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Evaluation of DRC WFP Country Strategic Plan 2021 - 2024

Terms of reference

October 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 *inter alia* the detailed timeline, CSP Line of Sight, preliminary evaluability assessment and Terms of reference for the internal reference group.

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.

1.2. CONTEXT

Socio-Economic Overview

4. The Democratic Republic of Congo (DRC) is the second largest country in Africa and has a fast-growing population of 99 million people (50.09% female and 49.93% male)¹, with a net population growth of more than 3 million people a year. Most of the population still lives in rural areas, but urban areas are growing rapidly. The majority of the Congolese are engaged in small-scale agricultural activities, with an 70-75% of the population engaged in the sector, either as subsistence farmers or through informal employment².
5. DRC also has extensive resources for mining. Unregulated, small-scale artisanal mining is a widespread occupation contributing to the livelihoods of up to 12 million people, mostly in Eastern DRC³. In particular, the mining of coltan has created a war economy, in which both armed groups and state security actors have a stake.⁴
6. DRC was established after the first Congo war in 1997, which dismantled Mobutu Sese Seko's one-party state of Zaire. Ever since the destabilization of Eastern DRC by the arrival of approximately 1.5 million refugees of the Rwandan genocide of 1994, the eastern part of the country is experiencing recurrent political violence⁵. In 2022, DRC is one of the most fragile states in the world and is ranked 6th in the Fragile States index for 2022⁶, classified as a medium-intensity conflict country.⁷ Neighbouring countries are also considered to play a role in the conflict.⁸ There are multiple hotspots of violence in the country, with the provinces of North and South Kivu and Ituri most affected^{9,10}.

¹ World Bank, *World Development Indicators*, 2021.

² World Bank (2017): DRC Agriculture Sector Review

³ World Bank (2021). DRC Mining Sector Update.

⁴ The Africa report, 2023

⁵ Global Conflict Tracker, Center for Preventive Action, Instability in the Democratic Republic of Congo, 2022

⁶ The Fund for Peace, <https://fragilestatesindex.org/country-data/> (accessed 11 Nov 2022)

⁷ [FCSList-FY22.pdf \(worldbank.org\)](https://www.worldbank.org/fragilestates/FCSList-FY22.pdf)

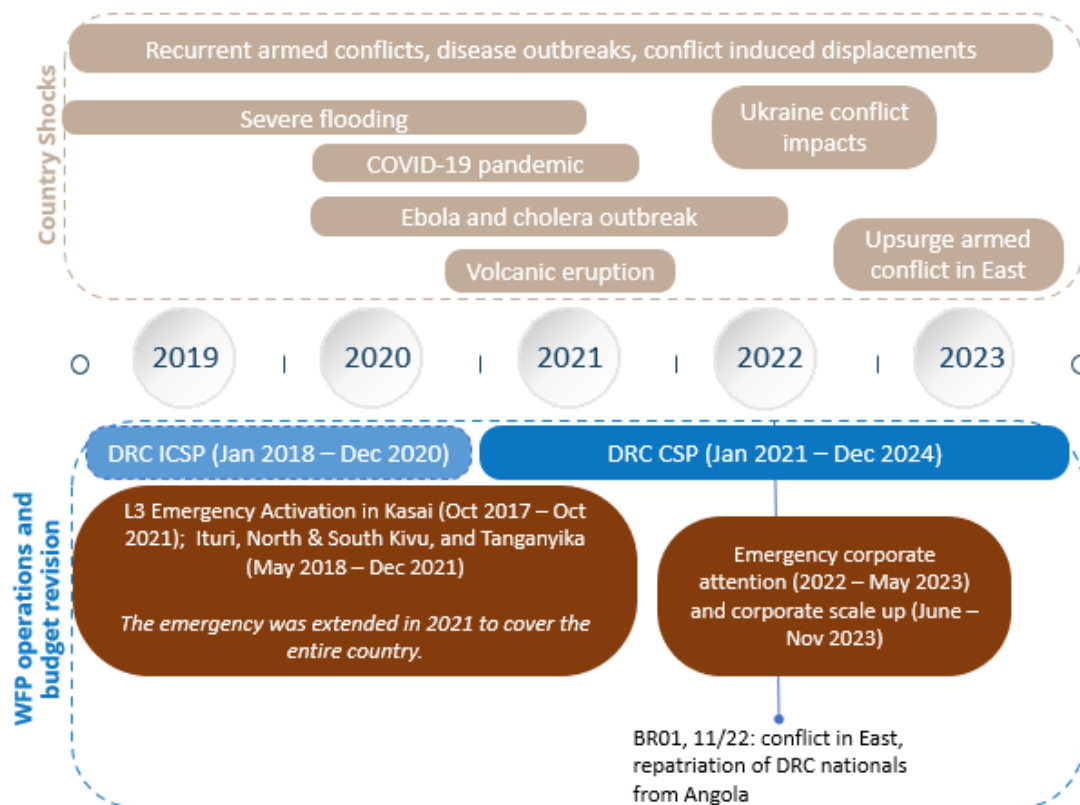
⁸ <https://acleddata.com/2023/03/23/actor-profile-m23-drc/>

⁹ <https://acleddata.com/2023/08/03/regional-overview-africa-july-2023/#keytrend3>

¹⁰ <https://kivusecurity.org/map>

7. Freedom House describes the political system of DRC as paralysed, due to the manipulation of the electoral process by political elites. Physical security is tenuous due to violence and human rights abuses committed by government forces as well as armed rebel groups and militias in many areas of the country¹¹.
8. The United Nations Mission for Stabilization in the DRC (MONUSCO) was established in 1999. Despite the peacekeeping mission, violence has not been brought under control and as of mid-2023, the future of MONUSCO is uncertain.¹²
9. Approximately 5.7 million people are registered as internally displaced people, 58.5% of which are children¹³¹⁴. While the country is also a major source of refugees, it also hosts refugees from neighboring countries. The UNOCHA 2022 humanitarian needs overview states that DRC hosts 533,204 refugees, mostly from Central African Republic, Rwanda, South Sudan, and Burundi¹⁵.

