

Thematic Evaluation of World Food Programme's support to Government of Kenya Priorities and Investments from 2018 to 2025



Decentralized Evaluation
Terms of Reference

WFP Kenya Country Office

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1. Introduction

1. These Terms of Reference (ToRs) are prepared by the World Food Programme (WFP) Kenya Country Office, based on an initial review of project documents and consultations with stakeholders. The purpose of these ToRs is to provide key information to stakeholders about the evaluation, guide the evaluation team, and specify expectations during the different evaluation phases.

2. This is a thematic evaluation, commissioned by WFP Kenya Country Office. The evaluation will examine how WFP has supported Government of Kenya priorities and investments and what impacts (results/effects) have these investments had at policy and systems level and for the targeted communities. Further, the evaluation will assess how WFP has attracted private sector investments and advice where WFP should focus its support to Government priorities and investments going forward. The evaluation will cover the period of the first generation CSP (2018-2023) through to the second generation CSP that is currently in progress (2023-2027). The final report is expected to be delivered by the Evaluation Team (ET) in November 2026 and publicly shared along with WFP Kenya CO's management response in December 2026.

3. This evaluation will assess WFP Kenya's strategic support to national and sub-national government priorities across the 2018–2023 and 2023–2027 Country Strategic Plan (CSP) cycles, reflecting the shift from direct assistance to strengthening national systems, resilience, and long-term food security. The Terms of Reference seek a firm to conduct the Thematic Evaluation of WFP's Support to Government of Kenya Priorities and Investments, 2018–2025. Findings will guide investment focus in the next CSP, aligned with government priorities. One anticipated shift is mobilizing large-scale financing through mechanisms such as debt conversion, private sector engagement, and IFI investments. Evidence will be shared with partners, donors, and stakeholders to inform collective action.

2. Reasons for the evaluation

2.1 Rationale

4. The evaluation is being commissioned to provide critical evaluative evidence to Kenya Country Office required for the development of the next Country Strategic Plan (CSP) 2027–2031. Given that a CSP Evaluation (CSPE) is not scheduled for the current Kenya CSP cycle due to its recent CSPE conducted in 2022, this decentralized evaluation is essential to meet corporate coverage norms and address critical evidence gaps.

s. Existing studies and assessments such as Annual Outcome Monitoring, the CSP Mid-Term Review, and regional/global case studies, have generated valuable pool of evidence. This evaluation will add to this pool critical evidence on WFP’s support to government priorities and investments going forward. The findings will also shape partnership strategies, enabling WFP to strengthen its convening role and leverage co-investment opportunities with government, private sector, and international financial institutions.

5. The evaluation will serve as a strategic decision-making tool for the Kenya Country Office. Its findings will directly inform the design of the 2027–2031 Country Strategic Plan, guiding choices on where WFP’s investment in support of Government of Kenya priorities should be focused to achieve scale and impact. The findings will also shape partnership strategies, enabling WFP to strengthen its convening role and leverage co-investment opportunities with government, private sector, and international financial institutions

2.2 Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of **accountability** and **learning**, with a strong emphasis on strategic learning to inform the design of the next Kenya CSP for 2027–2031.

- **Accountability:** The evaluation will assess and report on how WFP has supported Government priorities and investments over the years. It will examine the visibility, relevance, and effectiveness of this support for national and sub-national development priorities, including its role in catalysing partnerships, unlocking resources, and supporting systems-level change.
- **Learning:** The evaluation will generate evidence and insights to inform strategic decision-making for the next CSP. It will explore how WFP has supported Government priorities and investments in Kenya, what impact the support has had on policy, systems and communities and the factors that enabled or constrained success. It will also identify unintended outcomes, both positive and negative, and draw lessons that will inform future support. Findings will be actively disseminated and integrated into WFP’s learning systems, with a focus on supporting adaptive programming, strengthening partnerships, and enhancing WFP’s strategic positioning in Kenya’s evolving development landscape.

7. While the weight is placed on learning, accountability to results remains critical. As such, the evaluation will document the impact of WFPs support at systems and policy level and at community level. The evaluation will be conducted through a human rights lens, ensuring that principles of equality, including gender equality, non-discrimination, participation, and transparency guide both process and outcomes. This approach underscores that development gains are not only measured by results, but also by how they uphold human dignity, protect fundamental freedoms, and advance justice for marginalized groups.

2.3 Key stakeholders

8. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will play a role in the evaluation process in light of their role in the design and implementation WFP’s Programme in Kenya, their interest in the results of the evaluation and relative power to influence the design, funding and implementation WFP activities **Table 1** provides a

preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

9. Accountability to affected populations is tied to WFP commitments to include participants as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity, and inclusion in the evaluation process, with participation and consultation of women, men, boys, and girls from different groups including persons with disabilities, the elderly, and persons with other diversities such as ethnicity and language.

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP Country Office (CO) in Kenya	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its participants and partners for performance and results of its programmes. The country office will be involved in using evaluation findings for programme implementation and in deciding next programme designs.
WFP field and sub offices in Kenya (Marsabit, Isiolo, Turkana, Wajir, Garissa, Baringo, Dadaab, Kakuma and Mombasa)	Key informant and primary stakeholder - Responsible for day-to-day programme implementation and liaison with Government at county level. The field offices liaise with stakeholders at decentralized levels and have direct participants contact. The outcome of the evaluation will inform field office operation and partnerships
ESARO Evaluation Technical Team	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the WFP East and Southern Africa Regional Office (ESARO), including Regional Evaluation Technical Team (ESARETT) has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings the extent to which the subject is contributing to overall regional priorities and where applicable to apply this learning to other country offices. The regional office will be involved in the planning of the next programme; thus, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation technical team support country office/regional office to ensure quality, credible and useful DEs. The evaluation planning has also been a joint effort between country office and the regional technical evaluation team
WFP Global HQ divisions in Rome	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units will be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning accountability as well as advocacy.
WFP Office of Evaluation (OEV)	Primary stakeholder - OEV has a stake in ensuring that DEs deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various DE stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	Primary stakeholder - the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will

	not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes. It will contribute to evaluation coverage of WFP work which is reported to the EB through the annual evaluation report
External stakeholders	
Government (National & County levels) Ministry of Labor & Social Protection and Ministry of Devolution & ASALs, Ministry of Education, Ministry of Blue economy, Ministry of water, Ministry of Agriculture, Livestock, Fisheries & Cooperatives, Ministry of Mining, Blue economy & Maritime Affairs, Ministry of Water, Sanitation & Irrigation, Ministry of youth affairs, Sports &The Arts	Primary stakeholder – WFP designs programmes to align with the government of Kenya priorities both at national and sub national levels. WFP also implements interventions in collaboration with the government. The government is a key stakeholder in this evaluation. Their views will be important, and the findings will inform future engagements between the government and WFP at all levels.
Non-governmental organizations (NGOs)	Key informants and secondary stakeholders- WFP works with non-governmental organizations to deliver services to the target population either through formal agreements as partnerships or contracting. Information from the NGOs will shape the evaluation findings. Further the findings will inform future engagements with them.
UN agencies/UNCT	Key informants and secondary stakeholders: UNSDCF outcomes respond to the strategic development goals prioritised by the government of Kenya. The UN agencies and the UN coordination team will be critical to contribute to extend of achievement of results and WFPs contribution.
Donors	Secondary stakeholders - WFP interventions are voluntarily funded by donors. They are interested in determining whether their funds have been efficiently utilized and if WFP's work effectively contributed to their strategic objectives. The donors may use the evaluation findings to inform decisions on future investments and partnership.
Private Sector including Off-takers, Aggregators, Inputs and Mechanization companies, digital partners. (Adili Tech Ltd, Startup lions, The Hive Limited, Hydroponics Africa, Water Sector Trust Fund – WSTF, Don Bosco,	Key informants and secondary stakeholders- The private sector plays a critical and expanding role in WFP's mission. Partnerships span funding, technology, innovation, supply chain and co-creation of sustainable food systems solutions. The private sectors are key informants, and the evaluation findings will be critical in shaping their role moving forward.
Community/Participants	Key informants and secondary stakeholders: The community is at the centre of WFP and the government interventions/priorities. Community's feedback will be critical to inform the reach and extend of support by WFP supported interventions across the study period.

