



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

## TERMS OF REFERENCE FINAL BURUNDI: AN EVALUATION OF WFP'S PORTFOLIO (2011-MID 2015)

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## 1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline and the core indicators for Burundi.

### 1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. Country Portfolio Evaluations help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.

3. WFP Burundi developed their first Country Strategy covering a 4 year plan 2011-2014.

### 1.2. Country Context

4. Burundi, a small landlocked country densely populated with over 10 million people, borders three countries; the Democratic Republic of Congo, Tanzania and Rwanda. Burundi ranks 180 out of 187 countries in the 2014 UNDP Human Development Index. The 2013 Global Hunger Index ranked Burundi as having the highest levels of hunger in Sub-Saharan Africa and in East Africa.

5. *Politico-Economic*. After more than a decade of civil war from 1993 to 2005, disrupting public services and private investments, Burundi enjoys a moderate economic growth<sup>1</sup>. Poverty remains however widespread and inequalities between the capital and the rest of the country remain high; in rural areas, 61.5 % of the population cannot meet their calorie intake basic needs, versus 41% in Bujumbura<sup>2</sup>. Although the country's gross national income doubled between 2005 (\$130) and 2013 (\$280), it is still amongst the lowest GNI per capita in the world<sup>3</sup>. Some 80% of the total population lives below the poverty line<sup>4</sup>, which has serious repercussions on the ability of households to meet basic needs.

6. Despite progress achieved since 2005, including consolidating peace and security, Burundi still faces significant development challenges. The Government of Burundi has embarked on a potentially transformative process of decentralization, with the aim of strengthening social cohesion, improving local governance, and promoting access to basic infrastructure and service delivery.

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<sup>1</sup> Over the last decade, economic growth oscillated between 4 and 5 % (4.5 % in 2013). The World Bank, Jan. 2015

<sup>2</sup> The World Bank, January 2015

<sup>3</sup> Low income country – GNI per capita is \$1,045 or less. The state of the world's children 2015, UNICEF

<sup>4</sup> Less than \$1.25 per day – International Monetary Fund, 2012

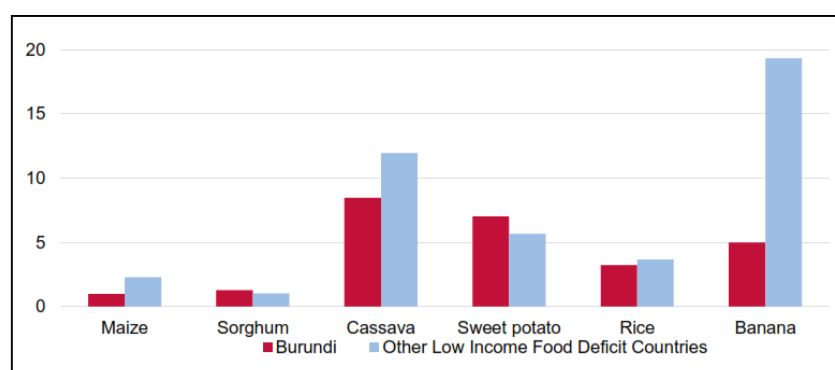
7. In 2006, Burundi approved a long-term vision through 2025 developed in the *Cadre Strategique de Croissance et de Lutte contre la Pauvrete* (CSLP). Taking roots in the 2025 vision and benefiting from the positive evolution of the political situation, a CSLP II<sup>5</sup> was initiated in August 2010. The document covering the 2012-2016 period is organized around four strategic pillars, of which the three major objectives include good governance in a state of law, the development of a strong and competitive economy and improving the quality of life of the Burundians.

8. There are persistent political tensions since President Nkurunziza's victory in July 2015 and the security situation remains volatile and fragile. Since the end of April 2015 after the ruling party elected President Pierre Nkurunziza to run for a third term, persistent fear of an increase in violence has resulted in movement of people into neighbouring countries. UNHCR reports that in September 2015, over 190,000 people have fled the country into the DRC, Rwanda, Tanzania and Uganda.

9. At the regional level, Burundi belongs to several regional economic groups such as the CEPLG (*Communaute Economique des Pays des Grands Lacs*) with Rwanda and DRC, the COMESA (Common Market for East and South Africa) which brings together 19 countries, and the EAC (East African Community).

10. *Food Security and Nutrition*. Although cultivable land is scarce<sup>6</sup>, the economy is dominated by subsistence agriculture – employing 90 % of the population. The two lean periods are from September to October and January to March. The agricultural productivity is low, and as illustrated in the below table 1, there is a very low average yields, which underpin the problem of inadequate food production.

**Table 1. Average Food Crop Yields for Burundi and other Low-Income Food Deficit Countries**



Source: FAOSTAT 2013

11. The poorest and most vulnerable communities generally depend on marginal lands. These communities lack the capacity to cope with severe climatic shocks such as floods and droughts which often claim lives and undermine their livelihoods. Domestic food production is insufficient to meet the needs of the population, as the country faced an increasing food deficit from 32% in 2010 to 51 % in 2012 <sup>7</sup>.

12. The prevalence of malnutrition in children under 5 is extremely high in Burundi. It differs significantly between the capital, where the prevalence of stunting is lower (22.4% ) compared to the rest of the country, where stunting is very high, ranging from 55% to 62 % regionally. The 2014 combined Comprehensive Food Security and Vulnerability Analysis (CFSVA) and the Standardized and Monitoring Assessment

<sup>5</sup> Cadre Strategique de Croissance et de Lutte contre la Pauvrete II, Republique du Burundi, January 2012

<sup>6</sup> Burundi has an estimated 1 million ha of total arable crop land. Food Security Country Framework, USAID, 2013

<sup>7</sup> Analyse globale de la securite alimentaire, de la nutrition et de la vulnerabilite au Burundi, WFP, August 2014

Relief and Transitions (SMART) show that the Northern region has the highest prevalence of stunting<sup>8</sup>. As shown in the below table 2, the national prevalence of underweight is 25.2%, stunting almost 49%<sup>9</sup> and wasting 5.5%. The 2015 UNICEF report also indicates a 3% overweight in Burundi.

**Table 2. Percentage of underweight and stunted <5 yrs children – compared to WHO nutritional classification.**

In BURUNDI			WHO's Classification		
Underweight	Stunting (Chronic malnutrition)	Wasting	Underweight	Stunting (Chronic malnutrition)	Wasting
<b>25 %</b>	<b>49 %</b>	<b>5.5%</b>	20-29% is classified as : <b>Medium</b>	Over 40% is classified as: <b>Very High (alarming)</b>	5-9% is classified as: <b>Medium</b>

Source: Data from the State of the World Children, Unicef 2015 & CFSVA 2014, and the WHO's classification.

13. As evidenced in the 2008 Lancet Series, the 1,000 days from start of pregnancy until a child reaches 2 years is the crucial period of physical and intellectual development for children. Early nutrition deficits damages children's cognitive development in the first 9 months + 2 years of life. By 6 months of age, 26.5 % of children are already stunted, and the prevalence of stunting gradually increases and peaks at 66% among children 24-35 months<sup>10</sup>.

14. According to the last Food Security Monitoring System (FSMS) in November 2013, the food security situation remains fragile and at risk of degradation to any shocks (climatic and other aleas). In October 2013, only 51% of respondents households were food secured with acceptable food consumption, while 39% had a limit consumption and 10% had a poor consumption (versus 5% in April 2013). Over 50% of the households are food insecure in the following three most affected zones: Plateaux Humides, Bugesera and Haute Altitude<sup>11</sup>.

15. Since the beginning of the political instability of the DRC in 1964 , Burundi has welcomed refugees from DRC in small groups. According to the 2014 WFP & UNHCR Joint Assessment Mission (JAM), nearly 300 to 500 asylum seekers are arriving in Burundi monthly. The JAM reported that Burundi hosted some 46,000 refugees in four camps in March 2014. According to the UNHCR 2015 Global Appeal, it is anticipated that Burundi will be hosting 62,000 refugees in 2015.