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, OP Web

Food and Nutrition Security

10. DRC has the largest absolute number of highly food insecure people in the world¹⁶; According to the Integrated Food Security Phase Classification (IPC) analysis for January-June 2023 close to 26 million people in DRC were experiencing high levels of acute food insecurity (Phase 3 or above), almost

¹¹ <https://freedomhouse.org/country/democratic-republic-congo/freedom-world/2023>

¹² <https://press.un.org/en/2023/sc15334.doc.htm>

¹³ <https://dtm.iom.int/democratic-republic-congo>

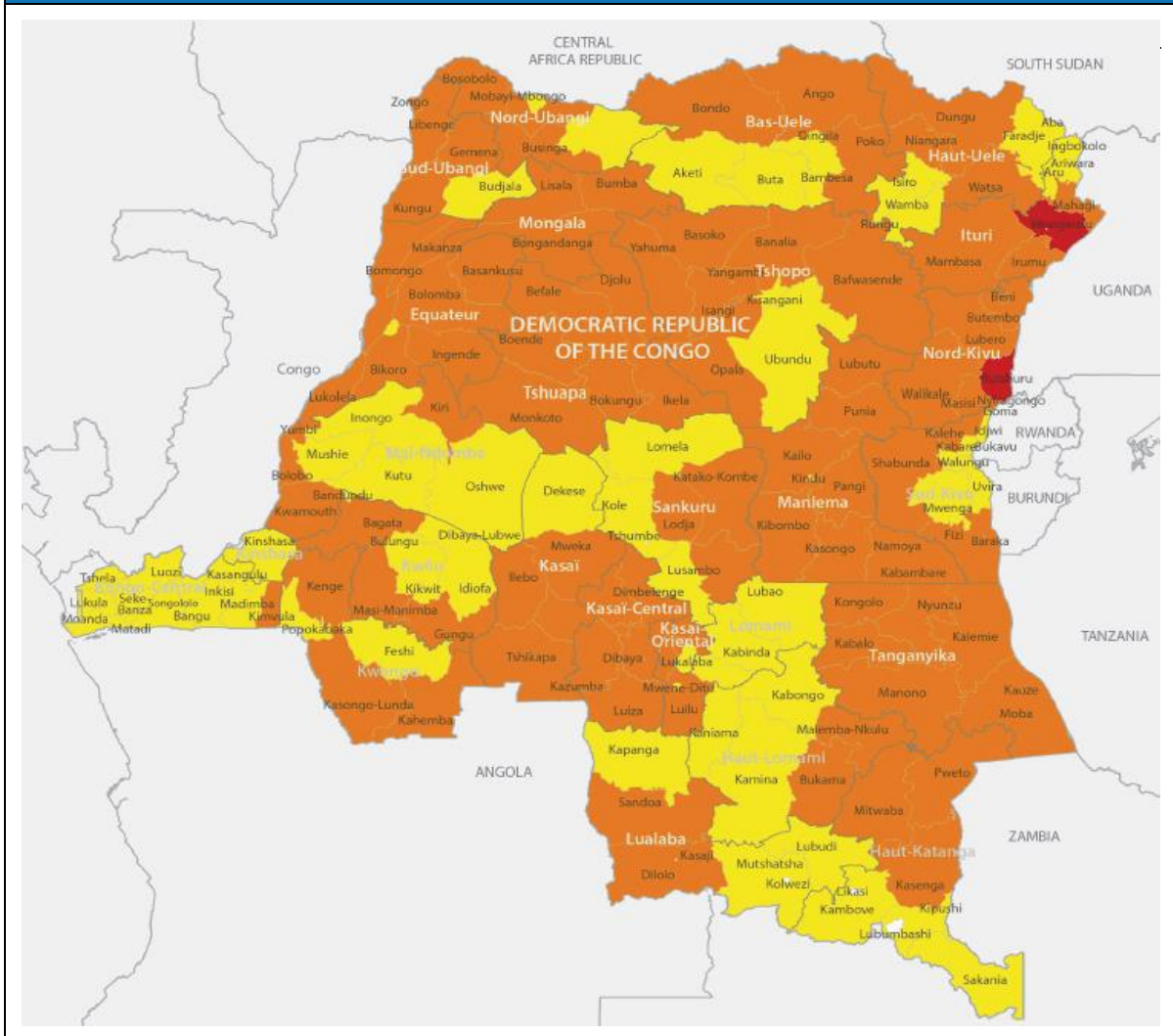
¹⁴ OCHA, 2022

¹⁵ OCHA, 2021. Humanitarian Needs Overview, DRC, 2022

¹⁶ IPC, 2023

unchanged since the start of the current CSP in 2021 (27 million¹⁷). Malnutrition is also widely present in the country with 22 percent of children under 5 suffering from stunting and 6.7 percent of children under five wasted¹⁸. The 2023 Humanitarian Response Plan estimates 6.4 million persons in need of nutrition assistance. North Kivu and Ituri are the provinces with the highest share of the population in phase 4 (emergency), as they are heavily affected by armed conflicts limiting supply of food to markets and affecting agricultural production.¹⁹ Vulnerable people are found particularly under recently displaced populations due to conflict or in areas where the conflict prevents access to agricultural land. In addition, the global food price crisis has contributed to an increasing vulnerability of market-dependent people in urban and peri-urban areas²⁰. Throughout the country, women-headed households are more vulnerable to food and nutrition insecurity.

Figure 2: DRC, IPC acute food insecurity situation (January – June 2023)



Source: [IPC Acute Food Security Analysis, DRC](#)

¹⁷ IPC, 2023 (other analysis periods also available on IPC website)

¹⁸ UNICEF, WHO, The World Bank, Joint child malnutrition estimates — levels and trends, 2021. Accessed on October 2022.

¹⁹ IPC 2023

²⁰ IPC 2023

11. From 1st June – 30th November 2023, against the background of a dramatically worsening outlook, WFP has activated a corporate scale-up response. Funding shortfalls have been adding to the complex challenges, which include escalations of violence between armed groups and large-scale displacement of local populations²¹.

Humanitarian protection, principles and access

12. The DRC population faces multiple protection challenges, due to persistent unrest and conflict²². Recent assessments suggest that 9.8 million people are in need of humanitarian protection for reasons related to gender-based violence, general protection, child protection, demining and housing²³. Moreover, difficulties in accessing persons of concern due to both logistical challenges and security restrictions as well as shrinking humanitarian space due to military operations and attacks on humanitarian actors further limit the reach of service providers²⁴.
13. Eastern DRC remains the area most affected by armed conflict, in particular the provinces of Ituri, South Kivu and North Kivu. The crisis is characterized by communal, inter-ethnic or political violence, high levels of gender-based violence (GBV), and compounded by natural disasters and health emergencies. In the East the food security crises are interlinked with the protection crises. Attacks have led to massive displacement of people both within the country and towards neighboring countries. The most recurrent incidents reported by protection actors are related to violations of the right to property, violations of the right to physical integrity, violations of the right to liberty, and sexual and gender-based violence.

Gender

14. DRC was ranked 151 out of 177 countries in the Gender Inequality Index in 2021²⁵. The persistent conflict and instability in the country continuously fuels gender-based violence and harmful practices. The DRC has a very high incidence of rape, with North and South Kivu being especially affected²⁶. Recent assessments report that 51% of Congolese women experienced lifetime physical and/or sexual intimate partner violence²⁷. Child and forced marriage is also widespread in the country, with a rate of 29% in 2020²⁸.
15. During the conflict in Eastern DRC sexual violence has been used as a weapon of war, with several reports of widespread rape by armed groups, soldiers, and other security officials including humanitarian workers such as UN peacekeepers²⁹.

²¹ WFP Executive Director circular, 31st May 2023.

²² OHCA, Aperçu des besoins humanitaires en RDC, 2022

²³ *ibid.*

²⁴ *ibid.*

²⁵ UNDP, *Human Development Report*, 2021

²⁶ *ibidem*

²⁷ UNWOMEN, *Global Database on Violence against Women*, accessed in October 2022.