3. Context and subject of the evaluation

3.1 Context

12. Kenya is one of Africa's most populous countries with over 58 million people. Over the past decade, the country has experienced rapid economic growth and has made significant strides in addressing food insecurity among its population. However, 38% of the population still lives below the US\$1.90 per day poverty line, and social economic and gender disparities persist families typically live in rural areas, are poor and depend on daily agricultural labor for income. In 2023, Kenya ranked 143 out of 189 countries on the **Human Development Index (HDI)**¹. While it is still better than its neighboring countries, there is a lot of scope for improvement.

13. Since 2018, Kenya's government priorities have mainly been guided by development agendas: The **Big Four Agenda (2018-2022)**, the **Bottom-up Economic Transformation Agenda (BETA)** from 2022, and the **Medium-Term Plans**. The Big Four Agenda prioritized improved food security, affordable housing, universal healthcare, and manufacturing growth. The current Bottom-Up priorities are agriculture and production, micro, small and medium enterprises (MSMEs), affordable housing, universal health coverage, infrastructure, and energy.

14. Kenya continues to grapple with **persistent food insecurity and malnutrition**, driven by climate shocks, economic and market vulnerabilities, insecurity, and inter-communal conflicts. For instance, in 2024 Long Rains Food and Nutrition Assessment highlighted the severity of the situation, reporting that more than 1 million people faced acute food insecurity between July and September, rising to 1.8 million by August 2025. The latest IPC analysis indicates 3.3m people in ASALs are in need to humanitarian assistance. Malnutrition in Kenya's ASAL counties has reached a crisis point. Mandera, Marsabit, and Turkana have hit **IPC Phase 5 (Extremely Critical)**, while several other regions have slipped into **Phase 4 (Critical)**. As a result, 810,900 cases of children aged 6-59 months and 116,800 **pregnant or breastfeeding women are** acutely malnourished.² The World Economic Forum's (WEF) Global Gender Report for 2021 placed Kenya at 84th rank with Gender Gap on Economic participation and opportunity index score of 0.672 suggesting this is an area for improvement³. **Families headed by women are more likely to be food insecure** than those headed by men. To achieve sustainability development goal (SDG) 2, a strategic review explicitly suggests that the country should address gender inequalities, which may impede poverty reduction, food security, and nutrition^{4,5,6}.

15. Africa's demographic momentum presents both a pressing challenge and a powerful opportunity. Each year, approximately 11 million young Africans enter the workforce, yet only 3 million formal jobs are created⁷. In Kenya, this **employment gap** is particularly stark in the ASALs, where recurrent climate shocks, weak infrastructure, and **limited market access** continue to entrench youth exclusion and poverty. The

¹ United Nations Development Programme, Human Development Report 2025: A matter of choice: People and possibilities in the age of AI, 2025 [[Human Development Report 2025 | Human Development Reports](#)]
Kenya UN Sustainable Development Cooperation Framework (UNSDCF) 2022- June -2027 June Evaluation Terms of Reference

² IPC Kenya Acute Food Insecurity and Acute Malnutrition Analysis. January-December 2026. Published on 12 March 2026

³ World Economic Forum, Gender Gap: Insight Report, 2021

⁴ World Food Programme, (2021) Annual Country Report [[link](#)]

⁵ National Policy on Gender and Development

⁶ National Policy for Prevention and Response to Gender Based Violence

⁷ African Development Bank (AfDB), *Jobs for Youth in Africa Strategy 2016–2025* and ILO, *World Employment and Social Outlook – Trends for Youth 2022*

2021–2023 drought, one of the worst in four decades, left over 4.4 million people in Kenya facing acute food insecurity, with young people among the hardest hit⁸. In the ASALs, recovery remains fragile and uneven. For many youths, the drought not only disrupted livelihoods but also eroded educational gains, dislocated families, and reduced their prospects for dignified, sustainable work. These effects are compounded by the cyclical nature of drought in the ASALs, which used to occur every 5-10 years, but due to climate change severity and intensity increase are now occurring every 2-3 years, with very limited time to fully recover in between and continuously undermines resilience, planning, and long-term investment⁹.

16. Kenya's continued political and economic reforms have helped sustain overall economic growth and social progress over the past decade. However, **deep inequalities** persist, and many Kenyans are yet to benefit. In 2024, Kenya's third Voluntary National Review (VNR) revealed that progress towards the Sustainable Development Goals (SDGs) in Kenya remains very mixed. Out of 166 indicators, 60 per cent (101 indicators) show advance, 12 per cent (20 indicators) stalled, 17 per cent (28 indicators) regressed and 11 per cent (19 indicators) lacked up-to-date data. These findings underscore Kenya's advancements and reveal areas requiring targeted investment to sustain momentum and achieve SDGs. The VNR further concluded that it is unlikely Kenya will achieve a number of critical SDGs by 2030, including SDG 1 eradicating poverty, SDG 2 ending hunger, SDG 4 ensuring quality education for all, and SDG 5 achieving gender equality². Progress towards SDG 2

Kenya also experienced a sharp **increase in refugee and asylum seeker populations**, hosting over 820,000 individuals by December 2024—an 18 percent rise compared to 2023. The majority (87 percent) were accommodated in Dadaab and Kakuma camps, where conditions were marked by poverty, food insecurity, and limited access to essential services. Severe funding shortfalls compounded these challenges, leaving many refugees at heightened risk of hunger and malnutrition. Between 2015 and 2019, Kenya hosted around half a million refugees, mostly in Dadaab and Kakuma camps located in marginalized counties with limited resources. These populations remained heavily dependent on humanitarian assistance, while recurrent droughts in the ASALs left 1.5–1.9 million people in IPC Phase 3 or worse in 2024 and January 2025¹⁰

17. By 2025, the global funding crisis compounded local challenges. The refugee population reached **858,000 people**, driven by continued instability and climate-related shocks in neighbouring countries - Somalia, South Sudan, and the Great Lakes region. The majority (**86 percent**) reside in Dadaab and Kakuma refugee camps, and Kalobeyei settlement, where opportunities remain limited despite progressive reforms such as the Refugee Act (2021) and the Shirika Plan (2024). Refugees remain heavily reliant on humanitarian assistance, placing additional pressure on overstretched resources in the ASAL counties. This underfunding forced difficult choices: food rations were reduced from 60 percent of the Minimum Food Basket (MFB) in January to just 32 percent by midyear, cash transfers were suspended in June and July, and from August 2025, the limited food resources available were directed only to the most vulnerable refugee households, in line with the Government-led Differentiated Assistance⁷ approach. These measures, though necessary, have deepened food insecurity, and eroded dignity and wellbeing.

18. WFP's involvement has been central to shaping these responses and aligning them with Kenya's national priorities. Working with the Government of Kenya, UNHCR, and partners, WFP supported the launch of the **Differentiated Assistance Framework**, ensuring equitable targeting of scarce resources while promoting pathways to self-reliance. WFP also contributed to the **Shirika Plan**, advancing socio-economic inclusion of refugees and host communities. Beyond these, WFP's programming aligns with the Social Protection Policy (2023), the National Safety Net Program (NSNP), the Economic Inclusion Roadmap, and County Integrated Development Plans (CIDPs). Together, these frameworks embed humanitarian assistance within Kenya's broader development agenda.

⁸ UNOCHA Kenya, *Drought Flash Update #6, February 2023*.

⁹ Government of Kenya, *Ending Drought Emergencies (EDE) Framework*, NDMA Kenya

¹⁰ The 2024 Short Rains Food and Nutrition Security Assessment Report.

