

Evaluation of DR Congo WFP Country Strategic Plan 2021-2024

Summary Terms of Reference

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

Subject and focus of the evaluation

This evaluation will cover the current Democratic Republic of Congo CSP (2021-2024) as well as the final year (2020) of the previous interim CSP. The DRC CSP 2021-2024 builds on the 2019 DRC Zero Hunger Review and succeeds the interim CSP, which has been evaluated in 2019.

In its first strategic outcome, it focuses on crisis response to recurrent food and nutrition emergencies in DRC, which are due to conflict, climate change, weak infrastructure, and inefficient food systems. The other strategic outcomes position WFP to contribute to improved nutrition, resilience of smallholder farmers, government capacities, and service provision to the humanitarian community.

As per the last budget revision, the CSP has a total budget of USD 2.338 billion, of which approximately 50 percent has been funded as of June 2023. 79 percent of the resources have been allocated to the crisis response focus area of the CSP, and 10 percent each to the resilience and service provision pillars.

The CSP aims at reaching over 7 million beneficiaries each year, and the country office has reported having reached between 6.2 and 7.2 million beneficiaries annually since 2020.

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

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

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

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

The evaluation report will be presented at the Executive Board session in November 2025.

Key evaluation questions

The evaluation will address the following four key questions:

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

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance to the needs of the most vulnerable; the extent to which the CSP is aligned to national priorities and plans as well as the UN cooperation framework and SDGs; the extent to which the CSP design is internally coherent and based on a clear theory of change; and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs and available resources, in particular in response to the consecutive crises in DRC.

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

The evaluation will assess to what extent the depth and breadth of coverage ensured that the most vulnerable benefited from the programme, to what extent planned outcome targets were achieved, and what WFP's contributions were to these outcomes, including unintended outcomes. The evaluation will further analyse WFP's achievement of cross-cutting aims (adherence to humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, and others) and analyze to what extent CSP achievements are likely to be sustainable from a financial, social, institutional, and environmental perspective. Finally, the evaluation will assess whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work, and whether the implementation of the CSP was conflict sensitive.



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QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe, if activities were cost-efficient in their delivery, in what ways the country office reprioritized its interventions to optimize limited resources and ensure continued relevance and effectiveness in view of funding gaps, and how WFP managed risks to its operations.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP? The evaluation will assess the extent to which WFP has been able to mobilize adequate, timely, predictable and flexible resources; how well WFP leveraged strategic and operational partnerships to enhance its contributions; how adequate regional bureau and headquarters supported the country office in managing the consecutive emergency responses in DRC; and what roles other factors played, such as the M&E and reporting system, WFP's access negotiation capacity and efforts, programme integration, innovation, human resource capacity.

Several key themes of interest will be identified and integrated in the evaluation matrix during the inception phase. At this stage the following themes have been identified:

- Challenges and best practices with emergency programming considering resource constraints.
- Linkages between the emergency and the resilience portfolio
- Lessons learned from capacity strengthening as a modality under each strategic outcome.
- Risks for gender-based violence and connections to transfer modalities.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan 2021-2024 as well as the implementation year 2020 under the previous interim Country Strategic Plan, to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place. The evaluation covers all WFP activities (including cross-cutting results) from 2020 until 2023.

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

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the DRC CSPE (i.e. humanitarian assistance and policy, nutrition, school meals, supply chain management, displacement, resilience, gender equality and women's empowerment, capacity development and food systems).

EVALUATION MANAGEMENT: The evaluation will be managed by Christoph Waldmeier, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Aboh Anyangwe will be the OEV research analyst for this evaluation and second level quality assurance will be provided by Michael Carbon, Senior Evaluation Officer. The Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

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

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

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau, and Headquarters during a debriefing session at the end of the data collection phase. A country stakeholder workshop will be held in October 2024 to ensure a transparent evaluation process, promote ownership of the findings and preliminary recommendations by country stakeholders and inform the new CSP design process.

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

Timing and key milestones

Inception Phase: January-April 2024

Data collection: May-June 2024

Remote Debriefing: June 2024

Reports: July-October 2024

Stakeholder Workshop: October 2024

Executive Board Presentation: November 2025