16. Burundi, like much of Central Africa, is prone to natural disasters. Floodings, landslides, torrential rains and drought are recurrent in Burundi. In recent years, the country has registered an unusually high number of natural disasters which have contributed to displacement of communities, destruction of homes, disruption of livelihoods and the further deterioration of food and nutrition security. Since 2011, the country faced the following natural and national disasters<sup>12</sup>: Floods (March 2011),

<sup>8</sup> The highest prevalence of stunting are located in ten provinces (out of 17 provinces) : Muyinga (59%), Kayanza (56.6%), Cankuzo (56.4%), Bubanza (55.9%), Ngozi (54.4%), Rutana (54.3%), Ruyigi (54.3 %), Karusi (53.9%), Gitega (52.9%) and Muramvya (50%). Muyinga, Kayanza and Ngozi provinces are in the Northern region.

<sup>9</sup> According to the recent 2014 CFSVA, global stunting rate in Burundi decreased from 58 % to 48.8 %.

<sup>10</sup> USAID, Food Security Country Framework for Burundi, Sept 2013

<sup>11</sup> Plateaux Humides covers Ngozi, Kayanza, Karusi and Gitega provinces. Bugesera covers Kirundo and Muyinga provinces. Haute Altitude covers Muramvya.

<sup>12</sup> Source: Relief Web/Disasters, Burundi

Cholera Outbreak (August 2011 and Oct 2012), Floods (February 2014), Landslides and floods (March 2015).

17. The Government engaged at the highest level in the area of nutrition through the launch in July 2013 of the multisectoral platform for Nutrition and Food Security by the President of Burundi and the appointment of a Scaling Up Nutrition (SUN) focal point at the second Vice-Presidency level. Burundi is also part of the REACH Initiative.

18. *Children, Education.* In 2012, a Sector Plan for Development of Education and Training (PSDEF) for the 2012-2020 period was developed. It places particular emphasis on the completion of primary school. According to a national report<sup>13</sup>, Burundi has made education a priority by allocating about 29% of the national budget. In 2013, 50% of this sum was dedicated to primary education. Primary education has experienced a significant quantitative increase in a decade; the report indicates it has doubled between 2004 (1 million registered) and 2013 (2 million registered). The 2015 UNICEF report indicates that Primary school net enrolment ratio (%) covering 2009-2013 is 94, and the net attendance ratio (%) covering 2008-2012 is 73.7. Girls represent 50.6% of the number of pupils in 2013, against only 46.1% in 2004. This is partly explained by the Government's measure of abolishing school fees taken in 2005.

19. *Gender, Protection.* The 2011-2025 National Gender Policy aims to correct the historical disadvantages faced by women by providing substantial gender-sensitive budgetary support. It has relevant indicators but this has not yet been harmonized into the National Public Administration Reform Programme (PNRA)<sup>14</sup>. The 2014 Human Development Report ranks Burundi at 104 (out of 152) regarding the gender inequality index. The 2013 USAID Food Security report identified gender equality as one of the contributing factors to food insecurity. Women in rural areas bear a large part of the responsibilities for agriculture production but are not yet fully involved in making decisions regarding household expenditures or use of land.

20. Commercial sexual exploitation has been identified as one of the worst forms of child labour in Burundi. Thirty per cent out of 307 children interviewed during the rapid assessment on Commercial Sexual Exploitation of Children (CSEC) declared themselves to be victims of CSEC, whereas the remaining 70 per cent said they had witnessed cases of CSEC<sup>15</sup>. In March 2013 the Government of Burundi adopted a National Child Protection Policy, an important milestone in the context of large numbers of orphans and vulnerable children (OVC).

21. *International Assistance*<sup>16</sup>. The Official Development Aid ranged from USD 523 to 575 million between 2011 and 2013, and the confirmed Humanitarian Aid contributions amounted to USD 2.5 million in 2012 and USD 10.8 in 2013.

## **2. Reasons for the Evaluation**

### **2.1. Rationale**

22. The evaluation is an opportunity for the Country Office (CO) to benefit from an independent assessment of its 2011-2014 Country Strategy and portfolio of operations. The CPE findings are intended to inform the CO for its future operation(s) design and

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<sup>13</sup> Rapport national de l'Éducation pour tous, Republique du Burundi, Decembre 2014

<sup>14</sup> UNDP, Gender Equality and Women's Empowerment in Public Administration, Burundi Case Study, 2012

<sup>15</sup> UNICEF Annual Report 2012 for Burundi, UNICEF 2013

<sup>16</sup> Source from OECD-DAC and OCHA, 2015 data

strategic orientation. The CPE will also provide evidence of past and current performance that is useful for the design of a new UNDAF<sup>17</sup>.

23. In relation to the last Strategic Plan (2008-2013), the evaluation will provide evidence on how the portfolio performed. Given that the current Strategic Plan (2014-2017) continues its focus on food assistance, lessons from this CPE are likely to be applicable for the future WFP operations in Burundi.

24. Since there has not been any evaluation of WFP's portfolio of activities in Burundi carried out by the Office of Evaluation (OEV)<sup>18</sup>, the CPE is an opportunity for the CO to benefit from an independent assessment of its operations.

## 2.2. Objectives

25. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Burundi (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Burundi, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

## 2.3. Stakeholders and Users of the Evaluation

26. The primary user of the evaluation findings and recommendations will be the WFP Burundi Country Office in the refinement and design of the current and next operations, country strategy and partnerships. The Nairobi Regional Bureau is also expected to use the evaluation findings given its role in providing strategic guidance.

27. The below provides a preliminary stakeholders list and a thorough analysis<sup>19</sup> will be done by the evaluation team during the inception phase.

Internal stakeholders	
<b>Country Office (CO)</b>	The CO is the primary stakeholder of this evaluation. Responsible for the country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results to strategically reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate. The CO also has an interest in enhanced accountability towards the Burundi government, other partners, donors and beneficiaries.
<b>Regional Bureau in Nairobi</b>	In light of its stronger role in providing strategic guidance, programme support and oversight to the COs in the region, the RB has an interest in learning from evaluation results.

<sup>17</sup> Current Burundi UNDAF cycle is 2012-2016

<sup>18</sup> Burundi had been used as a country case study in the 2011 Strategic Evaluation managed by OEV "How WFP CO adapt to change". The previous PRRO and the current CP were reviewed in 2013 (country-led mid term review).

<sup>19</sup> The analysis should take account of the WHO, Why, How and When the stakeholders will be involved in the evaluation process. During data collection all groups (gender, age) should be included.