3.2 Subject of the evaluation

19. The WFP Kenya first CSP (2018–2023)¹¹ marked a strategic transition from direct assistance toward strengthening national systems and capacities. The strategic focus of the shift was to seek greater efficiency in refugee interventions, build national capacities and systems for social protection, emergency preparedness and response and government-led food assistance programmes and nutrition services, provide direct relief assistance only where requirements exceed Kenya's national capacities; and increase resilience by focusing on food systems through the development and modelling of integrated solutions along the food production, transformation and consumption chain that can be scaled up by the Government and the private sector. Its emphasis was on enabling the Government of Kenya to lead hunger and nutrition solutions, reducing reliance on relief assistance, expanding food systems and climate adaptation initiatives, supporting refugee inclusion, and promoting gender transformative approaches. The CSP comprised ten activities under four strategic outcomes covering emergency response, smallholder market access and resilience, country capacity strengthening, and supply chain services. The plan aligned with WFP's Global Strategic Plan (2017–2021), Kenya's UNDAF (2018–2022)¹², the national Vision 2030, the Third Medium-Term Plan, and the Government's Big Four Agenda and contributed directly to SDGs 2 and 17.

20. The 2023–2027 Kenya CSP¹³ continues and expands this work. Approved in June 2023, it aligns with the UNSDCF (2022–2027), WFP's Global Strategic Plan (2022–2025)¹⁴ and Kenya's Fourth Medium-Term Plan (2023–2027)¹⁵, as well as the Bottom-Up Economic Transformation Agenda (BETA)¹⁶. It maintains focus on vulnerable populations across urban, rural, and refugee settings, with a particular emphasis on the ASAL regions affected by climate shocks. The CSP is structured around four interconnected outcomes.

21. Overall, both CSP cycles reflect WFP's shift toward nationally led systems, resilience building, and long-term food security solutions, while maintaining the ability to respond to humanitarian needs.

22. The evaluation will focus on assessing WFP's support to government priorities and investments across the two CSP's at national and sub-national government level. Rather than examining a single or specific CSP outcome, the evaluation will review the nature of WFP support across all outcomes and the resulting impacts at systems, policy, and community level.

4. Evaluation scope, criteria and questions

23. The evaluation will cover the period 2018–2025, corresponding to seven years of WFP support since the first CSP in 2018. The period is characterized by evolving strategic priorities, shifts in the funding landscape, and alignment with United Nations Development Assistance Frameworks (UNDAF) and United Nations Sustainable Development Cooperation Frameworks (UNSDCF). The period has allowed alignment to evolving government priorities too. It will be conducted at the national level and in a purposively selected set of counties where WFP has provided sustained, systems-oriented support over the years. County selection will ensure diversity across socio-economic conditions, agro-ecological zones, and institutional capacity contexts. Further, the evaluation will consider WFP's engagement with national government ministries, departments, and agencies, county government, relevant regional and headquarters units, development partners, UN agencies, implementing partners, private sector actors, and other stakeholders.

24. While the evaluation will not delve deeper to individual stories of success for WFP interventions participants at household levels, participation and voices from relevant government, partners, WFP staff, and community entities will be critical. This is to ensure that the evaluation remains feasible and concise.

¹¹ [Kenya country strategic plan \(2018 - 2023\) | World Food Programme](#)

¹² GoK and United Nations Kenya. United Nations Sustainable Development Cooperation Framework for 2022–2026

¹³ [Kenya country strategic plan \(2023 - 2027\) | World Food Programme](#)

¹⁴ WFP (2022). WFP Strategic Plan 2022-2025

¹⁵ GoK (2023) MTP IV 2023-2027

¹⁶ [Budget Watch 2023_0.pdf](#)

25. The evaluation will examine WFP's support to the Government priorities and interventions across all CSP outcomes and will ensure gender, equity and wider inclusion issues are integrated.
26. To address the learning objective, the evaluation will answer the following main questions:
- i. How has WFP supported government priorities and investments at national and county level since 2018?
 - ii. To what extent have WFP priorities and investments been aligned with priorities of Government and partners and needs of participants groups?
 - iii. To what extent has WFP effectively identified, leveraged, and unlocked resources and partnerships with government, the private sector, and international financial institutions (IFIs)?
 - iv. What is WFP's contribution to wider shifts, particularly in enhanced focus on resilience to reduce humanitarian needs and empower people.
 - v. Where should WFP focus its support to government of Kenya priorities and investments going forward and why?
27. The evaluation questions are summarized in Table 2 below and will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively the questions aim at highlighting the key lessons drawn from WFP's support to Government of Kenya priorities and investments with a view of informing future strategic and operational decisions.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 - How has WFP supported government priorities and investments at national and county level since 2018?		Relevance
1.1.	What forms of support has WFP provided to advance Government priorities and investments at national and county level across all CSP outcomes?	Relevance
1.2	What changes have resulted from this support at policy, systems and community level?	Relevance
1.3	Where has this support been most visible, relevant, effective and impactful and why?	Relevance
1.4	What factors have enabled or constrained success?	Relevance
EQ2 To what extent have WFP priorities and investments been aligned with priorities of Government and partners and needs of participants groups?		Coherence
3.1	To what extent has WFP effectively positioned itself as a convener, co-investor and enabler within Kenya's development, humanitarian and financing landscape	Coherence
3.2	To what extent has WFP's role complemented, overlapped or conflicted with the mandates of Government institutions, UN agencies and other development partners in Kenya	Coherence
EQ3 - To what extent has WFP effectively identified, leveraged and unlocked resources and partnerships with Government, the private sector, and international financial institutions (IFIs)?		Effectiveness
3.1	To what extent has WFP leveraged existing partnerships to advance joint initiatives, influence government policy, and strengthen systems?	Effectiveness
3.2	Which partnerships have most effectively enabled sustainable, scalable and high impact investments?	Effectiveness
3.3	How effectively has WFP leveraged joint financing mechanisms, pooled resources or Co-investment arrangements to align with Kenya's humanitarian and development financing architecture.	Effectiveness
3.4	Given the changing funding landscape and growing development and humanitarian needs, which partnership models have demonstrated the greatest potential for impact and scale?	
EQ4 - What has been WFP's contribution to broader systemic and structural shifts in enhanced focus on resilience to reduce humanitarian needs and empower people?		Impact
4.1	What evidence exists of changes in systems, processes and policies at the institutional and community levels that can be plausibly linked to WFP's support?	Impact
4.2	How have WFP's interventions influenced structural shifts in Kenya's food systems and humanitarian landscape, including in areas such as nutrition, refugee support, emergency assistance, anticipatory action, school feeding, and social protection?	Impact
EQ5 - Where should WFP focus its support to government of Kenya priorities and investments going forward and why?		Scalability
5.1	Based on the overall evaluation findings and lessons learned, which Government of Kenya priorities and investment areas should WFP prioritize going forward?	scalability

28. The evaluation will apply the international OECD-DAC criteria of relevance, coherence, effectiveness and impact. The criteria of efficiency and sustainability are not included, as the evaluation is primarily focused on generating learnings on WFP's support to Government priorities and investments an area that cuts across the entire CSP portfolio and is less suited to traditional efficiency and sustainability measurement within this thematic scope.

29. The evaluation will ensure that perspectives of men, women and youth are sought throughout the evaluation process. All data that will be used in the evaluation will be disaggregated by gender to the extent possible.

5. Methodological approach and ethical considerations

5.1 Evaluation approach

30. The selected evaluation team will determine the evaluation approach, expand the methodology, and develop a detailed matrix during the inception phase. The evaluation approach must align with the objectives and key evaluation questions while incorporating the principles of rigour, transparency, utility, and ethical standards. The design should respond to the accountability and learning objectives with a strong emphasis on learning, while ensuring gender equality, social inclusion, and participation of marginalized groups. The evaluation team will expand on the methodology presented above and develop a detailed evaluation matrix in the inception report.