²⁸ UNFPA, World Population Dashboard, accessed in October 2022

²⁹ infomigrants.net, accessed October 2023

2. Reasons for the evaluation

2.1. RATIONALE

16. 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”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. 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 November 2025 (EB.2.2025). This particular evaluation will cover the successive emergency response activations in DRC over the period, , and will therefore also be a key learning exercise for the organisation and its revised emergency activation protocol.

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 the DRC and more broadly, its emergency activation protocols; 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. The key stakeholders include the WFP country office, regional bureau for Southern Africa and headquarters technical divisions, as well as affected populations, the WFP Executive Board (EB), the government of DRC, its financial contributors, WFP co-operating partners including local and international non-governmental organizations (NGOs), and the United Nations country team.

19. The CSPE will seek to engage with **affected populations**, including refugees in camps; communities affected by conflict and internally displaced people; communities affected by climatic shocks, including 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 the DRC** and its ministries and local governments are key stakeholders in this evaluation and have interests in WFP programme effectiveness, coherence, results and sustainability. WFP partner ministries include, among others, the Ministry of Planning, the Ministry of Health, the Ministry of Agriculture and the National Institute of Statistics. The latter also cooperates with the CO on studies and periodic food security and nutrition assessments. Based on the 2019 common country analysis (CCA)³⁰, the UN's cooperation framework (UNSDCF) with the DRC government was approved in 2019 for the period of 2020-2024, and the WFP CSP has been aligned accordingly in terms of its timeline and results framework.³¹

21. The evaluation will also seek the views of, and engage with, the main **donors** of the CSP, such as the United States, Germany and the United Kingdom.

³⁰ https://minio.uninfo.org/uninfo-production-main/4d570ae4-736d-4479-bf15-309062ca6d94_CCA2019_RDC_10.11.2019.pdf

³¹ https://minio.uninfo.org/uninfo-production-main/e01c13e1-9323-4b4c-b332-e21191fa89e1_UNSDCF-DRC_2020-2024_version_finale_sign%C3%A9.pdf

3. Subject of the evaluation

22. This evaluation will cover the four full operational years of WFP in the DRC under the ICSP and CSP from 2020 until 2023. In 2020, WFP DRC still implemented its programmes under the interim CSP (2018-2020), which was evaluated in 2019³². The year 2020, which was the first year of the COVID-19 pandemic, was not covered by the previous evaluation and has therefore been included in this evaluation. The CSP and ICSP documents are linked below:

[Approved DRC CSP 2021 - 2024](#)

[Approved DRC ICSP 2018 - 2020](#)

23. This evaluation will cover the CSP and the successive emergency responses in DRC, which was classified as L3 until end of 2021, as corporate attention from Jan 2022 until May 2023, and as corporate scale-up since June 2023.
24. The line of sight of the ICSP was composed of 5 strategic outcomes (crisis response, nutrition, smallholder livelihood productivity and resilience, country capacity strengthening, humanitarian services) and 14 underlying activities. The ICSP was initially approved with a budget of 722 million USD, however, seven budget revisions were required to cope with rising needs, lifting the final budget to 1.671 billion USD, out of which 999 million were resourced and 820 million spent. In the final ICSP year 2020, WFP planned to assist 7,570,644 people and actually reached 6,886,644. Details of the ICSP are in annex 5.
25. The current CSP builds upon the 2019 Zero Hunger Strategic Review (ZHSR)³³, which found that political turbulence, armed conflict and structural economic problems formed obstacles to development in DRC, particularly with regard to food and nutrition security (including host communities, IDPs, returnees and refugees). This had contributed to an imbalanced emphasis in DRC on emergency humanitarian interventions. The chances of DRC meeting SDG 2 targets for the eradication of hunger were considered low at that point: the 2019 common country assessment had forecasted that the country would only be able to achieve one third of its zero hunger targets.
26. Geographical analysis and the ZHSR identified conflict, shocks, climate change, weak infrastructure and inefficient food systems as major factors affecting food security and nutrition across the country. The situation was exacerbated by weak governance and a lack of policy implementation. Inadequate investment in human capital development, including education, could reduce long-term economic prospects and household food security.
27. Approved by WFP Executive Board in November 2020, the 2020-2024 CSP aims to contribute to the Government's national priorities for achieving food and nutrition security, through shifts that include a commitment to translating the triple-nexus approach into stronger partnerships that support peace and development outcomes. Under Strategic Outcome one (SO1), the CSP retained a strong focus on the emergency response, to ensure that the country office could continue to be able to deliver against the growing humanitarian needs, while managing fraud, security, and human resource management risks. Under SO2 and SO3, the country office also implements resilience activities. Under SO4, WFP's delivers common services for the humanitarian community, which continues to rely on WFP for logistics and air transport services. Table 1 provides an overview of the 2021-2024 CSP strategic outcomes and related activities.

³² [Evaluation of the DRC WFP Interim Country Strategic Plan](#)

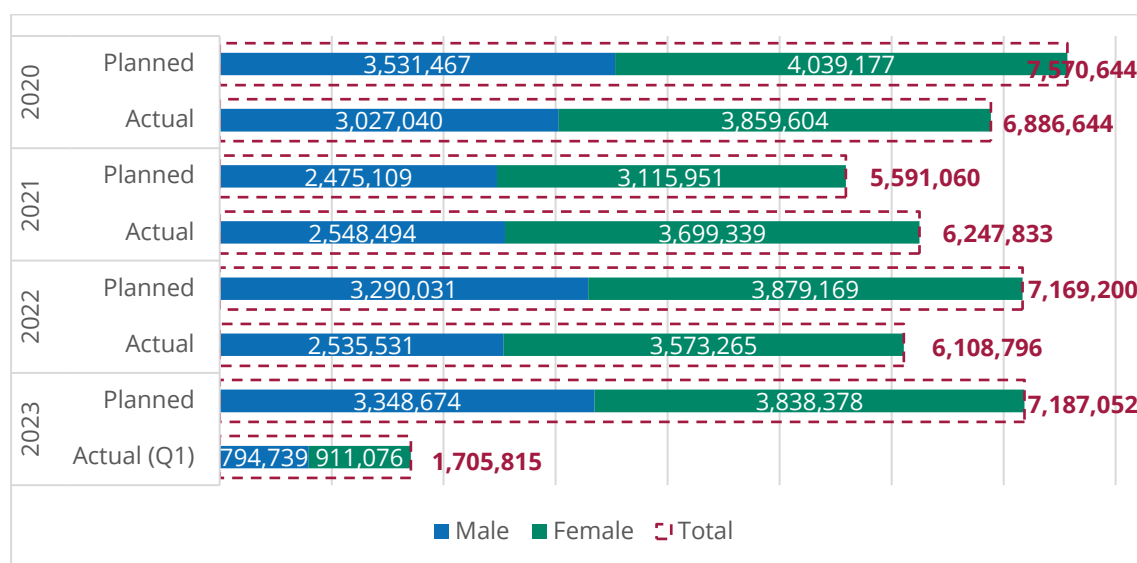
³³ https://docs.wfp.org/api/documents/WFP-0000111398/download/?_ga=2.263777420.1847884631.1688472494-1423734775.1675935636

