</p>
Total Budget: USD 5 010 520 191				

Annex 4: Approved Country Strategic Plan document

[Ethiopia interim Country Strategic Plan: January 2019 - June 2020](#)

[Ethiopia Country Strategic Plan: July 2020 - June 2025](#)

Annex 5: Ethiopia ICSP (2019 – 2020)

Cumulative financial overview

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2019 - 2020) USD million	% on total operational costs	Current needs-based plan as per BR04 (2019 - 2020) USD million	% on total	Allocated resources USD million	% on total
Crisis response	SO 1	Act. 1	338,385,972	44%	338,385,972	38%	209,008,343	29%
		Act. 2	107,634,023	14%	107,634,023	12%	113,571,402	16%
		Act. 3	205,608,137	27%	205,608,137	23%	163,175,644	23%
	Sub-total SO1		651,628,131	85%	651,628,131	74%	485,755,389	68%
Resilience	SO 2	Act. 4	17,249,532	2.3%	17,249,532	2%	6,028,943	0.8%
		Act. 5	40,612,764	5%	40,612,764	5%	60,027,192	8%
	Sub-total SO2		57,862,297	8%	57,862,297	7%	66,056,135	9%
Root causes	SO 3	Act. 6	28,208,410	4%	28,208,410	3%	9,830,655	1.4%
	Sub-total SO3		28,208,410	4%	28,208,410	3%	9,830,655	1.4%
Crisis response	SO 4	Act. 7	17,678,672	2.3%	45,750,444	5%	7,110,492	1.0%
	Sub-total SO4		17,678,672	2.3%	45,750,444	5%	7,110,492	1.0%
	SO 5	Act. 8	6,223,860	0.8%	6,223,860	1%	5,252,059	0.7%
		Act. 9	2,284,310	0.3%	94,205,261	11%	96,625,439	14%
	Sub-total SO5		8,508,170	1.1%	100,429,121	11%	101,877,497	14%
Non-Activity Specific							42,817,349	6%
Total operational costs			763,885,680	100%	883,878,403	100%	713,447,516	100%
Total direct support costs			54,271,240	-	54,010,396	-	42,112,534	-
Total indirect support costs			53,180,200	-	54,457,803	-	-	-
Grand total cost			871,337,120	-	992,346,602	-	755,560,049	-

Source: SPA PLUS and IRM analytics, data as at 11/04/2023

Annex 6: Overview of budget revisions: Ethiopia ICSP and CSP

Ethiopia ICSP (2019 – 2020)			
	Planned number of beneficiaries	Total cost to WFP (USD)	Strategic/operational changes
Original NBP (Jan 2019 – June 2020)	7,881,756	871,337,120	
BR01 – July 2019	N/A	947,307,953	- Request from government to facilitate purchase and delivery additional MT of wheat to avert food security crisis in the country.
BR02 – February 2020	N/A	942,671,235	- Technical revision of BR01 to deduct the ISC of 4.6 million which was wrongly reflected after BR01.
BR03 – April 2020	N/A	982,381,709	- Budget increase of activity 7 for purchase and delivery of wheat - Budget increase of activity 9 due to COVID-19 - Increase in DSC and implementation costs for SO5
BR04 – May 2020	N/A	992,346,602	- Increase in transfer and implementation costs of SO5 to handle COVID-19 equipment.

Source: ICSP Budget Revisions

Ethiopia CSP (2020 – 2025)			
	Planned number of beneficiaries	Total cost to WFP (USD)	Strategic/operational changes
Original NBP (July 2020 – June 2025)	20,915,195	2,586,549,456	
BR01 – December 2020	20,316,273	3,021,775,253	- Scaling up of operations in the context of the COVID-19 crisis and other shocks - Adjust beneficiary numbers under nutrition activity to align with national guidelines.
BR02 – March 2021	20,316,273	3,291,797,717	- Additional purchase and delivery of wheat due to the drought, floods and other natural disasters, and Tigray conflict for timely food response.
BR03 – August 2021	22,962,008	3,572,315,132	- Scale up act.1 for food relief assistance in Tigray and other regions

			- Scale up act.2 to introduce blanket feeding in Tigray
BR04 – November 2021	22,962,008	3,938,015,932	- Additional purchase and delivery of wheat due to due to the drought, floods and other natural disasters, and Tigray conflict.
BR05 – May 2022	25,648,016	5,021,071,088	- Introduce relief food assistance in Amhara and Afar regions affected by the Tigray conflict. - Increased budgets for activities 3, 8, 9, 11 due to the Tigray conflict and drought conditions.
BR06 – May 2023	33,257,080	6,981,158,178	- Drought response, conflict, increased food prices.