31. The proposed evaluation approach should:

- **Employ the evaluation criteria** of relevance, coherence, effectiveness, impact, and scalability.
- **Utilize a mixed-methods design**, combining quantitative, qualitative, and participatory techniques to generate robust and triangulated evidence that fully responds to the evaluation questions, while demonstrating impartiality and reducing bias.
 - The evaluation team (ET) is expected to clarify the type of design (exploratory, explanatory, embedded, etc.), nature (e.g., mixing of data, analysis, reporting, etc.), timing (concurrent or sequential), and how discrepant or contradictory findings from qualitative or quantitative methods will be addressed.
 - The methodology should incorporate different primary and secondary data sources that are systematically triangulated (documents from different sources, a range of stakeholder groups, including beneficiaries, direct observation in different locations, etc.).
- **Apply relevant and innovative methodologies** as appropriate and may include such as Contribution Analysis, Portfolio Mapping: Outcome Harvesting, Most Significant Change (MSC), Policy Concordance Analysis. These are suggestions but not all these may be used.
- **Develop a detailed evaluation matrix** that outlines the evaluation questions, lines of inquiry, indicators, data sources, and data collection methods. The matrix will form the basis of the sampling approach, and data collection and analysis instruments. It should map out how each method will contribute to answering specific evaluation questions, including those related to gender and inclusion.
- **Incorporate robust sampling strategies that ensure representation and inclusivity.** The sampling frame must be gender-responsive and stratified by relevant variables such as gender, age, socio-economic status, geographical region, and other relevant demographics. The approach should ensure that a sufficient number of women, youth, and other underrepresented groups are included to support meaningful disaggregation of data and analysis. As primary data collection will rely predominantly on qualitative methods, evaluation firms are expected to design methodological approaches that fit this orientation. Sampling and recruitment strategies should therefore be tailored to qualitative techniques (e.g., purposive, stratified, or snowball

sampling for interviews and focus groups), while still upholding inclusivity and representation in line with the evaluation scope.

- **Ensure data disaggregation** by sex, age, and other relevant equity dimensions. If disaggregation is not feasible, the evaluation team must justify and outline alternative approaches to explore differential outcomes/impacts across groups.
- **Mitigate bias and enhance validity** through triangulation across multiple data sources, geographic sites, and evaluators. The methodology should include strategies for managing limitations related to timing, budget, or data availability, validity, and reliability.

32. **Triangulation matters:** the use of multiple data sources and perspectives to reflect the complexity of Kenya's humanitarian and development landscape, including national policies, county-level governance, community practices, and donor priorities will help strengthen credibility by drawing on multiple data sources. The systematic triangulation of primary and secondary data sources strengthens the credibility of findings in complex situations and ensures impartiality and reduces bias.

33. **GEWE and inclusion consideration:** The methodology should be sensitive in terms of GEWE, equity, and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people with disabilities, and other marginalized groups) will be sought and integrated into the evaluation processes from design to reporting. The evaluation approach should **reflect clear gender and inclusion-sensitive data collection strategies**. The evaluation team must outline practical steps to engage women and men equally, including measures to address potential barriers to participation (e.g., cultural norms, language, time constraints, mobility, and caregiving responsibilities). This includes gender-appropriate enumerator recruitment and training, gender-sensitive question framing, and safe environments for participation. The evaluation team must have a clear and detailed plan for collecting data from women and men in a gender and equity-sensitive manner before fieldwork begins.

34. The evaluation approach should **clearly articulate how the evaluation will generate learning** through conclusions, recommendations, and deliberate reflection on what has worked, what has not worked, how, why, and in which target group. The evaluation team should ensure the recommendations are actionable and tailored for use by WFP, cooperating partners or government counterparts, donors, and other stakeholders.

35. The ET is expected to conduct a comprehensive analysis of how the programme has considered intersectionality and influenced different population groups, and identify specific institutional practices and structural barriers, enabling factors, and recommendations to promote more inclusive outcomes. Lessons and challenges related to conducting gender-responsive evaluations should be documented to inform future efforts. The findings should include a discussion on the intended and unintended effects of the intervention, along gender equality and equity dimensions. These should be reflected in the analytical framework and followed through to the reporting.

36. **Mechanisms for independence and impartiality:** The evaluation team will work independently in the design and implementation of the evaluation. Final decisions on and approval of evaluation products will be made by the evaluation committee (EC). An evaluation reference group (ERG) will review and provide feedback on inception and evaluation reports.[refer to the [TN on principles, norms, and standards](#)].

37. The following are the identified potential risks likely to affect the proposed approach:

Table 3: Potential Risks and Mitigation Strategies

	Limitation	Mitigation Measures
1.	Unavailability of key data	<ul style="list-style-type: none"> • Thorough mapping of data availability against the evaluation questions during the inception phase. • Combine primary data with secondary data (e.g., Annual Outcome Monitoring, CSP Mid-Term Review, country case studies as part of regional/global evaluations) to fill gaps and cross-verify data from different sources or methods to enhance reliability.
2.	Cultural and Language Barriers: These can hinder communication, making it difficult to engage with communities effectively, such as ASAL and refugees	<ul style="list-style-type: none"> • Ensure the evaluation team comprises people who understand the local culture and language to improve communication and rapport and reduce barriers to engagement.
3.	Evaluation questioned misaligned with specific evaluation participants.	<ul style="list-style-type: none"> • Adopt a stratified sampling strategy to ensure appropriate respondents are targeted.
4.	Low participation rates: Difficulties accessing stakeholders and participants affecting sample representativeness.	<ul style="list-style-type: none"> • Leverage WFP's relationships with key stakeholders to facilitate access to relevant informants, including those who may no longer be in the same roles. • . • Use the established relationships with local leaders and community members to facilitate access. • Leverage the approaches adopted by the Implementing Partners in reaching out to key institutions and stakeholders during programme implementation.
7.	Geographical and Access: Populations in remote areas may be hard to reach due to poor infrastructure, Limited resources, or time constraints.	<ul style="list-style-type: none"> • Use methods suitable for the context, such as mobile surveys for remote areas, focus groups for accessible locations, and/or remote telephone interviews. This flexibility is crucial in complex environments, as noted in developmental evaluation approaches

5.2 Preliminary considerations on evaluability and methodological implications

38. Full scope of data availability/accessibility is yet to be established. Preliminary evaluability assessment indicates some challenges including difficulty isolating WFP's specific contribution to impacts and establishing causality in a multistakeholder operation context.

39. Sources of data for evaluation will include Project Reports, Annual Country Reports (ACRs) from 2015 to 2025, the WFP Kenya Country Strategic Plans (CSPs 2014-2018), (CSP 2018- 2022) and (CSP 2022- 2026), and the mid-term review reports (2016, 2020, 2025). In addition, the evaluation team will have access to program plans, periodic reports from cooperating partners, and monitoring reports on activities and outputs. All data on outputs is disaggregated by gender.

40. During the inception phase, the evaluation team will be expected to critically assess data availability, quality and gaps expanding on the information provided above. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

5.3 Ethical consideration

41. The evaluation must conform to UNEG ethical guidelines for evaluation (Integrity, Accountability, Respect, Beneficence¹⁷). Accordingly, the evaluation team is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results do no harm to respondents or their communities.

Personal data¹⁸ will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

42. The evaluation team will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation managers, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation.

43. 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>)¹⁹. At the same time, commission office management and the REU should also be informed.

44. The commissioning office has ensured that the evaluation team and evaluation managers will not have been and/or are not currently involved in the design, implementation or financial management of the WFP Kenya Programme, have no vested interest, nor have any other potential or perceived conflicts of interest.

45. Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in future assignments (e.g. making recommendations for additional work with aim of being contracted to conduct that work). The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation as well as the [WFP technical note on gender](#). The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order (or individual contracts) are expected to sign a

¹⁷ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

¹⁸ Names or identifying information from evaluation participants (e.g. interviewees, survey respondents).

¹⁹ 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](#).

confidentiality agreement and a commitment to ethical conduct.²⁰ These templates will be provided by the country office when signing the contract.

5.4 Quality assurance

46. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#) to be systematically applied during this evaluation, and relevant documents will be provided to the evaluation team, including feedback on the quality of each of the evaluation products. The relevant checklist will be applied at each stage to ensure the quality of the evaluation process and outputs.

47. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practices. 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.

48. The WFP evaluation managers will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization. There will be several rounds of reviews and feedback by WFP and the Evaluation Reference Group (ERG) members until draft deliverables are up to the expected quality.