<b>Headquarters Management and relevant Divisions</b>	Executive Management and other Managers based in Rome will be interested in the findings of this evaluation. In particular in the Policy & Programming, the Performance Management & Monitoring, the Emergency Preparedness, and the Partnership & Governance Divisions.
<b>Executive Board (EB)</b>	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations and their harmonisation with strategic processes of government and partners.
<b>External stakeholders</b>	
<b>Beneficiaries</b> (women, men, boys and girls)	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.
<b>Government</b> (including partner Ministries)	The Government of Burundi (GoB) has a direct interest in knowing whether WFP activities in Burundi are effectively impacting their population, aligned with their agenda and harmonised with the action of other partners. The line Ministry for WFP Burundi is the Ministry of Agriculture. The three main GoB counterparts are the Ministry of Agriculture, Ministry of Health, and Ministry of Education. WFP coordinates with the Ministry of Health (MoH) for nutrition interventions. The MOH has issued policies addressing community health and nutrition. In 2012, the MoH promulgated the establishment of community health committees (CHCs) for each Hill. Last but not least, Burundi is also a donor to WFP Burundi (to the CP 200119); its contribution to the portfolio under evaluation represents 12 %.
<b>UN agencies</b>	UN agencies have a shared interest with WFP in ensuring that the ensemble of UN support is effective and complementary in support of the population's needs, gender equality and human rights. The 2012-2016 UN Development Assistance Framework (UNDAF) supports the Government in developing policies and programmes. The main UN partner for WFP Burundi is UNICEF. WFP coordinates with UNICEF for nutrition interventions, collaborates with UNHCR to provide food assistance to refugees and returnees, and partners with IFAD to implement agriculture-related community recovery and development activities. Other partners are FAO, IOM, UNDP, UN-Women and WHO.
<b>NGO partners and other organizations</b>	NGOs are WFP's partners in programme implementation and design and as such have a stake in the WFP assessment of its portfolio performance as well as an interest in its strategic orientation. WFP cooperates with <i>WeltHungerHilfe</i> to provide assistance to school children in the north of the country. With regards to refugees, WFP collaborates with <i>IRC</i> , <i>Red Cross</i> , <i>Caritas</i> and several local NGOs. <i>World Vision</i> is the WFP's partner concerning agriculture –related community recovery.
<b>Donors</b>	WFP activities are supported by donors' contributions. They have an interest in knowing whether their funds have been spent effectively and efficiently. They also have an interest in knowing to which extent the WFP strategy complement their own strategies and supported-programmes. The portfolio's top five donors are: USA (50%), Burundi (12%), Canada (9%), The Netherlands (7%) and the European Commission (6%).

### 3. Subject of the Evaluation

#### 3.1. WFP's Portfolio in Burundi

28. WFP has been present in Burundi since 1968, totalling 38 operations valued at almost USD two billion - see Annex 4. The first WFP Country Strategy document (2011-2014) was developed by the CO in 2010. The strategy considered the national policies and needs, the 2008-2013 WFP Strategic Plan and its transition from a food aid to a food assistance agency. The Country Strategy identifies three priorities: i) Food and Nutrition Security, ii) Capacity Development of Government institutions, and iii) Humanitarian Response action. These three priorities intended to inform the development of future WFP project documents i.e. the PRRO 200164 and the CP 200119, which both started in 2011. The vision of the strategy states that “WFP will be the catalyst to support the Government of Burundi towards post-conflict transition and consolidation of peace that addresses, in a sustainable manner, hunger and nutrition needs for its vulnerable populace.”

29. Since January 2011, there have been two Protracted Relief and Recovery Operation (PRRO), a Country Programme (CP) and an Immediate Response EMOP in Burundi. Table 3 illustrates the timeline and the funding level of the Burundi portfolio<sup>20</sup>.

**Table 3. Timeline and funding level of WFP portfolio in Burundi (2011-mid 2015)**

Operation	Time Frame	2011	2012	2013	2014	2015
CP 200119 - Country Programme Burundi (2011 - 2014)	Jan 2011 – Dec 2014 + BR (extended to Dec 2016)	<div> <div>LEGEND Funding Level</div> <div> <div>&gt; 75%</div> <div>Between 50 and 75%</div> <div>Less than 50%</div> </div> </div> <div>Req: 104,704,558 Rec: 48,411,649 Funded: 46%</div> <div>2016</div>				
PRRO 200655 - Assistance for Refugees and Vulnerable Food-Insecure Populations	July 2014 – June 2016 + BR (extended to Dec 2016)					<div>Req: 69,753,058 Rec: 23,636,218 Funded: 34%</div> <div>2016</div>
IR-EMOP 200678 - Emergency assistance to victims of flooding	Feb 2014 – May 2014				<div>Req: 1,361,213 Rec: 687,101 Funded: 50%</div>	
PRRO 200164 - Assistance to refugees, returnees and vulnerable food-insecure populations	Jan 2011 – Dec 2012 + BR (extended to June 2014)	<div>Req: 98,480,619 Rec: 63,840,369 Funded: 65%</div>				
Direct Expenses (US\$ millions)		18,730	17,906	24,246	27,867	n.a.
% Direct Expenses: Burundi vs. WFP World		0.5%	0.43%	0.57%	0.59%	n.a.
Food Distributed (MT)		21,396	19,209	15,731	15,809	n.a.
Total of Beneficiaries (actual)		784,166	743,377	703,531	943,711	n.a.
% women beneficiaries (actual)		51%	52%	51%	48%	n.a.

Source: APR 2014, SPR 2011-2014, Resource Situation Updates as of July 2015

Requirements (Req.) and Contributions received (Rec.) are in US\$

30. The portfolio globally suffers from 50 % shortfall. However, there are two ongoing operations: the CP 200119 and the PRRO 200655, ending in December 2016. The two PRROs together just reached 52 % of the requirements, of which the current PRRO is severely underfunded (only 34% funded according to the July 2015 WFP Resource situation update).

31. The first PRRO started in January 2011 and ended in June 2014<sup>21</sup>. This PRRO was planned to target 547,000 beneficiaries and focused on assisting highly food insecure people, including returnees, refugees and vulnerable host communities

<sup>20</sup> The March-May 2015 project Request for special preparedness activity (election preparedness) is not included. The budget amounts to USD 250,000 and financial closure is scheduled on 27 Oct 2015. During Inception, the team will examine whether and, if so, how to include this request for a IR-Prep.

<sup>21</sup> The PRRO 200164 was originally planned to cover a 2-year period (2011-2012). The 5<sup>th</sup> Budget Revision extended the operation until 30 June 2014, to synchronize it with the Government's 18 month reintegration plan. It also allowed a transition period for the preparation of a new PRRO.



affected by successive shocks. It was linked to Strategic Objectives 1 and 3 of the 2008-2013 WFP Strategic Plan. In addition, the operation intended to undertake capacity development activities (addressing the second Country Strategy priority, on Capacity Development), and to directly contribute to the third priority identified by the Country Strategy: *Humanitarian Response Action*.

32. Parallel to the first PRRO mentioned above, in January 2011 the CO also initiated the CP 200119 which will end in December 2016<sup>22</sup>. The CP planned to target 333,000 beneficiaries yearly, and intended to be consistent with WFP Strategic Objectives 3,4 and 5 of the 2008-2013 Strategic Plan. The CP also addresses the first two Country Strategy priorities: *Food and Nutrition Security*, and *Government Capacity Development*. WFP assisted pre-and primary school children, pregnant and lactating women and children aged 6-23 months, Anti-retroviral Therapy (ART) patients, and vulnerable and food-insecure populations.

33. Towards the end of 2013 the CP was revised and extended. Mainly, the School Feeding programme was adapted to the Government's new policy, increasing basic education from six to nine years. Health and nutrition support was reoriented from targeted supplementary feeding to stunting prevention interventions. Community recovery and development activities were implemented to improve households' access to food, build community resilience to shocks and reduce disaster risks.

34. In July 2014 the activities of the first PRRO were continued under PRRO 200655 which is running until December 2016<sup>23</sup>. This second PRRO seeks to address food insecurity and nutrition challenges among food-insecure, vulnerable groups in Burundi, Congolese refugees, Burundian migrants expelled from Tanzania, vulnerable people in social institutions, and food insecure households in communities with high concentrations of returnees.

35. Voucher transfers for refugees shifted back to in-kind food distribution in November 2014, due to resource constraints. Assistance to school children in the south east of the country continued, however resource limitations did not allow a full coverage of this activity. Since no recent data was available during the development of the PRRO, Pregnant & Lactating Woman (PLW) nutrition needs were estimated based on the 2010 Health and Demographic survey, indicating 16% moderate acute malnutrition prevalence. The SMART survey conducted early 2014 revealed however a significant lower rate; 3.5 % at the national level. This led to an overestimation of the planning figure with regards to the number of PLW assisted; 6,300 planned versus 3,875 actual<sup>24</sup>.