Table 1: Democratic Republic of Congo CSP (2021 - 2025), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Conflict and crisis-affected men, women, boys, and girls from all ethnic groups are able to meet their food and nutrition requirements throughout the year	Activity 1: Provide gender-equitable and nutrition-sensitive essential needs assistance to conflict- and crisis-affected populations through direct assistance and enhanced inter-agency coordination
	Activity 2: Treat moderate acute malnutrition among conflict- and crisis-affected populations
	Activity 3: Prevent acute malnutrition among conflict- and crisis-affected populations
SO 2: The human capital of conflict affected and/or at-risk populations is equitably and inclusively protected and strengthened by 2024	Activity 4: Provide nutritious school meals to targeted school children and support the implementation of the home-grown school feeding programme
	Activity 5: Support interventions to prevent chronic malnutrition, especially for at-risk people
SO 3: Smallholder farmers and food value chain actors have improved livelihood opportunities, resilience, social cohesion and protection and make progress towards gender equality by 2024	Activity 6: Support smallholder farmers' and value chain actors' equitable access to climate and nutrition-smart livelihood opportunities, services and markets.
SO 4: Humanitarian and development partners have access to reliable air services and improved supply chain and other services during and in the aftermath of conflicts and crises	Activity 7: Provide humanitarian air services to the humanitarian community
	Activity 8: Provide humanitarian platforms (logistics cluster coordination and information services) to the humanitarian community
	Activity 9: Provide on-demand services to humanitarian and development partners

Source: SPA Plus, data extracted on 30/09/2022

28. With reference to beneficiaries, in 2022 WFP CO was able to reach a total of 6.11 million beneficiaries (58% female and 42% male) and in 2021 a total of 6.25 million (59% female and 41% male). Disaggregating by residence status, most beneficiaries were DRC residents in conflict affected areas followed by internally displaced persons, refugees and returnees. The figure below provides an overview on beneficiaries reached.

Figure 3: DRC CSP and last year of ICSP planned vs actual number of beneficiaries by year and gender, 2020-2023,



Source: ACR 2020, 2021, 2022; 2023 (COMET dashboard) data extracted on 07/07/2023

Modality	Male actuals 2020	Female actuals 2020	% on total planned 2020	Male actuals 2021	Female actuals 2021	% on total planned 2021	Male actuals 2022	Female actuals 2022	% on total planned 2022
Food	2,529,417	2,902,877	113%	1,810,577	2,779,719	117%	1,807,780	2,761,854	96%
CBT	767,987	751,095	55%	676,597	786,075	87%	684,794	739,721	59%
Capacity Strengthening	-	-	0 planned	74,195	118,274	0 planned	229,694	965,784	223%

Source: 2020 from COMET report CM-R020, data extracted on 05/09/2023; ACR 2021 and 2022

Note: the same person may benefit from food, CBT and/or capacity strengthening

Financial overview of the CSP

29. The CSP was originally approved at a needs-based cost of USD 1.67 billion with the greatest bulk of resources being allocated to strategic outcome 1, which accounts for 72% of the total needs-based plan. Compared to other focus areas, this underlines a clear focus on crisis response related activities. Additional details on the CSP financial situation are provided in table 3 below. Summary financial data for the ICSP is presented in Table 2, Annex 5.

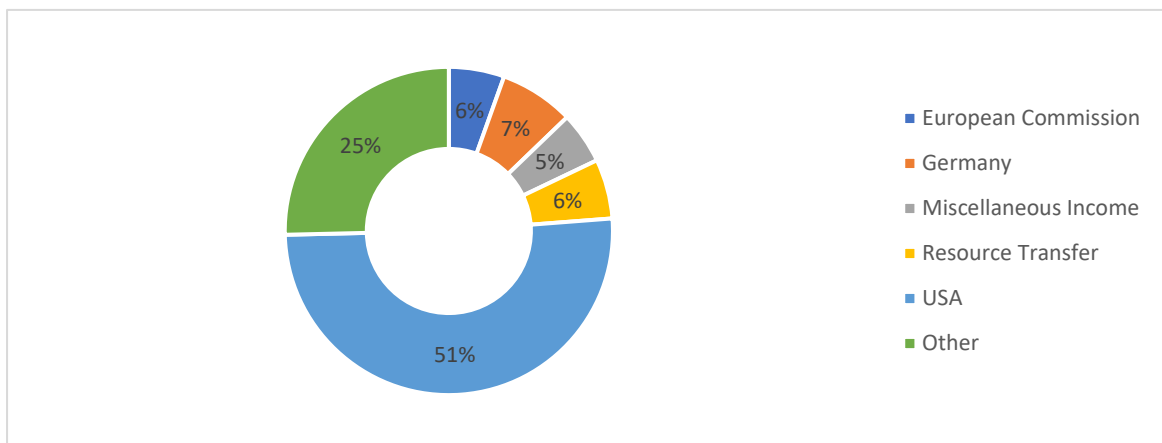
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2021- 2024)	% on total	Current NBP (BR01)	% on total	Allocated resources as of 15.6.23	% on total
Crisis response	SO 1	Act.1	710,762,643	47%	1,252,896,752	60%	688,564,781	67%
		Act.2	162,193,834	11%	186,903,010	9%	85,691,446	8%
		Act. 3	200,514,611	13%	202,256,948	10%	33,796,382	3%

	Sub-total SO1		1,073,471,088	72%	1,642,056,710	78%	808,052,608	79%
Resilience Building	SO 2	Act. 4	88,461,033	6%	91,822,720	4%	29,753,230	3%
		Act. 5	39,930,406	3%	44,991,733	2%	9,323,118	1%
	Sub-total SO2	128,391,439	9%	136,814,453	6%	39,076,347	4%	
	SO 3	Act. 6	121,129,923	8%	148,417,995	7%	67,232,162	7%
	Sub-total SO3	121,129,923	8%	148,417,995	7%	67,232,162	7%	
Crisis response	SO 4	Act. 7	152,765,256	10%	152,765,256	7%	86,565,047	8%
		Act. 8	5,525,241	0%	5,525,241	0%	1,820,715	0%
		Act. 9	19,389,595	1%	19,389,595	1%	16,825,343	2%
	Sub-total SO4	177,680,092	12%	177,680,092	8%	105,211,105	10%	
Non Activity Specific							8,013,260	1%
Total operational costs			1,500,672,542	100%	2,104,969,250	100%	1,027,585,482	100%
Direct Support Costs			72,533,855		91,341,626		50,960,608	
Indirect support costs			100,560,313		141,355,101		59,911,926	
Grand total cost			1,673,766,710		2,337,665,977		1,146,471,277	

Source: EV_CPB Resources Overview report data as at 15/06/2023

30. Considering the deterioration of the security situation in conflicted affected areas and the increasing levels of food insecurity in the country, the Country Office submitted a budget revision (BR 1), in August 2022. This revision aimed to increase the number of conflict and crises-affected beneficiaries under strategic outcome 1 and to introduce changes from transfer modality to cash-based transfers as well as a change in ration size to support asset creation and livelihoods under strategic outcome 3. A second budget revision will be approved in Q4 of 2023, and will address increasing needs as part of the corporate scale up. The same BR will include the extension of the CSP until 2025.
31. With reference to the CSP focus areas, table 3 shows that the bulk of confirmed contributions is allocated to the crisis response focus area (89%) followed by resilience building (10%) and the rest unspecified (1%).
32. As of June 2023, the CSP was funded at 50% at 2.5 out of 4 years of implementation, with the main funding sources coming from the United States of America (51%) followed by Germany (7%), and other bilateral and multilateral donors (25%), while internal resource transfers³⁴ contributed to 6% (See figure 7 below). The United Kingdom was an important donor of the ICSP (See figure 2 in Annex 5).