49. To enhance the quality and credibility of DEs, a quality support (QS) service directly managed by the OEV reviews the draft ToR, the draft inception and evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations. The evaluation managers will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)²¹, a rationale should be provided for comments that the team does not take into account when finalizing the report.

50. The evaluation team should ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis, and reporting phases.

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

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

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

6. Organization of the evaluation

6.1 Phases and deliverables

54. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and

²⁰ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement and ethics pledge should also be signed by those additional members.

²¹ [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”.

deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 4: Summary timeline - key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	29th Dec 2025- May 2026	Preparation of ToR Final ToR Selection of the evaluation team & contracting Library of key documents	Evaluation Managers, CO Procurement, RETT; Evaluation Committee Evaluation managers
2. Inception	June -July 2026	Preparation and sharing of relevant documents. Document review/ briefing. Inception mission (in person or remote) Inception report (Data Collection Plan, Data Collection Tools, Updated communication and knowledge management plan) Coordination of the review of the draft inception products	Evaluation Managers Evaluation Team Evaluation Team Evaluation Team Evaluation Managers
3. Data collection	August 2026	Supporting the coordination of the field mission Fieldwork Exit debriefing	Evaluation Managers Evaluation Team Evaluation Team
4. Reporting	October - November 2026	Data analysis and report drafting Cleaned & anonymised datasets Coordination of the review of the draft report and the commenting process Organise the learning workshop. PowerPoint presentation for the Learning workshop (in-person) Final evaluation report 6-8-page summary of evaluation report	Evaluation Team Evaluation Team Evaluation Managers Evaluation Managers Evaluation Team Evaluation Team Evaluation Team

5. Dissemination and follow-up	November, 2026	Management response Dissemination of the evaluation report Learning briefs/ Pause-and-reflect learning sessions to inform adaptive management	Evaluation Committee Chair Evaluation Managers, Evaluation Reference Group CO Programme Team
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6.2 Evaluation team composition

55. WFP Kenya Country office will recruit a firm to undertake this decentralised evaluation. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the Evaluation Managers, the primary point of contact for the evaluation team.

56. The evaluation team is expected to include a mix of national/regional and international evaluator(s) with relevant expertise described in Table 5 below. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced team who can effectively cover the areas of evaluation. The evaluation team should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. It will have strong methodological competencies in designing feasible data collection and analysis as well as synthesis and reporting skills. At least one team member should have demonstrated recent experience conducting evaluations within the wider UN and Government Systems.

Table 5: Summary of evaluation team and areas of expertise required.

	Expertise required
Team Leadership (Senior level evaluator)	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> Expertise in one or more of the technical areas below: <ul style="list-style-type: none"> Governance: with greater understanding of Kenya’s national and local governance structures Resilience Food systems and Economic transformation. Refugee programming Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time). Strong experience in leading evaluations at country level on systems strengthening and partnerships. Experience working with Government stakeholders and understanding of Government of Kenya structure. Experience with applying strategic or system-wide evaluations on relevance, coherence, efficiency, effectiveness, impact, and sustainability. including reconstruction, and use of theories of change in evaluations, if applicable Strong presentation skills and excellent writing and synthesis skills. Experience facilitating in-person and hybrid meetings and workshops. Experience in development contexts. <p>DESIRABLE</p> <ul style="list-style-type: none"> Familiarity with WFP programmes and modalities of intervention. Good knowledge of country context, proved by previous experience in the country and Government structures. Previous experience leading or conducting UN evaluation(s). Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics
Thematic expertise - Evaluators (at most 3 Members)	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> Expertise covering the below technical areas below: <ul style="list-style-type: none"> Governance: with greater understanding of Kenya’s national and local governance structures Resilience and food systems Social protection and school feeding economic transformation. Gender Refugee programming Understanding of econometrics Experience conducting social return on investment (SROI) studies. Experience with multi-sectoral or cross-cutting and strategic evaluations Strong data management skills. Ability to communicate findings clearly to diverse stakeholders. <p>DESIRABLE</p> <ul style="list-style-type: none"> Familiarity with WFP programmes and modalities of intervention. Good knowledge of country context, proved by previous experience in the country. Previous experience leading or conducting UN evaluation(s). Evaluation administrative and logistical experience
Quality assurance and Data analyst Evaluator	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> Data analysis expertise and experience Familiarity with WFP programmes and modalities of intervention particularly support to government priorities and systems Previous experience with WFP evaluation(s) at strategic level.

	Expertise required
	<ul style="list-style-type: none"> • Knowledge or experience of Eastern and Southern Africa - ESARO Region. • Knowledge of the themes covered by the evaluation including gender, equity, and inclusion, capacity strengthening.
	DESIRABLE
	<ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s). • Expertise and experience in collating and analysis of data from different sources.

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

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

59. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation managers. The team will be hired following agreement with WFP on its composition.

6.3 Roles and responsibilities

60. **The WFP Kenya Country Director** (Betty Ka) will take responsibility to:

- Assign managers for the evaluation.
- Establish the internal evaluation committee (EC) and the evaluation reference group (ERG).
- Approve the final ToRs, inception, and evaluation reports.
- Approve the evaluation team selection.
- Ensure the independence and impartiality of the evaluation at all stages through EC and ERG.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance, and results with the evaluation manager and the evaluation team.
- Organize and participate in debriefings with internal and external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

61. **The evaluation managers** will manage the evaluation process through all phases, including:

- Acting as the main interlocutor between the evaluation team, represented by the team leader, the firm's focal point, and WFP counterparts, to ensure a smooth implementation process.
- Drafting the evaluation ToRs in consultation with key stakeholders.
- Identifying and contracting the evaluation team and preparing and managing the evaluation budget.
- Preparing the ToRs and schedule of engagement for the EC and ERG.
- Ensuring quality assurance mechanisms are operational and effectively used.
- Consolidating and sharing comments on draft inception and evaluation reports with the evaluation team.
- Ensuring that the team has access to all the necessary documentation and information and facilitating the team's contacts with local stakeholders.
- Supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork, and arranging for interpretation, if required.
- Organizing security briefings for the evaluation team and providing any materials as required.
- Ensuring EC and ERG are kept informed on progress, and escalating issues to the EC as appropriate.
- Conducting the first-level quality assurance of the evaluation products.

- Submit all drafts to the Regional Evaluation Technical Team (RETT) for second-level quality assurance before submission for approval.

62. **An internal Evaluation Committee (EC)** is formed to steer the evaluation process and ensure it is independent and impartial. The roles and responsibilities of the EC include overseeing the evaluation process, making key decisions, and reviewing evaluation products. (See Annex 3) for information on the EC composition.

63. **An evaluation reference group (ERG)** is formed as an advisory body with representation from WFP Kenya, ESARO, and Headquarters, and relevant government counterparts from different government departments, implementing partners, NGOs, Farmer Organizations, and the relevant private sector entities in Kenya. The ERG will review and comment on the draft evaluation products and act as key informants to contribute to the relevance, impartiality, and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process. See Annex 4 for information on the ERG composition.

64. **The WFP Regional Evaluation Technical Team (RETT)** will take responsibility to:

- Advise the Evaluation Managers and provide technical support to the evaluation throughout the process through the Eastern and Southern Africa Regional Evaluation Technical Team (ESARETT).
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject as required.
- Provide comments on the draft ToR, inception, and evaluation reports from a subject-content perspective.
- Provide first and/or second-level quality assurance of all evaluation products before they are approved.
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

65. While the Regional Evaluation Officer is the regional focal person for this evaluation and will perform most of the above responsibilities, other Regional Office-relevant technical staff may participate in the ERG and/or comment on evaluation products as appropriate.

66. **Relevant WFP Headquarters divisions will take responsibility to:** Discuss WFP strategies, policies, or systems in their area of responsibility and subject of evaluation; and comment on the evaluation TOR, inception, and evaluation reports, as required.

67. **Other Stakeholders (National Government, including relevant ministries, implementing partners / NGOs, private sector)** will review and comment on the draft evaluation ToRs, inception and evaluation reports as required.