36. At the request of the Government of Burundi, an Immediate Response EMOP was launched in March 2014 to secure the food and nutritional status of some 20,000 displaced people by sudden flooding in Bujumbura and surrounding areas in February 2014. A lower tonnage of food was actually distributed (418 MT) than planned (699 MT) because fresh food provided by the Ministry of National Solidarity was distributed, and the humanitarian stakeholders decided to focus assistance in the temporary sites hosting fewer IDPs. At the closure of the project, remaining food stocks were mainly transferred to the PRRO. The CO learnt that in the context of an

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22 The CP was initially planned to end in December 2014, and was extended for 2 years through a Budget Revision (WFP/EB.2/2013/7-B/4/Rev.1). In May 2013 the CO commissioned an external mid-term review of the CP. Its conclusions and recommendations underpinned the BR.

23 In July 2015 the CO developed a Budget Revision to extend the PRRO until Dec 2016, to coincide with the end of the CP and take stock of findings and recommendations from this CPE for the new operation.

24 Standard Project Report 2014

emergency, the implementation of a cash transfer as a modality of relief food assistance is challenging, particularly in a country where financial institutions were not familiar with it.

37. WFP Burundi has undertaken capacity development activities and outlined the areas where they would seek to enhance Government's capacity development in the coming years.

38. *Refugees.* A joint WFP / UNHCR (JAM) mission<sup>25</sup> was conducted in April 2014 in four refugee camps in Burundi. The mission highlighted the very high level of dependence of refugees to food assistance. The table below shows the number of refugees in the four camps.

**Table 4. Refugees in the four camps in Burundi (source UNHCR, March 2014)**

Camps	Province/Commune	Number of beneficiaries
Musasa	Ngozi/Kiremba	6,668
Kinama	Muyinga/Gasogwe	9,526
Bwagiriza	Ruyigi/Butezi	9,270
Kavumu (opened in 2013)	Cankuzo/Cankuzo	3,631
<i>Total</i>		<i>46,626</i>

Extracted from the: "Mission d'évaluation conjointe (JAM), PAM & UNHCR Burundi, avril 2014".

39. The most vulnerable households to food insecurity were small households (53% of households in the 4 camps) and households whose head of household is a woman (70% of the population in three camps; Bwagiriza, Musasa and Kinama). Global acute malnutrition rate varied from 2.1% to 6.7% depending on the camps. Chronic malnutrition levels exceeded the critical threshold of 40% defined by WHO in 2 of 4 camps (Kavumu and Kinama). The mission concluded that refugees in the four camps should continue to be assisted by humanitarian aid. Efforts should be oriented towards the access of refugees to diversified sources of income and support for the economic development of the host areas of the camps. The mission report notes that almost no improvement has been registered in terms of self-sufficiency of refugees and creations of Income Generating Activities since the previous JAM survey conducted in 2010.

40. Illustrated by the below table, the main portfolio's interventions with beneficiaries receiving direct assistance include School Feeding, General Food Distribution, Nutrition-specific interventions and Livelihood activities<sup>26</sup>. School Feeding is the dominant portfolio activity, representing 51% of the portfolio actual percentage of beneficiaries. The CO plans to expend this activity in the coming years by linking it with P4P and local food fortification. 7% of the beneficiaries received WFP assistance through Cash & Voucher transfers, mainly through the current PRRO. During 2011 and 2014, the Standard Project Reports indicate that a total of 72,145 MT of food have been distributed to over 3 million beneficiaries.

<sup>25</sup> Mission d'évaluation conjointe (JAM), PAM & UNHCR Burundi, avril 2014

<sup>26</sup> In June 2015, some development focused activities such as cash transfers for FFA and some P4P related activities have been suspended for security reasons.

**Table 5. Food assistance planned & actual beneficiaries, by activity and by portfolio's operation.**

Burundi percentage and total of beneficiaries by activity 2011-2015							
Activity Operation		HIV/AIDS	School feeding	Nutrition	GFD	FFW/FFT/ FFA	Cash/ Vouchers
CP 200119	Planned	19,375 2%	840,300 76%	163,969 15%		82,543 7%	50,000 5%
	Actual	10,231 1%	838,713 81%	140,270 14%		40,835 4%	42,650 4%
PRRO 200655	Planned		110,000 47%	18,300 8%	85,000 36%	20,000 9%	70,000 30%
	Actual		82,811 45%	13,013 7%	69,387 38%	19,261 10%	64,809 35%
IR-EMOP 200678	Planned			3,500 15%	20,000 85%		
	Actual			1,567 7%	22,160 93%		
PRRO 200164	Planned		195,288 18%	136,963 12%	600,088 54%	182,040 16%	171,000 15%
	Actual		211,507 21%	113,912 11%	534,998 53%	141,234 14%	57,829 6%
Planned % of beneficiaries		19,375 0.8%	1,145,588 46%	322,732 13%	705,088 28%	284,583 11%	291,000 12%
Actual % of beneficiaries		10,231 0.5%	1,133,031 51%	268,762 12%	626,545 28%	201,330 9%	165,288 7%

Source: WFP Dakota as of August 2015

### 3.2. Scope of the Evaluation

41. The evaluation will cover the January 2011-June 2015 period<sup>27</sup>. The CPE will review the 2011-2014 WFP Country Strategy (CS) document, and will assess four operations, including 2 PRROs, 1 Country Programme (CP) and 1 Immediate Response (IR) EMOP. The evaluation will particularly look at the complementarity between the current PRRO and the current CP – and lessons that can be drawn from that angle. It is expected that the evaluation will also look at the innovative approaches and tools, including the P4P-like project, local food fortification initiative, and the emergence of cash transfers and accountability mechanisms such as beneficiary registration, sensitisation and service desk.

42. The evaluation will review the 2011-2014 CS and its three priorities i) Food and Nutrition Security, ii) Capacity Development of Government Institutions, and iii) Humanitarian Response Action. In particular, the evaluation will look at the coherence between the directions of its strategic vision and the PRRO 200655 and the EMOP 200678 which both started in 2014. It will also look at how the CP 200119 addressed the first two strategic priority areas of the CS.

43. In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole. Following the established approach for WFP CPEs, the evaluation focuses on three main areas detailed in the below key evaluation questions (section 4.1).

<sup>27</sup> The portfolio evaluation data will cover the period from 1 January 2011 to 30 June 2015. The CO will provide to the team available data for the first 6 months of 2015, to complement the SPR ending in 2014.

## 4. Evaluation Questions, Approach and Methodology

### 4.1. Evaluation Questions

44. The CPE will address the following three key questions common to the CPE model, which will be further tailored and detailed in a realistic matrix of evaluation questions to be developed by the evaluation team during the inception phase. The evaluation will consider the different needs of various age groups, gender, etc.

45. **Question one: What has been the Strategic Alignment of WFP's country strategy & portfolio in Burundi ?** Proposed sub-questions will include the extent to which the CO main objectives and related activities have been:

- i) relevant to Burundi's humanitarian and developmental needs;
- ii) coherent with the national agenda and policies;
- iii) coherent and harmonized with those of other partners and UN system;
- iv) internally coherent across WFP strategic objectives and the CO's documents; and
- iv) reflect on the extent to which WFP has been strategic in its alignments and positioned itself where it can make the biggest difference.

46. **Question two: What have been the factors driving strategic decision making ?** Reflect on the extent to which WFP :

- i) has analysed the national hunger, nutrition and food security issues including gender issues, and appropriately used this analysis to understand the key hunger challenges in Burundi;
- ii) contributed to developing related national or partner strategies and to developing national capacity on these issues; and
- iii) to identify the factors that determined existing choices (perceived comparative advantages, corporate strategies, resources, organisational structure, etc.) to understand the drivers of a CO strategy and how they need to be considered if/when developing a new Country Strategy.

47. **Question three: What have been the WFP portfolio Performance and Results ?** Reflect on:

- i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities;
- ii) the extent of WFP's contribution to the reduction of gender gaps in relation to and control over food, resources, and decision-making;
- iii) the level of synergy and multiplying effect between similar activities in different operations, and between the various main activities regardless of the operations; and
- iv) the level of synergies and multiplying opportunities with partners at operational level.