Figure 7: DRC CSP 2021 – 2025: Overview of the main funding sources



Source: Factory, Resource Situation, data extracted 06/06/2023

³⁴ Internal resource transfers mostly constitute unspent resources received under the previous ICSP.

Staffing and institutional arrangements

33. The WFP Country Office in DRC is located in the capital Kinshasa and oversees 15 sub offices across the country³⁵. As of June 2023, the Country Office employs a total of 705 staff, 275 female and 430 male.

Past and ongoing evaluations, reviews and audits

34. The ICSP largely continued WFP's previous portfolio of operations, serving as an interim strategic vehicle pending the development of the current CSP. According to the CSP document, it builds upon the recommendations stated in the Evaluation of the WFP DRC Interim Country Strategic Plan (2018-2020) covering WFP strategy and interventions in DRC between 2017 and 2019.³⁶

35. The country office has conducted its CSP mid-term review in 2023 and this document will be made available to the evaluation team. In addition, the country office has commissioned an evaluation on its programme to strengthen socio-economic resilience, the results of which will be available during the inception phase of this CSP evaluation. Finally, the country office has started an impact evaluation on different targeting strategies that are commonly used in DRC. Two out of three rounds of data collection have been completed for this study.

36. The DRC country office has undergone an internal audit in 2023, focusing on governance, beneficiary management, CBT, supply chain, monitoring, community feedback mechanisms, and NGO management. The Office of Internal Audit reached an overall conclusion of "major improvements needed".

³⁵ See WFP [DRC Annual Country Report 2022](#)

³⁶ [Evaluation of Democratic Republic of the Congo WFP Interim Country Strategic Plan 2018-2020 | World Food Programme](#)

4. Evaluation scope, criteria and questions

37. The unit of analysis of this evaluation is the last year (2020) of the Interim Country Strategic Plan (2018 - 2020),³⁷ and the country strategic plan 2021-2025³⁸, understood as the set of strategic outcomes, outputs, activities, and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions. The reasons 2020 is included are that it allows for an assessment of the CO's response to COVID-19 and an analysis of the shift between the ICSP and CSP.
38. This evaluation follows up on the evaluation of the interim country strategic plan conducted ahead of the design of the current CSP. The evaluation will focus on assessing progress towards the 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 the complex, dynamic contexts of DRC, particularly as relates to relations with the national government, and the international community.
39. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the multiple crises that affected DRC over the period 2020-current, with particular attention to the COVID-19 response and the emergency response in Eastern DRC. In doing so, it will also consider how corporate emergency activations (L3, corporate attention, corporate scale-up) and budget revisions and adaptations of WFP interventions in response to the crises have affected other interventions planned under the country strategic plans.
40. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, effectiveness, coherence, efficiency and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.
41. The evaluation will address four main questions common to all WFP CSPEs. Evaluation sub-questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context. The evaluation sub-questions have been adapted to reflect the emphasis of this evaluation on the emergency response in DRC.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

1.1	To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence on the food security and nutrition situation in the country?
1.2	To what extent is the CSP aligned to national priorities, the wider UN cooperation framework, humanitarian response plans (HRPs) and the SDGs?
1.3	To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?
1.4	To what extent has WFP's strategic positioning and prioritization remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs, and available resources? – in particular in response to consecutive crises in DRC?

³⁷ The ICSP evaluation took place in 2019 and therefore omitted the final year of the ICSP in its analysis. Hence, the year 2020 will be included as part of the scope of this CSPE.

³⁸ The approved CSP's duration is 2021-2024. A budget revision proposing the extension until end of 2025 is slated to be approved in 2024.

EQ2 – What is the extent and quality of WFP’s specific contribution to country strategic plan strategic outcomes and the UNSDCF in the DRC?	
2.1	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?
2.2	To what extent were planned outcome targets achieved and what were WFP’s contributions to the expected outcomes of the ICSP, CSP, UNSDCF and HRPs? Were there any unintended outcomes, positive or negative?
2.3	To what extent did WFP contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, climate change and other issues as relevant) and adhere to humanitarian principles?
2.4	To what extent are achievements under the CSP likely to be sustainable, from a financial, social, institutional and environmental perspective?
2.5	To what extent did the CSP facilitate linkages between humanitarian action, development cooperation and contributions to peace and was the implementation of the CSP conflict sensitive?
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 were outputs delivered within the intended timeframe?
3.2	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.3	To what extent and in what ways did the CO reprioritize its interventions to optimize limited resources and ensure continued relevance and effectiveness in view of eventual funding gaps?
3.4	How did WFP manage risks to operations?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	How well did WFP leverage strategic and operational partnerships and collaboration with other actors to enhance its contribution to strategic objectives and cross-cutting aims?
4.3	How adequate were regional bureau and headquarters guidance and structures to support the country office in managing the consecutive emergency responses in DRC?
4.4	<p>What roles have the following factors played in WFP performance:</p> <ul style="list-style-type: none"> - Use of monitoring and reporting systems for decision making - WFP’s capacity and efforts to negotiate humanitarian access - Programme integration at design and during implementation - Innovation in CSP design and implementation - Human Resources capacity and structure - Any other internal or external factors

42. 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 could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
43. At this ToR stage, the following potential themes have been tentatively identified based on desk review and a discussion with the country office. They will be further elaborated during the inception phase in consultation with the country office and regional bureau:
 - Challenges and best practices with emergency programming considering resource constraints, particularly on the trade-offs between assistance duration, target numbers and entitlement packages and WFP's role as a service provider/'enabler' to the humanitarian system.
 - Linkages between emergency response and resilience portfolio, considering activity integration, partnerships for implementing the nexus and opportunities for expansion of the changing lives agenda in DRC
 - Lessons learned from capacity strengthening efforts as a modality under each SO and opportunities for strategic positioning of WFP with the government of DRC.
 - As part of the analysis of protection-related sub-questions (EQ 2.3), the risk for gender-based violence (GBV) and its connection to transfer modalities in place.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

44. 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).
45. 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 the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. 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.
46. The CSPE will use a **theory-based approach**. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC, which should encompass the period 2020-2023, including the emergency activations and responses in DRC, will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
47. 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 implicit in the CSP and the precursor ICSP, 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 such as the escalation of conflict and/or interventions by other humanitarian or development actors. On this basis, the evaluation will then assess the contributions WFP has made 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. All these aspects will need to be included in the evaluation matrix (see below).