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

6.4 Security considerations

69. **Security clearance** where required is to be obtained from Nairobi, Kenya.

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

6.5 Communication

71. To ensure a smooth and efficient evaluation process and enhance the learning from this evaluation, the evaluation team should emphasize transparent and open communication with key stakeholders throughout the process. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

72. The evaluation managers will be responsible for:

- Updating key stakeholders on the evaluation processes and milestones
- Sharing the reference documents or information as requested by the requests by the Evaluation Team.
- Sharing all draft products, including TOR, inception report, and evaluation report, with the internal and external stakeholders to solicit their feedback. The communication will specify the deadline for feedback and highlight the next steps.
- Consolidating stakeholder comments to the draft inception and evaluation reports and sharing them with the Evaluation Team.
- Ensuring the Evaluation Team systematically documents how stakeholders' feedback has been used in finalising the products, and where feedback has not been used, a rationale is provided.
- Organizing meetings between key stakeholders and the evaluation team, sharing the agenda, and informing the team leader in advance about the nature of stakeholders invited to ensure adequate preparation.
- Sharing final evaluation products (TOR, inception and evaluation report) with all the internal and external stakeholders for their information and action as appropriate.

73. The evaluation team will be responsible for:

- Communicating the rationale for the evaluation design decisions, sampling, methodology, and tools in the inception report and through discussions.
- Collaborating with the evaluation managers to ensure a detailed evaluation schedule is communicated to stakeholders before fieldwork starts (annexed to the inception report).
- Preparing PowerPoint presentations and sharing them before the debriefings to enable stakeholders joining the meetings to remotely follow the discussions.
- Communicating any changes to the evaluation processes and activities to evaluation managers and seeking approvals as appropriate.
- Providing an end-of-fieldwork debriefing to the WFP Country Office at the end of data collection.

74. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.

75. Should translators be required for fieldwork, the evaluation firm will decide and include the cost in the budget proposal, which will be adjusted as needed.

76. Based on the stakeholder analysis, the draft communication and knowledge management plan (Annex 5) identifies the users and stakeholders to be involved in the process and to whom the various products should be disseminated. The communication and knowledge management plan indicates how the findings, including gender, equity, and wider inclusion issues, will be disseminated and how stakeholders interested in, or affected issues will be engaged.

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

78. To enhance the use of the evaluation findings, WFP may consider holding a dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff, and partners. The team leader will be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation manager jointly with the team leader during the inception phase.

79. Evaluators shall provide a copy of the evaluation report that is free of personally identifiable information (PII) and proprietary information. Final versions of the evaluation report ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources: <https://www.section508.gov/create/documents>; <https://www.section508.gov/create/pdfs>

80. The evaluation team is also expected to produce a 6-page summary of the evaluation report that highlights the key findings, conclusions, lessons learned, and recommendations. This summary will include relevant infographics and visualizations of the results.

6.6 Proposal

81. The evaluation will be financed from the WFP Kenya Budget.

82. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs, and other costs (interpreters, etc.). In-country road travel costs, accommodation, meals, and incidentals should be arranged and covered by the evaluation team. The budget should be submitted as an Excel file separate from the technical proposal document.

83. 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 as part of the decision-making process and selection.

84. Please send any queries to:

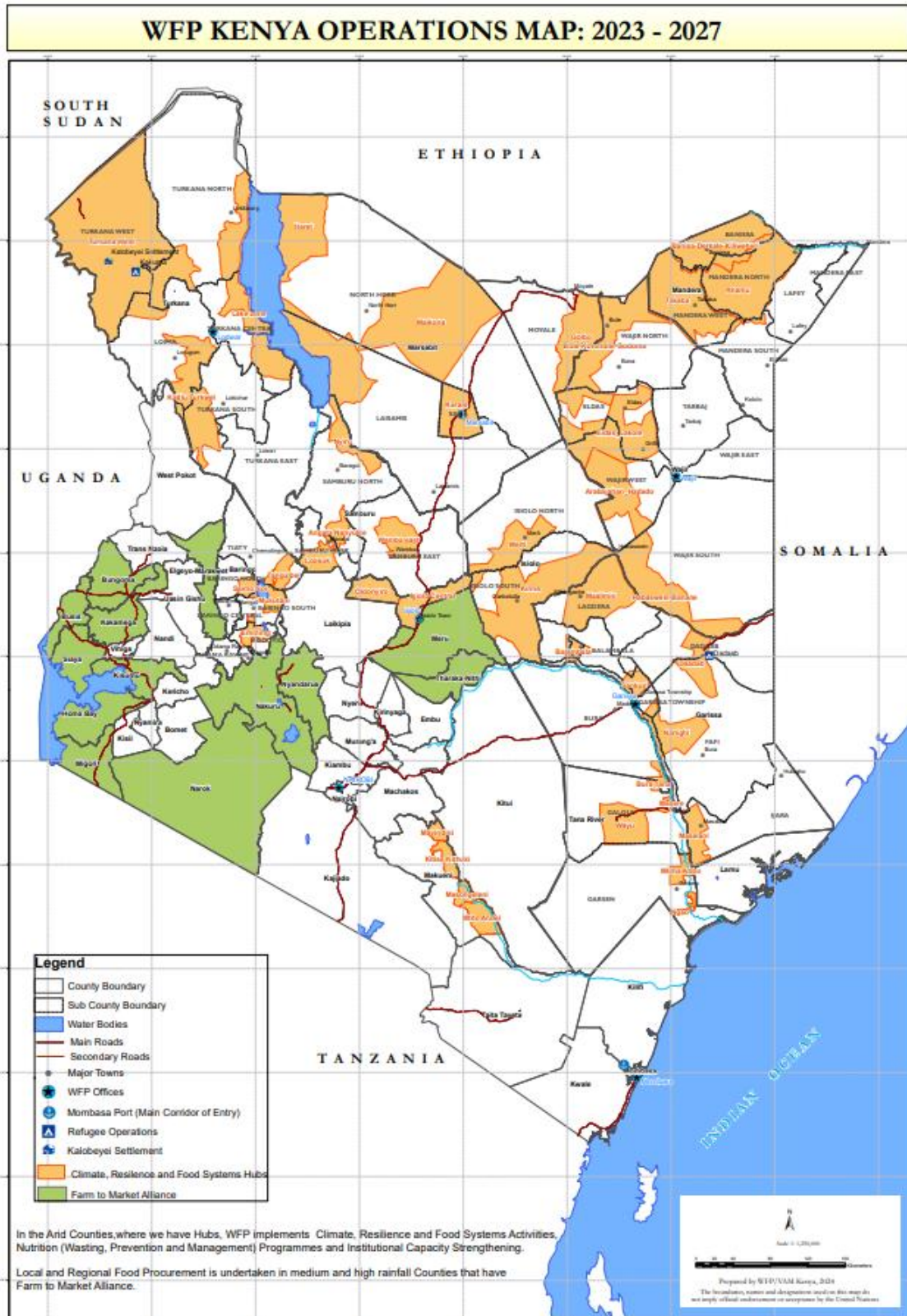
Beatrice Mwongela – Head of M&E - (Evaluation Manager), beatrice.wongela@wfp.org

Valerie Munyeti - Evaluation Officer – (Evaluation Manager), valerie.munyeti@wfp.org

Tiziana Zoccheddu - Head of Programme Support, tiziana.zoccheddu@wfp.org

Damaris Mulewa – Monitoring Officer, Damaris.Mulewa@wfp.org

Annex 1. Map



Annex 2. Timeline

NB: Please note that this is a tentative draft timeline to be revised as the evaluation progresses.