### 4.2. Evaluability Assessment

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

During the inception phase, the evaluation team will confirm the extent to which gender dimensions can be evaluated and identify measures needed to address the evaluability of gender dimensions.

48. The evaluation will benefit from the findings of the 2013 mid-term reviews of the previous PRRO 200164 and from the current CP 200119, managed by the CO. The evaluation will also benefit from the 2013 external mid-term review of voucher transfers in refugee camps, commissioned by WFP and UNHCR. The three reports are available to the evaluation team.

49. The WFP Burundi Country Strategy document (2011-2014) developed by the CO in 2010 guided the design of two of the four operations covered by the CPE. However, the Country Strategy is not an operational document and does not contain performance results against which WFP reports. Thus the primary benchmarks for assessing performance will be a combination of the operation project documents, standard project reports as well as qualitative assessment of WFP's work.

50. Some 2015 quantitative data will not yet be available while conducting the evaluation. Prior the mid-2015 election, monitoring visits by WFP staff have been reduced for security concerns. The evaluation team will take this into account when developing the evaluation's data collection strategy.

51. The language used to communicate with some national stakeholders (in particular, local NGOs and beneficiaries) may be a constraint. All team members will have to communicate in French with national counterparts, and be assisted by local expertise to communicate in Kirundi with the beneficiaries.

### 4.3 Methodology

*This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.*

52. CPEs primarily use a longitudinal design, rely on secondary quantitative data and conduct primary qualitative data collection with key stakeholders.

53. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness, sustainability and connectedness – appropriately linked to the three key evaluation questions. The key questions will focus specifically on issues of relevance to the Burundi context, the ongoing WFP operations, and key technical issues of relevance for future programming.

54. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology will:

- Examine the logic of the portfolio based on the Country Strategy and its relationship to the objectives of the operations comprising the portfolio;
- Be geared towards addressing the evaluation questions using triangulation of information from diverse sources and analysis of both quantitative and qualitative data<sup>28</sup>. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.
- Take into account the limitations to evaluability as well as budget and timing constraints.

55. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including

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<sup>28</sup> The evaluation matrix – presented in the inception report - will be a crucial organizing tool for the evaluation.

beneficiaries, Monitoring reports, PDM<sup>29</sup>, etc.) and following a systematic process to answering the evaluation questions with evidence. The sampling technique to impartially select stakeholders to be interviewed should be specified.

#### 4.4 Quality Assurance

56. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The OEV evaluation manager will conduct the first level quality assurance, and another OEV evaluation officer will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

57. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

### 5. Organization of the Evaluation

#### 5.1. Phases and Deliverables

58. The evaluation is structured in five phases summarized in table 6 below. The three phases involving the evaluation team are: (i) The Inception phase, with a briefing of the evaluation team in Rome, followed by an inception mission to Bujumbura (team leader and evaluation manager), then by the inception report providing details for conducting the evaluation fieldwork. (ii) The Fieldwork<sup>30</sup> phase: primary and secondary data collection and preliminary analysis with approximately 3 weeks in the field. (iii) The Reporting phase concludes with the final evaluation report (a full report and an Executive Board summary report) that will be presented to WFP's Executive Board in November 2016. A more detailed timeline can be found in annex 2.

**Table 6: Summary Timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	<b>Aug - Oct 2015</b>	Draft and Final TOR Evaluation Team/company selected and contracted.
2. Inception	<b>Nov 2015 – Feb 2016</b>	Document Review Team's briefings at WFP HQ Inception Mission in Bujumbura and Inception Reports
3. Evaluation field work. Data Review, including fieldwork	<b>Feb/March 2016</b>	Evaluation mission, data collection, internal exit debrief Teleconference/Debriefing PPT Analysis

<sup>29</sup> It was planned that the February 2015 PDM would allow to assess development with regards to household gender dynamics reflected in the June 2014 PDM.

<sup>30</sup> An internal exit debrief with the CO is planned on the last day of the Fieldwork, see para.66 below

4. Reporting	<b>April - July 2016</b>	Report Drafting Comments Process & Reviews <u>Final evaluation report</u> (including SER)
5. Executive Board and follow up EB.2/2016 (Nov session)	<b>Aug-Nov 2016</b>	Summary Evaluation Report Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

## 5.2. Evaluation team/expertise required

59. The evaluation will be conducted by a team of independent consultants with relevant expertise for the Burundian portfolio. It is anticipated that a core team of three or four evaluators (including the team leader) will be required for the evaluation. It is expected that the team will consist of a mix of international and national consultants, and be gender balanced and gender conscious. All team members must be fluent in French and written English. Fieldwork in Burundi will require a national consultant or research assistant speaking Kirundi.

60. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivering of all evaluation products. The team leader should also have a good understanding of food security issues, and familiarity with the relevant portfolio issues, particularly with school feeding being the dominant portfolio activity. He/she will have excellent synthesis and reporting skills in English.

61. The evaluation team should combine between its various members the following competencies and expertise:

- Strong experience in strategic positioning related to food assistance to vulnerable populations in the East African context.
- Deep understanding of the humanitarian/development context in Burundi.
- Expertise in School Feeding, Food security & Nutrition (including stunting prevention activities), Livelihood activities and in WFP initiatives such as Purchase for Progress (P4P), local food production, and Cash & Voucher transfers.
- Knowledge of the UN and WFP work modalities, WFP types of programmes, and the WFP transition from food aid to food assistance.
- Ability to conduct a complex evaluation with a strong strategic dimension, and to design an appropriate methodology.

## 5.3. Roles and Responsibilities

62. This evaluation is managed by the WFP Office of Evaluation (OEV). Diane Prioux de Baudimont has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team (via contracting a consultant firm); managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field mission; conducting the first level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the evaluation report. The EM will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

63. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the

portfolio's performance and results. The CO will facilitate the organisation of the two missions in Burundi; facilitate the evaluation team's contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork. The nomination of a WFP Country Office focal point will help communicating with the evaluation team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

64. The contracted company will support the evaluation team in providing quality checks to the draft evaluation products being sent to OEV for its feedback. Particularly, the company will review the first draft inception and evaluation reports, prior sending it to OEV.

65. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

#### **5.4. Communication** (see also the communication plan in Annex 6)

66. WFP stakeholders at CO, RB and in Rome will be kept informed during the evaluation process and will be invited to provide feedback on two core draft evaluation products i.e. the TOR and the evaluation report. Their role will be to cross check factual information, highlight potential gaps in the analysis, and not to provide evaluation quality assurance or approval.

67. The last two days of the fieldwork will be dedicated to preparing for an internal exit debrief by the evaluation team (at least the TL) with the CO. This debrief will focus on a dialogue with the CO about strategic orientation in order to (i) stimulate CO thinking in design of its next operation, pending production of the evaluation report; and (ii) deepen the analysis of preliminary findings. After the fieldwork, the initial findings will be shared with WFP stakeholders in CO, RB and HQ during a teleconference debriefing session.

68. All evaluation products will be written in English. It is expected that the evaluation, with the contracted company providing quality control, produce reports that is of very high standard and evidence-based. While the final evaluation report is the responsibility of the evaluation team, it will be approved by the OEV Director, on satisfactory meeting of OEV's quality standards.