Source: CSP Budget Revisions

Annex 7: ToR for Internal Reference Group

1. Background

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

2. Purpose and guiding principles of the IRG

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

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

3. Roles

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

The IRG's main role is as follows:

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

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

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the

regional bureau level²⁵ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

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

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

²⁵ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG:

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

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

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

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

Annex 8: List of international and local NGO partners in Ethiopia

ICSP (Jan 2019 – June 2020)	CSP (July 2020 – June 2025)
International	
AAH – Action Against Hunger	AAH – Action Against Hunger
ACF - Action contre la Faim	CARE
CARE	Concern Worldwide
Concern Worldwide	FH - Food for the Hungry
GOAL Global	GOAL Global
IMC - International Medical Corps	IMC - International Medical Corps
Islamic Relief	International Rescue Committee
Mercy Corps	Islamic Relief
Plan International	Medical Teams
Save The Children	Mercy Corps
	MSF - Médecins Sans Frontières
	Plan International
	Samaritan's Purse
	Save The Children
	VSF Suisse
	WVI - World Vision International
Local	
Mother and Child Development Organization	Action for the Needy in Ethiopia (ANE)
Organization for Rehabilitation and Development in Amhara (ORDA)	ASDEPO - Action for Social Development and Environmental Protection Organization
Relief Society of Tigray (REST)	Mother and Child Development Organization
	Mums for Mums
	Organisation for Welfare and Development in Action
	Relief Society of Tigray (REST)
	Tigray Youth Empowerment solution

Source: COMET report CM-S010, date of extraction 27.4.2023

Annex 9: Analysis of ICSP and CSP indicator frameworks

Table 1: Ethiopia Interim Country Strategic Plan [2019-2020] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 May 2018	Total nr. of indicators	31	5	34
v 2.0 Jan 2019	New indicators	27	3	126
	Discontinued indicators	0	0	34
	Total nr. of indicators	58	8	126
v 3.0 Aug 2019	New indicators	1	0	7
	Discontinued indicators	21	0	63
	Total nr. of indicators	38	8	70
Total number of indicators that were included across all logframe versions		27	5	0

Table 2: Ethiopia Country Strategic Plan [2020-2025] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Sep 2019	Total nr. of indicators	81	26	236
v 2.0 July 2019	New indicators	0	0	6
	Discontinued indicators	50	17	139
	Total nr. of indicators	31	9	103
v 3.0 Aug 2020	New indicators	12	1	23
	Discontinued indicators	0	0	4
	Total nr. of indicators	43	10	122
v 4.0	New indicators	0	0	66

April 2021	Discontinued indicators	0	0	58
	Total nr. of indicators	43	10	130
v 5.0 Feb 2022	New indicators	0	0	23
	Discontinued indicators	0	0	20
	Total nr. of indicators	43	10	133
Total number of indicators that were included across all logframe versions		31	9	50

Source: COMET report CM-L010, data extracted on 14/04/2023

Table 3: Analysis of results reporting in Ethiopia annual country reports [2019-2022]						
		2019	2020 - ICSP	2020 - CSP	2021	2022
Outcome indicators						
Total number of indicators in applicable logframe		58	58	43	43	43
Baselines	Nr. of indicators with any baselines reported	39	33	36	35	41
Year-end targets	Nr. of indicators with any year-end targets reported	39	33	36	36	41
CSP-end targets	Nr. of indicators with any CSP-end targets reported	39	33	36	36	41
Follow-up	Nr. of indicators with any follow-up values reported	39	26	29	34	41
Cross-cutting indicators						
Total number of indicators in applicable logframe		8	8	10	10	10
Baselines	Nr. of indicators with any baselines reported	3	8	8	8	8
Year-end targets	Nr. of indicators with any year-end targets reported	7	8	8	8	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	8	8	8	8
Follow-up	Nr. of indicators with any follow-up values reported	7	7	7	7	8
Output indicators						
Total number of indicators in applicable logframe		70	70	122	130	133
Targets	Nr. of indicators with any targets reported	49	50	43	79	83
Actual values	Nr. of indicators with any actual values reported	48	47	40	79	83