	Phases, deliverables, and timeline	Level of effort	Total time required for the step
Phase 1 - Preparation (total duration:) Dec 2025 – 29th May 2026.			
EM	Drafting Zero ToR	(4 weeks)	29Dec 2025–2nd Feb 2026
CO	Inputs from CO technical/programme leads	(7 days)	3rd -11 th Feb 2026
Ems	Revise draft ToR based on feedback received	(5 days)	12 th -18 th Feb 2026
Ems	Share draft 1 ToR with quality support service (DEQS)	N/A	19 th Feb 2026
QA 1 Reviewer	DEQS review of draft 1 ToR	5 days	20th -27 th Feb 2026
EM	Revise draft ToR based on DEQS and share with ERG	(5days)	16th -20 th Mar 2026
ERG	ERG stakeholder review and comment on draft 2 ToR (ongoing revision of TOR)	(2 days)	30 th -31 st Mar2026
EM	Start recruitment process (Share Draft/summary TOR with procurement)	(0.5 day)	30 th Mar 2026
EC Chair	Approve the final ToR, share with ERG, and key stakeholders	(0.5 day)	
LTA Firms	LTA firms submit evaluation proposals and budgets – using draft ToR	(10 days)	4 th May-15 th May
Ems	Download and Assess evaluation proposals/ Conduct interviews and meetings to recommend team selection	(3 days)	18 th May- 20th May2026
Ems	Presentation of recommended firms to the EC and follow-up, clarifications and EC decision	(1 days)	21 st May 2026
Ems	Negotiations with LTA firms and revision of the proposal	(3 days)	25 th & 27 th May026
EC Chair	Approve the evaluation team selection	(0.5 day)	28th May2026
Ems	Evaluation team contracting and PO issuance	(1 day)	29th May 2026
Phase 2 - Inception (total duration:) 2nd Jun-31st Jul 2026.			
EMs	Evaluation team kick-off meeting	(0.5 day)	2nd Jun 2026
ET	Desk review of key documents	(5 days)	3rd-9 th Jun 2026
EMs/ET	Inception briefings, with REU support as needed	(1-2 days)	10th -11 th Jun 2026
ET	Inception interviews	(3 days)	15th-17 th Jun 2026
ET	Draft inception report	(1 week)	18th-25 th Jun 2026
Ems	Quality assures draft IR by EMs and REU using QC	(2 days)	29th-30 th Jun 2026
ET	Revise draft IR based on feedback received by EMs and REU	(2-3 days)	1st-3 rd Jul 2026
REU/DEQS	Quality support service (DEQS)	(5 days)	y 6 th -10 th Jul 2026
ET	Revised draft IR based on feedback received by DEQS	(2 days)	13th-14 th Jul 2026
EMs	Review draft 2 IR to check if all DEQS comments have been adequately address	(1 days)	15th Jul 2026
ET	Revise draft 2 IR to address any pending DEQS comments from EMs	(1 day)	16th Jul 2026

ERG	ERG stakeholders review and comment on draft 2 IR	(4 days)	17th -22 nd Jul 2026
ET/ ERG	Inception Workshop (remote)	(0.5 day)	23 rd Jul 2026
EMs	Consolidate comments ERG & Inception workshop Comments and share with the ET	(0.5 day)	24 th Jul2026
ET	Revise draft IR based on feedback received and submit final revised IR	(1 days)	27th Jul 2026
EMs	Review the revised draft IR to check if the ERG comments have been adequately addressed & share pending comments	(1 day)	28 th Jul2026
REO	Review and endorsement of final IR prior to EC Chair approval	(3 days)	28 th – 29 th Jul 2026
EMs	Submit to the evaluation committee for approval	(1 days)	30th Jul2026
EC Chair	Approve final IR and share with ERG for information	(1 day)	31st Jul
Phase 3 – Data collection (total duration: Recommended – 0.75 months; Average: 1 month)			3 rd Aug-1 st Sep
EMs	Scheduling of KII appointments with key stakeholders and support logistical preparations for data collection. Facilitate second payment after approval of IR	(5 days)	3rd-7 th Aug 2026
ET	Data collection	(3 weeks)	10 th -28 th Aug2026
ET	In-country end-of-fieldwork debriefing with EC, AND Programme staff.	(1.5 day)	31st Aug-1 st Sep 2026
Phase 4 – Reporting (total duration:2nd Sep to 10th Nov, 2026			
ET	Draft evaluation report	(3 weeks)	2 nd -23 rd Sep 2026
EMs	Quality assurance of draft 0 ER by EM and REU using the QC	(2-3 days)	24 th -25 th Sep2026
ET	Revise and submit draft ER based on feedback received by EM and REU	(2-3 days)	28th-29 th Sep 2026
DEQS	Quality support service (DEQS)	(1 week)	30th Sep- 6 th Oct 2026
ET	Revise and submit draft ER based on feedback received by DEQS	(2 days)	7 th -8 th Oct 2026
EMs	Review the revised ER draft 2 to check if DEQS comments have been adequately addressed & add pending issues to the ERG comments matrix depending on quality.	(1 day)	9th Oct 2026
ERG	ERG stakeholders review and comment on draft 2 ER	(5 days)	12th-16 th Oct 2026
ET/EMs	Validation workshop (Internal and External) In-person	(2 days)	19th Oct 2026
EM	Consolidate comments received	(0.5 day)	21st Oct 2026
ET	Revise draft ER based on feedback received. Submit the revised ER and the summary of the ER (6 -8 Pages)	(2-3 days)	22nd -23 rd Oct 2026
EMs	Review the revised ER to check if the comments have been adequately addressed, engage ET if there are outstanding comments, and share with the E if any	(1 day)	26th Oct 2026
ET	Address any pending ERG comments and share revised ER	(1 day)	27th Oct 2026
EMs	Review and share the final ER with the Regional Evaluation Officer (REO) for endorsement	(3 days)	28th -30 th Oct Aug 2026
REO	Review and endorsement of final ER prior to EC Chair approval	(1 week)	2 nd -6 th Nov2026
EC Chair	Approve final evaluation report and share with key stakeholders	(1 day)	9th Nov 2026
EMs	Facilitate payment after final ER	(1 day)	10th Nov 2026

Phase 5 - Dissemination (total duration:) 11th-24th Nov, 2026			
EC Chair	CO to prepare management response (MR)	(5 days)	11th -17 th Nov Sep 2026
EMs & REU	Facilitate Regional Office stakeholders review of the draft MR	(1 day)	18th Nov 2026
EC Chair	CO to revise the draft MR to address stakeholders' comments	(1 day)	19th Nov 2026
EMs	Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call	(0.5 day)	20th Nov 2026
EC Chair	Approve final MR and share with key stakeholders	(1 day)	23rd Nov 2026
EMs	Facilitate payment after final ER		24th Nov 2026

Annex 3. Role and composition of the evaluation committee

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

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

- Senior DCD (Chair of the Evaluation Committee)
- Evaluation manager/M&E officer (Evaluation Committee Secretariat)
- Representatives from Outcome teams
- Regional evaluation officer (REO)
- Country office procurement officer

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
Preparation Phase <ul style="list-style-type: none"> • Select and establish ERG membership. • Reviews the revised draft ToR prepared by the EM. • Approves the final TOR. • Approves the final evaluation team and budget 	1 day	March/May 2026
Inception Phase <ul style="list-style-type: none"> • Brief the evaluation team on the subject of the evaluation. • Inform evaluation design through discussions with the evaluators. • Support identifying field visit sites on the basis of selection criteria. • Review the revised draft IR. • Approve the final IR 	2 days	Jun/July 2026
Data Collection Phase <ul style="list-style-type: none"> • Act as key informants respond to interview questions. • Facilitate access to sources of contextual information and data, and to stakeholders. • Attend the end of field work debriefing(s) meeting. • Support the team in clarifying emerging issues/gaps how to fill them 	2 days	August 2026
Analysis and Reporting Phase <ul style="list-style-type: none"> • Review final evaluation report after quality assurance by ET + EM. • Approve the final ER 	2 days	September/October 2026
Dissemination and Follow-up Phase <ul style="list-style-type: none"> • Decide whether management agrees, partially agrees or does not agree with the recommendations and provides justification. • Lead preparation of the management response to the evaluation recommendations 	2 days	November 2026

Annex 4. Role, composition, and schedule of engagement of the evaluation reference group

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

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

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

Composition

Country office	Name
<p>Core members:</p> <ul style="list-style-type: none"> • Senior DCD (Chair) • Evaluation Manager (secretary or delegated chair) • Outcome managers • Activity Managers • Head of Nutrition • Head of Gender • Area/Field Office Representative(s) • Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile) 	<p>Tiziana Zocchendu Beatrice Mwongela George Njoroge/Felix Okech/Carola Kenngott/Shane Prigge Nicholas Mweresa/Caroline Muchai/Zippy Mbatii/Peter Otieno Lynette Dinga Agatha Mugo Claudia Aphoe, Joachim Groder, Charles Songok Lone Felix</p>
Eastern & Southern Africa Regional Office	Name
<p>Core members:</p> <ul style="list-style-type: none"> • Regional Evaluation Officer • Regional Monitoring Advisor • A member of the Regional Programme Unit • Regional Gender Adviser 	<p>Nikki Zimmerman Federico Doehnert Meaza Abwari</p>

Schedule of ERG engagement and Time commitments

[Below is a typical schedule for engaging the ERG. The EM should adjust the estimated level of effort.