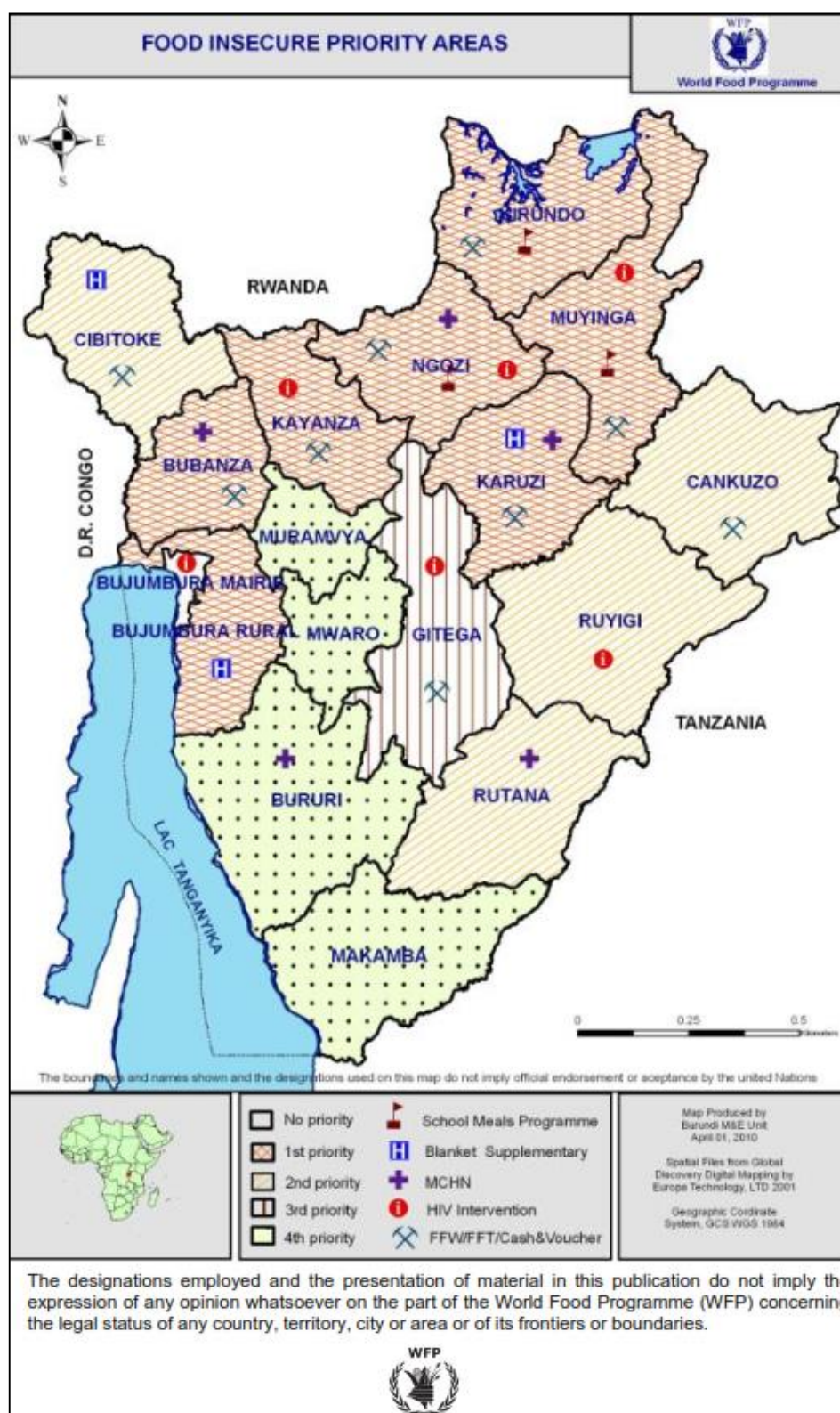
69. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2016. The final evaluation report will be posted on the public WFP website. The CO is encouraged to circulate the final evaluation report with external stakeholders in Burundi.

#### **5.5. Budget**

70. The evaluation will be financed from the Office of Evaluation's budget at a *total* estimated cost of USD 250,000. The total budget covers all expenses related to consultant/company rates, international travels, and OEV staff travel. The evaluation team will be hired through an institutional contract with a consultant company.



## Annex 1: Map of Burundi (2010)



Source: WFP Project Document CP 200119

## Annex 2: Detailed timeline - Evaluation process steps

Draft Sept2015	<b>BURUNDI COUNTRY PORTFOLIO EVALUATION (CPE)</b>	By whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			
	Desk review. Draft TOR + clearance for sharing to WFP	EM	Aug 2015
	Review draft TOR considering WFP feedback + seek OEV approval	EM	Sept/Oct 2015
	Final TOR and Team selection & contracting	EM	End Oct 2015
<b>Phase 2 - Inception</b>			
	<b>Team preparation</b> prior to the 2 briefings (EQAS,TOR, project documents)	Team	Nov/Dec 2015
	Initial briefing between OEV and 3 core team members – 1 day	EM& Team	Early Dec 2015
	Team briefing & initial interviews w/ WFP stakeholders (WFP Rome) – 2 days	EM &Team	Jan 2016
	<b>Inception mission</b> in Bujumbura (some 4 days + travel)	EM + TL	<b>Jan 2016</b>
	Submit Draft Inception Report to OEV (after company's quality check)	TL	End Jan 16
	OEV quality assurance and feedback	EM	Feb 16
	Submit revised Inception Report (IR)	TL	Feb 16
	Circulate final IR to WFP key stakeholders for their information + intranet	EM	Feb 16
<b>Phase 3 - Evaluation Mission - Fieldwork in Burundi</b>			
	<b>Field work (3 weeks) &amp; Desk Review.</b> Field visits in Burundi, including internal exit debrief with the CO presenting initial findings.	Team	<b>Feb/March 2016</b>
	Debriefing via teleconference with the CO, RB and HQ staff. Preliminary findings (PPT) presented by the TL	EM &TL	in March 2016
<b>Phase 4 - Evaluation Report (ER) – high quality report from draft 0 onwards</b>			
Draft 0	<b>Submit draft Evaluation Report (ER)</b> to OEV (after internal company's quality check and review)	TL	<b>Mid April 2016</b>
	OEV quality feedback sent to the team	EM	April 16
Draft 1	Submit revised draft ER to OEV	TL	April/May 16
	OEV reviews & seeks D/OEV's clearance for circulating the ER to WFP stakeholders, for comments (2 weeks).	EM	May 2016
	OEV consolidates all WFP's comments (matrix) and share them w/ team	EM	June 2016
Draft 2	Submit revised draft ER to OEV based on WFP's comments, and team's comments on the matrix.	TL	June 2016
	OEV reviews ER & matrix (clarification w/ team if needed)	EM	July 2016
	Seek Director's clearance for SER circulation to EMG for comment.	EM	July 2016
	OEV sends the EMG comments on the SER with the team for revision	EM & TL	July 2016
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	<b>July2016</b>
	Final Approval by OEV Dir. Last clarification by team, if necessary	EM &TL	July 2016
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	<b>Submit SER to EB Secretariat</b> for editing & translation + SER recommendation to RMP for management response	EM	<b>July 2016</b>
	Tail end actions, including Ev. Brief, websites posting, EB Round Table,	EM	Sept/Oct 2016
	<b>Presentation of Summary Evaluation Report to the EB</b>	D/OEV	<b>Nov 2016</b>
	<b>Presentation of management response to the EB</b>	D/ RMP	<b>(EB.2/2016)</b>

Legend: TL = Team Leader. EM= OEV Evaluation Manager. OEV= Office of Evaluation. ER = Evaluation Report. CN= Concept Note. EQAS: Evaluation Quality Assurance System. SER = Summary Evaluation Report. EB = WFP's Executive Board. RMP= Performance and Accountability Management.