Source: ACRs 2019 – 2022

The ICSP logframe had three versions with a significant increase in the number of output indicators, whereas the CSP logframe was revised five times with a significant reduction in the number of outcome indicators such as for capacity strengthening, and livelihoods under SO1 and SO2, and related output indicators (see annex 10 for more details). An analysis of the ICSP outcome indicators shows that around half of the

indicators in the logframe do not have any baseline, target nor follow up values reported in 2019 and 2020, whereas most CSP outcome indicators have these data. Generally, the outcome indicators reported are disaggregated by sex, modality, WFP implementation regions, and residential status.

Further investigation will also be needed to understand how outcome target values were set and if baselines and follow-up values were reported for the same beneficiary groups, locations and time periods over the years to ensure comparability. The evaluation team will also need to assess gaps in outcome data and sources of data for triangulation. Given the wide geographic scope of interventions, assessing outcome level results for different population groups in different contexts throughout the country might also pose challenges.

In the absence of valid counterfactuals, outcome indicators have limited utility for assessing WFP's contribution to outcomes, because changes at the outcome level are likely influenced significantly by external factors outside WFP's control. Hence, a theory-based approach will be required to help understand whether interventions could have reasonably been expected to contribute to desired outcomes.

The cross-cutting indicators overall have values reported over the years for all activities and all the output indicators present in all ACRs generally have both target and actual values except in 2020 with 3 indicators missing actual values. The evaluation team should focus more attention on the review of these output indicators which are directly linked to WFP activities as WFP has more control on performance at this level and this directly affects outcome achievements.

Annex 10: List of evaluations

➤ Centralized Evaluations

- 2023-01_Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings – case studies: Burkina Faso, Colombia, the Democratic Republic of the Congo, Ethiopia, Iraq, Libya, Sudan and Syria: 2013 – 2022
- 2021-04_Evaluation Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations
- 2020-05_Strategic Evaluation of Funding WFP's Work
- 2019-01_An evaluation of WFP's Portfolio, Ethiopia: 2012-2017
- 2019-01_Strategic Evaluation of WFP Support for Enhanced Resilience

➤ Decentralized Evaluations

- 2022-08_Thematic Evaluation of Supply Chain Outcomes in the Food System in Eastern Africa Region – case studies: Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, and Uganda: 2016 – 2021
- 2022-03_Baseline and Endline Evaluation of WFP's USDA McGovern - Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions in Ethiopia: 2019 – 2024
- 2021-12_Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region – case studies: Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, and Uganda: 2016 – 2020
- 2021-02_Support for Strengthening Resilience of Vulnerable Groups in Ethiopia: The Fresh Food Voucher Programme Expansion in Amhara Region: January 2018 – December 2020
- 2019-08_Impact Evaluation of the Satellite Index Insurance for Pastoralists in Somali region, Ethiopia: 2017 – 2019
- 2019-05_Impact Evaluation of WFP's Fresh Food Voucher Pilot Programme, Amhara region, Ethiopia: 2017 – 2019
- 2018-06_Final Evaluation of WFP'S USDA McGovern-Dole International Food for Education and Child Nutrition Programme's Support in Afar and Somali Regions in Ethiopia: 2013-2017

➤ Joint Evaluations

- 2023-04_Inter-Agency Humanitarian Evaluation: Provision of humanitarian evaluation services in Ethiopia (ongoing)
- 2021-05_Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda: 2014 – 2020
- 2019-11_Inter-Agency Humanitarian Evaluation of the Drought Response in Afar, Oromia, Tigray, and the Somali regions, Ethiopia: 2015- 2018

Annex 11: Communication and knowledge management Plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> Evaluation team 	<ul style="list-style-type: none"> Email 	EM/ CM			
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo; WFP.org 	EM			
Inception	Inception report	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo 	EM			
Reporting	Exit debrief	<ul style="list-style-type: none"> CO staff & stakeholders 	<ul style="list-style-type: none"> PPT, meeting support 	EM/ET			
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM		
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Executive Board website (for SERs and MRs) 	EM/EB	CM		

Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM		
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM		
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE		
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE		
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Email 	CM	EM		