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
Preparation Phase <ul style="list-style-type: none"> • Review and comment on the draft ToR. • Where appropriate, provide input on the evaluation questions. • Identify source documents useful to the evaluation team. • Attend ERG meeting/conference call etc 	1 day	March/May 2026
Inception Phase <ul style="list-style-type: none"> • Meet with evaluation team to discuss how the evaluation team can design a realistic/practical, relevant and useful evaluation. • Identify and facilitate dialogues with key stakeholders for interviews. • Identify and access documents and data. • Help identify appropriate field sites according to selection criteria set up by the evaluation team in the inception report. • Review and comment on the draft Inception Report 	1 days	Jun/July 2026
Data Collection Phase <ul style="list-style-type: none"> • Act as a key informant: respond to interview questions. • Provide information sources and facilitate access to data. • Attend the evaluation team's end of field work debriefing 	2 days	August 2026
Analysis and Reporting Phase <ul style="list-style-type: none"> • Review and comment on the draft evaluation report focusing on accuracy, quality and comprehensiveness of findings, and of links to conclusions and recommendations. 	2 days	September/October 2026
Dissemination and Follow-up Phase <ul style="list-style-type: none"> • Disseminate final report internally and externally, as relevant. • Share findings within units, organizations, networks and at events. • Provide input to management response and its implementation 	2 days	November 2026

Annex 5. Communication and knowledge management plan

85.

When	What	To whom	From whom	How	Why
Evaluation phase	Product	Target audience	Creator lead	Communication channel	Communication purpose
Preparation	Draft TOR	Evaluation Reference Group; WFP (CO & Regional office, ESARO-HQ)	Evaluation managers	Email; Meetings; SharePoint	To request a review of and comments on the draft TOR
	Final TOR	Evaluation Reference Group; WFP (CO, Regional Office)	Evaluation managers	Email; WFPgo; WFP.org	To inform of the final agreed upon overall plan, purpose, scope, and timing of the evaluation
Inception	Draft Inception report	Evaluation Reference Group; WFP (CO & Regional Office)	Evaluation managers	Email	To request a review of and comments on the inception report
	Final Inception Report	Evaluation Reference Group; WFP (CO, Regional Office)	Evaluation managers	Email; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
Data collection	Debriefing power-point	Kenya country office management and programme staff; Evaluation Reference Group	Evaluation Team leader and Evaluation managers	Meeting	To discuss the preliminary findings after data collection
Reporting	Draft Evaluation Report	Evaluation Reference Group	Evaluation managers	Email	To request a review of and comments on the evaluation report
	Validation workshop PowerPoint and visual	Kenya country office management and programme	Evaluation managers and Team Leader	Meeting	To discuss preliminary conclusions and

	thinking ^[1]	staff; WFP Regional Office & HQ; Evaluation Reference Group.			recommendations
	Final Evaluation report	Evaluation Reference Group; WFP Management; WFP employees (CO, Regional Office, HQ, OEV); Donors Partner NGOs	Evaluation managers	Email; WFPgo; WFP.org; Evaluation Network platforms (e.g., UNEG, ALNAP)	To inform key stakeholders of the final main product from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	WFP CO & Regional Office Management, Programme & M&E Staff; WFP Regional Office Senior Regional Programme Adviser; M&E; Evaluation Reference Group;	Evaluation managers	Email and/or an online seminar	To discuss the commissioning office's actions to address the evaluation recommendations and solicit comments
	Final Management Response	WFP Management; WFP (CO, Regional Office, HQ, OEV); donors, partners, and government	Evaluation managers	Email; WFPgo; WFP.org;	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up (Associated Content)	Evaluation Summary/Brief	WFP employees (CO, Regional Office, HQ, OEV); donors and partners; National decision-makers	Evaluation managers	WFP.org, WFPgo	To disseminate evaluation findings
	Infographics ^[2] , posters & data visualization ^[3]	Donors and partners; Evaluation community;	Evaluation Team; OEV/Regional Office/CO Communications/KM unit	WFP.org, WFPgo; Evaluation Network platforms (e.g., UNEG, ALNAP);	
	Video ^[4]	National decision-makers; Affected	Evaluation	Newsletter; -	
	Blog, lessons learned				

	papers, tailored briefs, summaries of findings	populations, beneficiaries, and communities; General public	managers		
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^[1] See WFP visual thinking evaluation workshop video from Sri Lanka CO on climate change DE ([here](#) and [here](#)).

^[2] See the example of the [Strategic Evaluation of WFP's Capacity to Respond to Emergencies](#).

^[3] See the example of [Data viz in the Annual Evaluation Report](#).

^[4] See the example of the [Senegal evaluation](#) and the [Colombia evaluation](#).

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Annex 7. Acronyms and abbreviations

ACR – Annual Country Report

AfDB – African Development Bank

ASALs – Arid and Semi-Arid Lands

BETA – Bottom-Up Economic Transformation Agenda

CEDAW – Convention on the Elimination of All Forms of Discrimination Against Women

CIDPs – County Integrated Development Plans

CNAPs – County Nutrition Action Plans

CO – Country Office

CSPE – Country Strategic Plan Evaluation

CSP – Country Strategic Plan

DAC – Development Assistance Committee (OECD-DAC criteria)

DE – Decentralized Evaluation

DEQAS – Decentralized Evaluation Quality Assurance System

EB – Executive Board (WFP)

EC – Evaluation Committee

ERG – Evaluation Reference Group

ESARO – Eastern and Southern Africa Regional Office

ET – Evaluation Team

GEWE – Gender Equality and Women’s Empowerment

GoK – Government of Kenya

HDI – Human Development Index

HQ – Headquarters (WFP)

IFI – International Financial Institution

ILO – International Labour Organization

IPC – Integrated Food Security Phase Classification

IR – Inception Report

KII – Key Informant Interview

KM – Knowledge Management

M&E – Monitoring and Evaluation

MAM – Moderate Acute Malnutrition

MFB – Minimum Food Basket

MSC – Most Significant Change

MTP IV – Fourth Medium-Term Plan

NDMA – National Drought Management Authority

NGO – Non-Governmental Organization

NSNP – National Safety Net Programme

OEV – Office of Evaluation (WFP)

OIGI – Office of Inspection and Investigation (WFP)

PBW/G – Pregnant and Breastfeeding Women/Girls

PHQA – Post Hoc Quality Assessment

PSU – Programme Support Unit

QS – Quality Support

REO – Regional Evaluation Officer

RETT – Regional Evaluation Technical Team

SDGs – Sustainable Development Goals

SROI – Social Return on Investment

ToR – Terms of Reference

UNCRPD – United Nations Convention on the Rights of Persons with Disabilities

UNDAF – United Nations Development Assistance Framework

UNDP – United Nations Development Programme

UNEG – United Nations Evaluation Group

UNHCR – United Nations High Commissioner for Refugees

UNOCHA – United Nations Office for the Coordination of Humanitarian Affairs

UNSDCF – United Nations Sustainable Development Cooperation Framework

WEF – World Economic Forum

WFP – World Food Programme

[Kenya Country Office]
World Food Programme