48. The CSPE will adopt a **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 will also help capture any unintended outcomes of WFP operations, negative or positive. Data will 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 and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
49. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these ToR and informed by a thorough evaluability assessment. Evaluation firms are encouraged to propose realistic, and where feasible innovative data collection and analysis methods in their proposal. The main data collection mission will take approximately three weeks, within which it is expected that the team will visit at least seven sub-offices within DRC.
50. A key annex to the inception report will be an **evaluation matrix** that spells out for each evaluation sub-question the relevant lines of inquiry and indicators, 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.
51. The methodology should aim at data disaggregation by sex, age, disability status³⁹, 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.
52. This evaluation will be carried out in a **gender and inclusion-responsive** manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups. The evaluation team is expected to provide strong expertise on evaluating the adequacy and effectiveness of WFP's approach to addressing gender inequality and GBV in its programmes. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis and make reference to the country office's extensive analysis on this topic. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

5.2. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. It necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation;; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges

³⁹ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

53. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation. At this stage of TOR preparation the following potential evaluability challenges have been identified:
- The emergency context and fluid security situation may have implications on the areas to be covered during the field missions, and it may also affect relevant stakeholders' availability.
 - With reference to the timing of data collection, the CSPE will cover only the first 3 years of the CSP which will last until 2024, hence it will not provide a full picture of WFP performance over the whole CSP period. As the CSPE will include the year 2020, under the previous ICSP, the evaluation will be able to consider 4 years of data which is considered sufficient to identify medium-term trends in the data.
 - The current CSP logframe has 23 outcome indicators, 10 cross-cutting indicators and 70 output indicators⁴⁰. Annex 1: tables, shows that some of the indicators mentioned in the logframe are not systematically reported in the Annual Country Report, and this may create challenges for trends and comparability analysis. At the same time, the indicators are reported with a detailed level of disaggregation, by gender, modality, location and beneficiary type which can provide to the team a good basis to analyse monitoring data and yearly results.
 - Against the background of repeated disruptions to the country office and field offices in the form of multiple emergencies, it may be difficult to assess the internal logic of the CSP and WFP's ability to stay on track to implement its non-emergency portfolio.
54. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.
55. There is a lot of secondary evidence on which this CSPE can build on. First, the recently conducted evaluation of the ICSP⁴¹ can be used as a source for this CSPE to assess (i) which strategic changes have occurred since 2020 (ii) how the recommendations of the evaluation have contributed to the design and implementation of the current CSP (iii) how the conclusions and recommendations have been used by the country office. Second, a recently published decentralized evaluation provides evidence on the effectiveness of WFP's emergency school feeding programs in DRC⁴² over the period 2015 – 2019. Third, the DRC country office is currently engaged in the preparatory phase of a joint decentralised evaluation on the resilience programme in the eastern DRC. This evaluation is scheduled to take place in the second half of 2023 and results are expected in Q1 of 2024. Fourth, as of Q3 the country office is finalising the mandatory CSP mid-term review, which will also be available as a resource document in this evaluation. Finally, the WFP Office for Internal Oversight has completed an operational audit of the DRC country office in the first half of 2023, the results of which may also be built upon for the evaluation report.
56. National data and documents may also be available to the evaluation team to enrich the analysis, if reliable. This includes a zero-hunger strategic review that the Government of DRC conducted in 2019 with the support of WFP. In addition, the National Institute of Statistics has recently completed an evaluation on food security in emergency and conflict affected areas⁴³ with the support of USAID and WFP. The latter provides evidence on food security in the country as well as an overview of how WFP

⁴⁰ COMET report CM-L010, extracted on June 2023. Figures were calculated by counting the number of indicators that appeared in the logframe at indicator level regardless of the levels of disaggregation; also, an indicator was counted as being reported on in the ACR if it had any values reported – regardless of levels of disaggregation.

⁴¹ WFP, OEV, *Evaluation of Democratic Republic of the Congo WFP Interim Country Strategic Plan 2018-2020*, 2020.

⁴² WFP, *Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015-2019)*, 2022.

⁴³ Institut de la Statistique de RDC, *Évaluation approfondie de la sécurité alimentaire en situation d'urgence dans les provinces du TANGANYIKA, LUALABA, HAUT-LOMAMI ET DU HAUT-KATANGA*, 2022.

integrates with external partners in the national context. Finally, in 2020 the DRC submitted a Voluntary National Review, which provides information on the overall national progress towards the SDGs⁴⁴.

5.3. ETHICAL CONSIDERATIONS

57. 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 ethics 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.
58. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the DRC CSP, nor have any other potential or perceived conflicts of interest. 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.
59. 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.⁴⁵
60. 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 WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.
- 61.

5.4. QUALITY ASSURANCE

62. 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.
63. 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 prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and important meetings with the

⁴⁴ République Démocratique du Congo, Ministère du Plan, *Rapport D'examen National Volontaire des Objectifs de Développement Durable*, 2020.

⁴⁵ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

64. The Office of Evaluation will conduct its own quality assurance at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. 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 between the QA1 and QA2 is deemed acceptable.
65. 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

66. 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.

Main phases	Timeline	Tasks and deliverables
1.Preparation	July-November 2023	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	January-April 2024	HQ briefing Inception mission Inception report
3. Data collection	May-June 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	June-October 2024	Report drafting Comments process Stakeholder workshop Final evaluation report
5. Dissemination	December 2024 January- November 2025	Summary evaluation report validated by Team Leader Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

67. The CSPE will be conducted by a gender balanced team of up to 7 consultants (including a research analyst) combining relevant country experience and technical expertise. The selected evaluation firm is responsible for proposing a mix of international and national evaluators with multi-lingual language skills (French, English and national/local languages) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in French. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian crises and development contexts and knowledge of WFP food and technical assistance modalities.

Table 5: 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 deliver on time • Strong presentation skills and excellent writing skills in French • 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, strong ability to navigate political sensitivities, prior experience in DRC or similar contexts highly preferred • In-depth knowledge of the broader humanitarian system is essential; prior experience working with WFP is preferred
Thematic expertise	<ul style="list-style-type: none"> • Nutrition • School Meals • Humanitarian Supply Chain Management, Transfer Modalities and Service Provision • Forced Displacement • Humanitarian access • Humanitarian-Development-Peace Nexus, Conflict Sensitivity Analysis • Humanitarian policy environment (e.g. AAP, Grand Bargain, Humanitarian standards and principles, etc) • Qualitative data analysis (e.g. QCA, Sensemaker, etc) • Gender equality and empowerment of women • Capacity Development in fragile Contexts • Food Systems and Smallholder Support
Research Assistance	<p>Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</p>
Quality assurance and editorial expertise	<ul style="list-style-type: none"> • Experience in evaluations in humanitarian and development operations • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries)

Areas of CSPE	Expertise required
	<ul style="list-style-type: none"> • Experience in quality assurance of written technical reports and briefs

6.3. ROLES AND RESPONSIBILITIES

68. This evaluation is managed by the WFP Office of Evaluation. Christoph Waldmeier has been appointed as evaluation manager (EM) and Aboh Anyangwe has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the internal reference group (see below); organizing the team briefings and the in-country stakeholder workshop; 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 second-level quality assurance. The Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2025.
69. 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 DRC; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. A WFP country office focal point will be nominated 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

70. 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 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 & SSAFE) and attending in-country 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.

71. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

72. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 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

73. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., COVID-19 restrictions or flare-up of civil unrest / conflict.

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

75. All team members must be proficient in spoken French to conduct this evaluation. Preferably, all evaluation products will be written in French and translated to English by the firm. While we do not discourage proposals with team members, who will draft the report in English, full French drafting skills will be considered a distinct advantage in the selection process. All evaluation products will be translated accordingly by the firm.

76. 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.

77. 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 selected team members.

Annex 1: Overview of Performance Data Availability

Table 1: Country Strategic Plan DRC 2021 – 2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 [Dec 2019]	Total nr. of indicators	22	9	62
v 2.0 [Aug 2022]	New indicators	1	1	46
	Discontinued indicators	0	0	36
	Total nr. of indicators	23	10	70
v 3.0 [Mar 2023]	New indicators	0	0	9
	Discontinued indicators	0	0	9
	Total nr. of indicators	23	10	70
Total nr. of indicators that appear across all versions of the logframe:		22	9	22

Source: COMET report CM-L010, data extracted on 26/06/2023

Table 2: Analysis of results reporting in DRC annual country reports [2021-2022]			
		2021	2022
Outcome indicators			
Total number of indicators in applicable logframe		23	23
Baselines	Nr. of indicators with any baselines reported	20	20
Year-end targets	Nr. of indicators with any year-end targets reported	20	20
CSP-end targets	Nr. of indicators with any CSP-end targets reported	20	20
Follow-up	Nr. of indicators with any follow-up values reported	20	20
Cross-cutting indicators			
Total number of indicators in applicable logframe		10	10
Baselines	Nr. of indicators with any baselines reported	6	6
Year-end targets	Nr. of indicators with any year-end targets reported	6	6

CSP-end targets	Nr. of indicators with any CSP-end targets reported	6	6
Follow-up	Nr. of indicators with any follow-up values reported	6	6
Output indicators			
Total number of indicators in applicable logframe		70	70
Targets	Nr. of indicators with any targets reported	44	39
Actual values	Nr. of indicators with any actual values reported	44	39

Source: ACRs 2021 – 2022

Annex 2: List of relevant Previous Evaluations and Audits

Centralized Evaluations

- 2022-05 Synthesis Evaluation: Evaluation Series on Emergency School Feeding in the DRC, Lebanon, Niger, and Syria (2015-2019)
- 2022-01 Evaluation of the WFP response to the COVID-19 Pandemic
- 2022-01 Strategic Evaluation of WFP's Use of Technology in Constrained Environments
- 2018-05 Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts
- 2018-05 Evaluation of the WFP Humanitarian Protection Policy
- 2020-10 Evaluation of the DRC Interim Country Strategic Plan (2018-2020)
- 2014-10 DRC Country Portfolio Evaluation (2009-2013)

Decentralized Evaluations

- 2022-03 Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme (2017-2022)
- 2020-10 Evaluation Series on Emergency School Feeding in the DRC, Lebanon, Niger, and Syria (2015 – 2019)

Other Evaluations

- 2022 Inter-Agency Humanitarian Evaluation of the COVID-19 Humanitarian Response

Audits

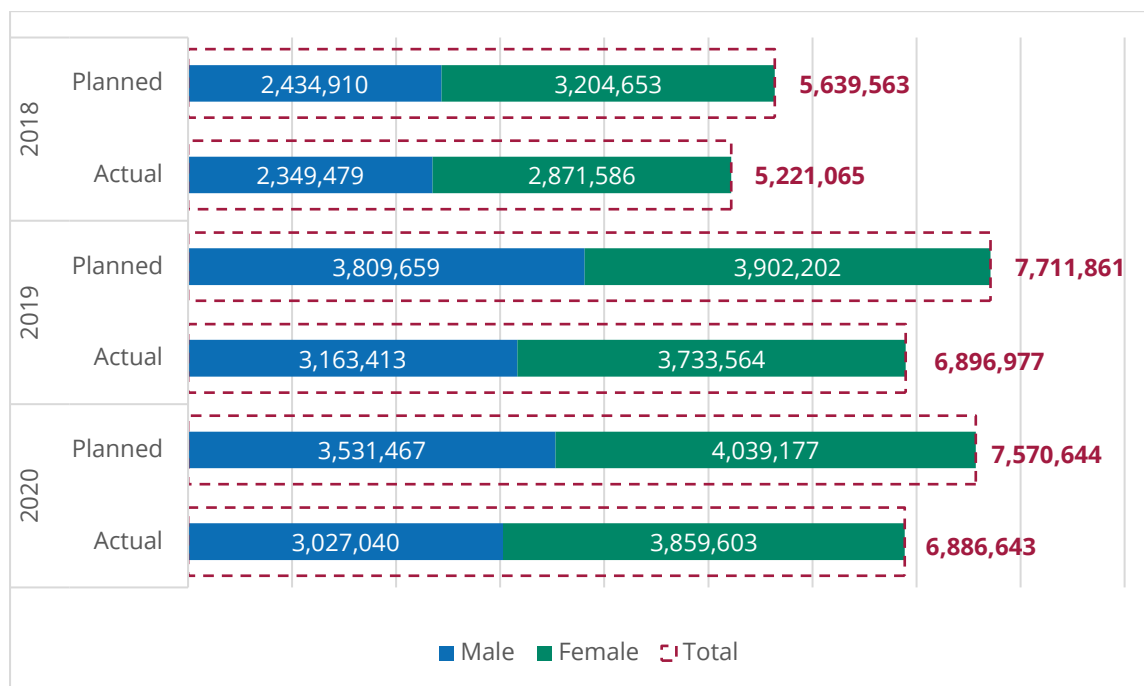
- 2020-06 Internal Audit of WFP Operations in the DRC
- 2023-05 Internal Audit of WFP Operations in the DRC

Annex 3: DRC ICSP 2018 – 2020

Table 1: Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Targeted food insecure populations affected by shocks in DRC are able to meet their basic food requirements in times of crisis	Activity 1: Provide food assistance to conflict affected populations
	Activity 2: Treat moderate acute malnutrition among conflict- and crisis-affected populations
SO 2: Food insecure and vulnerable populations in conflict affected areas have improved nutritional status in line with national protocols by 2020	Activity 3: Treat moderate acute malnutrition among vulnerable people including children 6-59 months, PLW/G and ART/TB- DOTS clients
	Activity 4: Prevent acute malnutrition among vulnerable groups including children 6-23 months and PLW/G
	Activity 5: Prevent chronic malnutrition among vulnerable groups including children 6-23 months and PLW/G
SO 3: Smallholder farmers and vulnerable communities in targeted and crisis prone areas, especially in Eastern DRC, increase their productive livelihoods and improve their food security and resilience by 2020	Activity 6: Provide capacity strengthening to smallholder farmers
	Activity 7: Provide productive assets to smallholder farmers and food-insecure communities
SO 4: National institutions in the DRC have strengthened capacity to reduce food insecurity and malnutrition and respond to shocks by 2020	Activity 8: Provide capacity strengthening to the Government of the DRC on social protection, nutrition, food security and emergency preparedness/DRR
	Activity 9: Provide evidence-based analysis to relevant national institutions
SO 5: The humanitarian community in the DRC have the capacity to effectively respond to shocks through strategic partnerships by 2020	Activity 10: Provide Humanitarian Platform(s) to the humanitarian community in DRC
	Activity 11: Provide Humanitarian Air Services (UNHAS) to the humanitarian community in DRC
	Activity 12: Provide Humanitarian platforms (Supply Chain services) to the humanitarian community in DRC
	Activity 13: Provide Humanitarian platforms (Emergency Telecommunications Cluster Services) to the humanitarian
	Activity 14: Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects

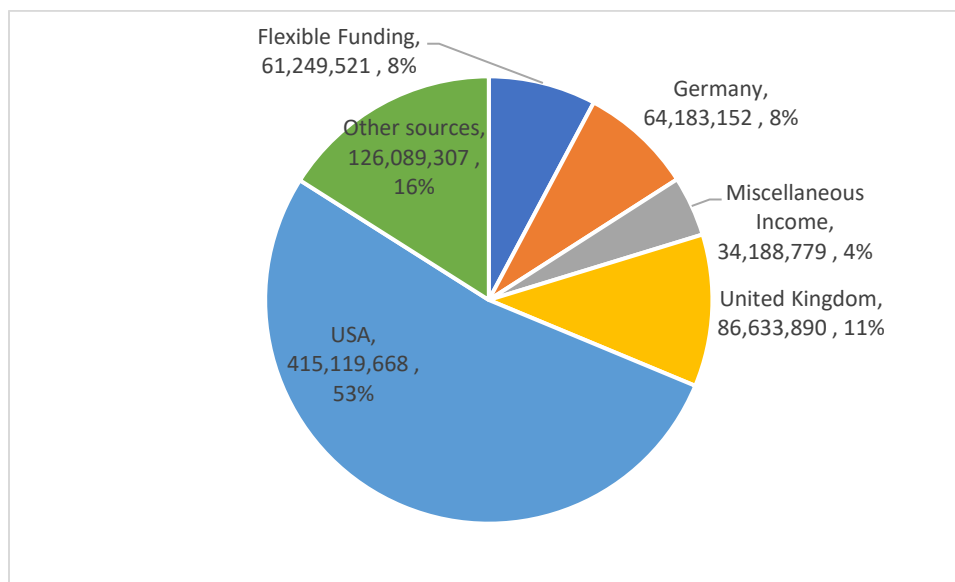
Source: SPA plus, data extracted on 31/07/2023

Figure 1: DRC ICSP planned vs actual number of beneficiaries by year and gender, 2018-2020



Source: ACR 2018 – 2020

Figure 2: DRC ICSP 2018 – 2020: Overview of the main funding sources



Source: WFP operations database, ICSP resource situation, data extracted 01/08/2023

Table 2: ICSP cumulative financial overview (figures in USD)										
Focus Area	Strategic Outcome	Activity	NBP as per original ICSP (2018 - 2020)	% on total	NBP as per last BR (BR07)	% on total	Allocated resources	Resourcing Level	Expenditure	% expenditure on allocated resources
Crisis response	SO 1	Act.1	419,190,331	66%	952,134,274	62%	538,789,882	60%	475,090,415	88%
		Act.2	3,184,083	1%	47,082,676	3%	52,022,667	6%	30,278,299	58%
	Sub-total SO1		422,374,414	66%	999,216,950	65%	590,812,549	66%	505,368,714	86%
	SO 2	Act.3	28,301,339	4%	91,565,319	6%	80,985,047	9%	57,029,908	70%
		Act. 4	14,550,750	2%	174,907,731	11%	54,414,009	6%	42,879,821	79%
		Act. 5	4,345,521	1%	24,811,415	2%	1,810,710	0%	1,163,627	64%
	Non-activity specific		-	0%	-	0%	6,967	0%	-	0%
Sub-total SO2		47,197,611	7%	291,284,464	19%	137,216,733	15%	101,073,356	74%	
Resilience Building	SO 3	Act. 6	16,424,257	3%	17,541,961	1%	27,581,735	3%	18,874,308	68%
		Act. 7	40,551,999	6%	73,659,032	5%	15,991,674	2%	5,818,106	36%
	Non-activity specific		-	0%	-	0%	1,386,532	0%	-	0%
	Sub-total SO3		56,976,256	9%	91,200,993	6%	44,959,941	5%	24,692,414	55%
	SO 4	Act. 8	2,292,480	0%	5,382,337	0%	2,302,690	0%	2,167,348	94%
Act. 9		3,406,091	1%	3,544,152	0%	4,701,593	1%	3,496,266	74%	
Sub-total SO4		5,698,571	1%	8,926,489	1%	7,004,283	1%	5,663,614	81%	
Crisis response	SO 5	Act. 10	18,832,016	3%	6,798,198	0%	8,282,756	1%	5,090,440	61%
		Act. 11	85,226,729	13%	103,716,937	7%	96,511,835	11%	86,914,874	90%
		Act. 12	-	0%	17,595,280	1%	5,577,557	1%	4,320,122	77%
		Act. 13	-	0%	824,263	0%	-	0%	-	0%
	Act. 14	-	0%	6,694,013	0%	5,896,746	1%	1,499,500	25%	
Sub-total SO5		104,058,746	16%	135,628,692	9%	116,268,894	13%	97,824,936	84%	
Non SO Specific		-	0%	-	0%	12,264,329	0%	-	0%	
Total operational costs			636,305,597	100%	1,526,257,588	100%	896,262,400	100%	734,623,034	82%
Direct Support Costs			39,065,062		44,172,342		35,848,771		31,325,759	87%
Indirect support costs			47,275,946		100,900,907		54,684,370		54,684,370	100%
Grand total cost			722,646,605		1,671,330,836		999,059,870		820,633,163	82%

Source: ICSP ACR 2020

Annex 4: Acronyms

ACR	Annual Country Report
ASVI	Associazione per lo sviluppo del volontariato internazionale
BR	Budget Revision
CBT	Cash Based transfers
CO	Country Office
CS	Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DRC	Democratic Republic of Congo
EB	Executive Board
EM	Evaluation Manager
ET	Evaluation Team
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GDP	Gross Domestic Product
ICSP	Interim Country Strategic Plan
ICSPE	Interim Country Strategic Plan Evaluation
IPC	Integrated Food Security Classification Phase
MONUSCO	Mission of the United States for the Stabilization of Congo
MSF	Medecins sans frontieres
NBP	Needs Based Plan
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Overall Development Assistance
OECD - DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
OEV	Office of Evaluation

PHQA	Post Hoc Quality Assessment
QA2	Quality Assurance Reviewer
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SO	Strategic Outcome
ToR	Terms of References
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNSDCF	United Nations Cooperation Framework for Sustainable Development
UNWOMEN	United Nations Entity for Gender Equality and Women Empowerment
USAID	United States Aid Development Agency
USD	United States Dollars
WFP	World Food Program
WHO	World Health Organization

Office of Evaluation

World Food Programme

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