		<ul style="list-style-type: none"> Partners/civil society /peers/networks 					
Dissemination	Business cards	<ul style="list-style-type: none"> Evaluation community Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Cards 	CM			
Dissemination	Brief	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM		
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> WFP technical staff/programmers /practitioners WFP country/regional office/local stakeholders WFP staff 	Presentation	EM			
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners WFP evaluation 	Presentation	EM			
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> WFP Technical staff/programmers /practitioners WFP governance/management WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Presentations Email WFP webpages 	EM/CM			
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> WFP technical staff/programmers /practitioners Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Web and social media channels (WFP.org, WFPgo, Twitter) Evaluation Networks (UNEG, ALNAP, EvalForward) Newsletter 	CM	EM		
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> Donors/countries Partners/civil society /peers/networks CAM/media 	<ul style="list-style-type: none"> Web and social media, channels (WFP.org, WFPgo, Twitter) 	CM	EM		

		<ul style="list-style-type: none"> • General public 	<ul style="list-style-type: none"> • Evaluation Networks (UNEG, ALNAP, EvalForward) 				
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	CM	CAM		
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter • Presentation 	EM/CM			
Dissemination	Blog	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	EM	CM		
Dissemination	Digital report (Sway)	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM		
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> • WFP country/regional office • CAM/media • Affected populations 	<ul style="list-style-type: none"> • Email 	CM	CAM/CO		
Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	CM	CAM/CO		

Dissemination	Poster/public announcement/cartoon/radio/drama/video	<ul style="list-style-type: none"> Affected populations WFP country/regional office/local stakeholders Donors/countries General public CAM/media 	<ul style="list-style-type: none"> Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels 	EM/CM	CO		
Follow up	1 year later video/feature	<ul style="list-style-type: none"> Affected populations WFP country/regional office/local stakeholders Donors/countries WFP technical staff/programmers/practitioners General public CAM/media 	<ul style="list-style-type: none"> Web and social media channels (WFP.org, WFPgo, Twitter) Local media channels EvalForward 	EM/CM			
Follow up	Review of MR	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP management 	<ul style="list-style-type: none"> Internal channels 	RMP	EM/CM		

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 12: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BSAFE	WFP online security awareness training
BR	Budget revision
CBT	Cash-based transfers
CD	Country Director
CO	WFP Country Office
COHA	Cessation of Hostilities Agreement
COMET	Country Office Tool for Managing (programme operations) Effectively
CPE	Country Portfolio Evaluation
CPP	WFP Corporate Planning and Performance Division
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DE	Decentralized Evaluation
DRD	Deputy Regional Director
DSC	Direct Support Costs
EB	WFP Executive Board
ED	WFP Executive Director
EDRMC	Ethiopian Disaster Risk Management Commission
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
ET	Evaluation Team
FAO	Food and Agriculture Organization
FEWS NET	Famine Early Warning Systems Network
HQ	WFP Headquarters
HRP	Humanitarian Response Plan
ICSP	Interim Country Strategic Plan
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IR	Inception Report
IRG	Internal Reference Group

IRM	Integrated Road Map
ISC	Indirect Support Cost
KM	Knowledge Management
LTA	Long Term Agreement
NBP	Needs based plan
ND-GAIN Index	Notre Dame Global Adaptation Initiative
OCHA	The United Nations Office for the Coordination of Humanitarian Affairs
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
OIGI	WFP Office of Inspection and Investigation
OPC	Oversight and Policy Committee
OSZI	WFP Technical Assistance and Country Capacity Strengthening Service
OSZPH	WFP Emergencies and Transition Unit
PHQA	Post-hoc Quality Assurance
PLWG	Pregnant and Lactating Women and Girls
PSNP	Productive Safety Net Programme
RB	Regional Bureau
REO	Regional Evaluation Officer
RRS	Refugees and Returnees Service
RSF	Rapid Support Forces
SAF	Sudanese Armed Forces
SBCC	Social & Behaviour Change Communication
SBP	School Based Programmes
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SOFI	State of Food Security and Nutrition in the World
SPA Plus	System for Project Approval
TL	Evaluation Team Leader
TOR	Terms of Reference
TPLF	Tigray People's Liberation Front
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees

UNICEF	United Nations International Children's Emergency Fund
USD	United States dollar
USDA	United States Department of Agriculture
VAM	Vulnerability Analysis and Mapping
UN- WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

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