**Annex 3: WFP Strategic Plan and Objectives 2008-2013 (links to the CS included) and 2014-2017**

<b>Strategic Plan 2008 - 2013</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
<b>Strategic Objective 3</b>	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
<b>Strategic Objective 4</b>	Reduce chronic hunger and undernutrition.
<b>Strategic Objective 5</b>	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.
Source: WFP Strategic Plan 2008 - 2013	

Strategic Plan SO 2 and SO 4 linked to the CS Priority 1

Strategic Plan SO 5 linked to the CS Priority 2

Strategic Plan SO 1 and SO 3 linked to the CS Priority 3

<b>Strategic Plan 2014 - 2017</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
<b>Strategic Objective 3</b>	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
<b>Strategic Objective 4</b>	Reduce undernutrition and break the intergenerational cycle of hunger.
<b>Note:</b> Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives	
Source: WFP Strategic Plan 2014 - 2017	

## Annex 4: WFP's operations in Burundi since 1968

Project Number and Type of operation	Project title	Approval Date	Food Budget (dollars)	Total WFP project budget (dollars)
E n. 829	Relief Of Refugees (Phase Ii)	3/7/1968	79,586	101,044
D n. 518	Secondary School Feeding	5/13/1969	4,068,394	5,776,660
D n. 560	Feeding In Hospitals And Health Centres	7/23/1970	1,084,203	1,494,180
D n. 687	Ruzizi Valley Development	7/29/1971	361,624	571,775
E n. 1018	Emergency Food Assistance On Acct Of Floods	10/23/1974	222,368	239,368
D n. 2153	Development Of Milk Industry	9/15/1975	298,900	433,000
D n. 518	Secondary School Feeding	11/24/1976	7,316,600	14,294,400
D n. 560	Feeding In Hospital And Health Centres	11/24/1976	2,727,000	4,723,900
D n. 0228601	Road Improvement And Maintenance	3/25/1977	2,313,978	3,927,155
E n. 1119	Emerg.Foodass.Ce To Drought-Affected People	12/30/1977	482,764	1,261,938
D n. 0051802	Secondary School Feeding	5/27/1983	3,670,823	6,746,761
Q n. 0273600	Multipurpose Rural Development	7/19/1984	198,462	316,309
D n. 0273601	Multipurpose Rural Development	5/31/1985	819,286	1,308,001
D n. 0304700	Suppl.Feeding Of Sec.Schools Pupils In School Farms And Prim.School Coop	5/29/1987	5,581,220	8,121,347
D n. 0308700	Agricultural Development And Settlement In The Buragane Region	6/30/1988	689,082	868,721
E n. 0386900	Em.Food Aid For Returnees From Rwanda/Displaced Persons Inside Burundi	12/16/1988	966,397	1,009,275
E n. 0386901	Emergency Food Aid For Returnees/Displaced Persons	5/8/1989	364,000	364,016
D n. 0304701	Assistance To Secondary Education And Social Centres	5/27/1991	6,381,516	7,679,851
E n. 526900	Food Assistance To Rwandese Refugees	4/29/1993	52,666	113,180
E n. 0538700	Regional Emergency Operation - Displaced Persons In Burundi	11/15/1993	1,443,417	2,836,732
E n. 538701	Assistance To Internally Displaced Persons	1/7/1994	27,575,334	56,812,978
EMOP n. 0562400	Food Assistance to Victims of Rwanda/Burundi Regional Emergency	10/03/1995	113,688,900	295,327,383
EMOP n. 0562401	Food Assistance to Victims of Rwanda/Burundi Regional Emergency	24/10/1996	66,280,687	160,220,328
PRRO n. 060770	Food Aid for Relief and Recovery	19/01/1999	120,738,861	276,066,571

DEV n. 059380	Food Assistance to Vulnerable Groups at Social Centres	10/03/1999	2,918,840	6,172,517
EMOP n. 062210	Food Assistance to Regrouped Populations	01/03/2000	11,852,526	28,882,212
SO n. 063250	Passenger Aircraft Service	01/01/2001	n.a.	1,283,132
SO n. 101730	Provision of Services of Aircraft for Humanitarian Operations	02/04/2002	n.a.	2,076,522
PRRO n. 100621	Food Aid for Relief and Recovery in the Great Lakes Region	23/10/2002	137,438,351	333,239,265
SO n. 101731	Provision of Aircraft Services for Humanitarian Operations	05/12/2003	n.a.	2,986,272
PRRO n. 100622	Food Aid for Relief and Recovery in the Great Lakes Region	10/11/2005	55,413,235	127,738,199
SO n. 105130	Regional Logistics Coordination Cell in Support of Drought Affected Countries in the Horn of Africa	06/03/2006	n.a.	1,615,989
PRRO n. 105280	Support for the Stabilization and Recovery of Burundi: Protecting and Creating Livelihoods while Improving the Nutritional Status of the most Vulnerable	07/11/2006	78,438,170	145,734,784
PRRO n. 105281	Support to the Stabilization and Recovery of Burundi: Protect and Create Livelihoods while Improving the Nutritional Status of the Most Vulnerable	28/10/2008	82,068,488	142,962,678
CP n. 200119	Country Programme Burundi (2011-2014)	10/11/2010	85,662,543	104,704,558
PRRO n. 200164	Assistance to Refugees, Returnees and Vulnerable food-insecure populations	17/01/2011	70,849,007	98,480,619
IR-EMOP n. 200678	Emergency assistance to victims of flooding	13/02/2014	619,605	1,361,213
PRRO n. 200655	Assistance for Refugees and Vulnerable Food-Insecure Populations	23/05/2014	36,320,416	69,753,057
<b>Total</b>	<b>38 Operations</b>		<b>928,987,249</b>	<b>1,917,605,890</b>

**Legend:** D= Development; Q= Quick-Action; E= Emergency; X= Protracted Refugee and Displaced Person Projects/Operations; DEV/CP= Development Projects and Country Programmes; PRRO= Protracted relief and recovery operations; EMOP= Emergency Operations; SO= Special Operations

## Annex 5: Burundi additional core standard indicators

Indicator		Year	Value		Source
General	Population (total, millions)	2013	10,162,532		World Bank. WDI.
		2005	7,700,392		
	Average annual growth (%)	2000 - 2005	3		UNDP HDR 2014
		2010-2015	3.2		
	Urban Population (% of total)	2013	11.5		UNDP HDR 2014
	Human Development Index	2013	0.386		UNDP HDR 2014
Rank		180			
Gender	Gender- Inequality index	2013	0.501		UNDP HDR 2014
		Rank	104		
	Maternal Mortality ratio (per 100,000 live births)	2010	800		UNDP HDR 2014
	Seats in national parliament (% female)	2013	34.9		UNDP HDR 2014
	Population with at least some secondary education, female, male (% aged 25 and above)	2005 - 2012	M	F	UNDP HDR 2014
			9.3	5.2	
	Births attended by skilled health personnel (% of total)	2010	60		World Bank. WDI.
	Labour force participation rate (%)	2012	M	F	UNDP HDR 2013
			81.8	83.2	
	Employees, services, female (% of female employment)	2013	n.a.		World Bank. WDI.
Primary Enrollment (%)	2012	137		World Bank. WDI.	
Economic	Income Gini Coefficient	2013	33.3		UNDP HDR 2014
	GDP per capita (current US\$)	2013	10,610		World Bank. WDI.
		2005	7,236		
	Foreign direct investment net inflows (% of GDP)	2013	0.3		World Bank. WDI.
	Net official development assistance received (% of GNI)	2012	21.2		World Bank. WDI.
Poverty	Population living below \$1.25 a day (%)	2002-2012	81.32		UNDP HDR 2014
	Population vulnerable to poverty (%)	2010	12		UNDP HDR 2014
	Population in severe poverty (%)	2010	48.2		UNDP HDR 2014
Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2009-13	Mod & Sev		UNICEF SOWC 2015
			6		
	Height-for-age(Stunting), prevalence for < 5 (%)	2009-13	Mod & Sev		UNICEF SOWC 2015
			58		
Weight-for-age (Underweight), prevalence for <5(%)	2009-13	Mod & Sev		UNICEF SOWC 2015	
		29			
Health	< 5 mortality rate	1990	171		UNICEF SOWC 2015
		2013	83		
	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in: )	2013	22		UNICEF SOWC 2015
	Life expectancy at birth	2013	54.1		UNDP HDR 2014
	Estimated HIV Prevalence	2013	5.0		UNAIDS
			rank		
Public expenditures on health (% of GDP)	2011	8.7		UNDP HDR 2014	
Education	Literacy Rate Youth (15-24 y) (%)	2009-2013	M	F	UNICEF SOWC 2015
			90 x	88 x	
	Population with at least secondary education (% ages 25 and older)	2013	7.1		UNDP HDR 2014
Public expenditures on education (% of GDP)	2010-2012	6.1		UNDP HDR 2014	

## Annex 6: COMMUNICATION AND LEARNING PLAN

### Internal (WFP) Communications Plan

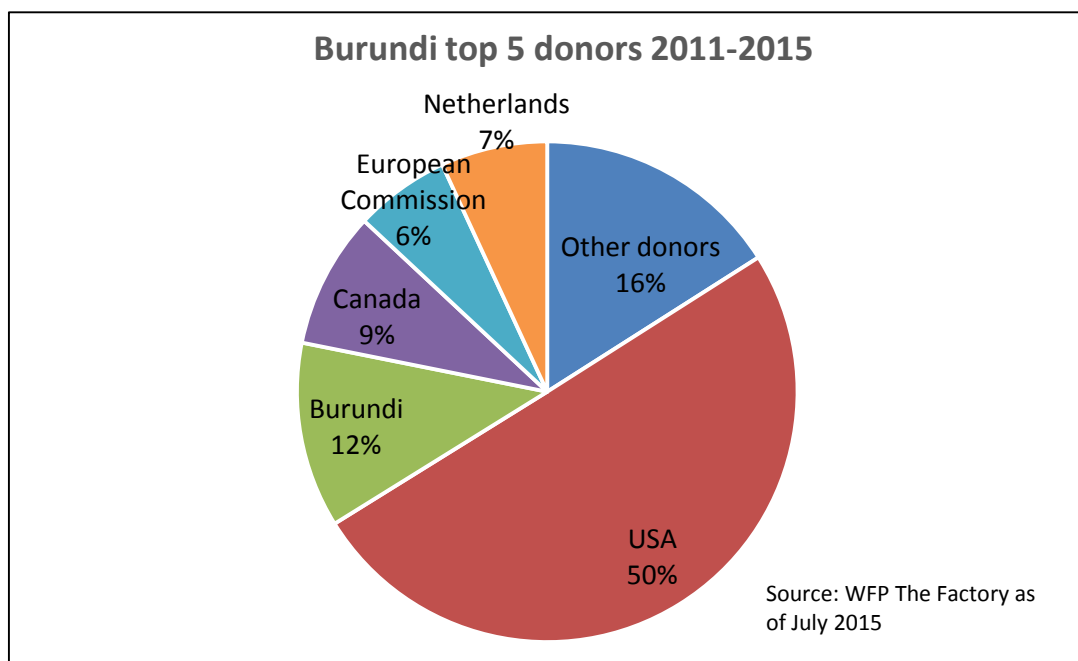
When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Organizational level of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation CN (done) TOR (Oct 2015)	Final CN Full TOR TOR Summary	OEV, CO, RB, HQ (Mainly CO for feedback on the CN)	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	CN for information. Draft TOR for comments / Final for information
Inception (Jan-Feb 2016)	HQ Briefing Agenda + Inception Report	CO, RB, HQ, stakeholders	Operational & Informative	EM	Written exchange	Final for information
Field work, exit debrief (March 2016) on preliminary findings on strategic orientation	PPT	CO stakeholders (RB optional)	Operational	Evaluation Team Leader	Meeting, dialogue and verbal feedback	Feedback to stimulate CO thinking as they start to design new operations, and to deepen the evaluation analysis prior to reporting.
Debriefing (March 2016)	Aide-Memoire/PPT	CO, RB, HQ stakeholders	Informative	EM, Ev. Team Leader	Meeting/Teleconference	For information and verbal feedback
Reporting (April/August 2016)	Draft and Final Evaluation Report	EMG, CO, RB, HQ, stakeholders	All	EM, CPE Coordinator, OEV Director	Written exchanges (+ matrix of comments on request)	Draft for written comments / Final for information
Post report/EB	Evaluation Brief	EMG, CO, RB, HQ	Informative	EM, CPE Coordinator, OEV Director	Written exchange	Dissemination of evaluation findings and conclusions.

### External Communications Plan

When Evaluation phase	What Communication product	To whom Target org. or individual	What level Organizational level of communication	From whom	How Communication means	Why Purpose of communication
TOR, Oct 2015	Final TOR	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER, Sept/Oct 2016	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, Oct 2016	2-page Ev Brief	Board Member & wider public	Strategic	OEV	Website	Public information
EB, Nov 2016	SER & Mgt Resp	Board Member	All	OEV & RMP	Formal presentation	For EB consideration



## Annex 7: Main contributions to the Portfolio



Top 5 Donors to the Portfolio	
Overall	USA, Burundi, Canada, Netherlands, European Commission
CP 200119	Multilateral, Netherlands, Burundi, Canada, Germany
PRRO 200655	USA, Multilateral, European Commission, UN CERF, Norway
IR-EMOP 200678	-
PRRO 200164	USA, Multilateral, European Commission, UN CERF, Canada

Source: Resource Situation as of July 2015

### US\$ Contributions to the Burundi Portfolio 2011 - 2015

Operation	Requirements US\$	Actual received US\$	% Funded
CP 200119	104,704,558	48,411,649	46%
PRRO 200655	69,753,058	23,636,218	34%
IR-EMOP 200678	1,361,213	687,101	50%
PRRO 200164	98,480,619	63,840,369	65%
<b>Total</b>	<b>274,299,448</b>	<b>136,575,337</b>	<b>50%</b>

Source: WFP Resource Situations Updates as of July 2015



## Annex 8: Library list (documents are available on dropbox)

Folder name / File name	Author	Date
<b>1 - EQAS &amp; Technical Notes</b>		
Guidance for process and content - CPE	WFP OEV	2013
<b>1.1. Inception report</b>		
Template for Inception Report - CPE	WFP OEV	2013
Quality Checklist for Inception Report - CPE	WFP OEV	2014
Team members work plan and proposed stakeholders meeting	WFP OEV	2011
<b>1.2. Evaluation report</b>		
Template for Evaluation Report - CPE	WFP OEV	2013
Quality Checklist for Evaluation Report & SER - CPE	WFP OEV	2014
<b>1.4. Technical notes</b>		
TN - ER Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Stakeholder analysis & Mapping	WFP OEV	2011-13
TN - Evaluation Criteria & Matrix	WFP OEV	2013
TN - ER Formatting Guidelines	WFP OEV	2013
TN - Efficiency	WFP OEV	2013
TN - Logic Model Theory Of Change	WFP OEV	2013
TN - Evaluation Recommendations	WFP OEV	2013
TN - Example Evaluation Matrix for EQAS	WFP OEV	2013
<b>1.5. Examples</b>		
Inception Report (Niger, Somalia & Tanzania CPEs)	WFP OEV	2011-2015
Evaluation Report (Niger & Somalia CPEs)	WFP OEV	2011-2013
SER (Niger & Somalia CPEs)	WFP OEV	2012-2013
Management Response (Niger & Somalia CPEs)	WFP OEV	2012-2013
<b>2 - CONCEPT NOTE &amp; ToR</b>		
Concept Note Burundi	WFP OEV	2015
Burundi CPE projected Timeline	WFP OEV	2015
ToR (and summary ToR) Burundi CPE	WFP OEV	2015
<b>3 - WFP POLICIES &amp; DOCS</b>		
WFP Orientation Guide	WFP	2014
<b>3.1. Policies &amp; Strategic Plans</b>		
WFP evaluation policy	WFP	2008
Strategic Plan 2008-2013 & 2014-2017	WFP	2008-2013
Concept note - WFP's next Strategic Plan 2014-2017	WFP	2012
2014-2017 Strategic Results Framework	WFP	2014
Implementation of WFP SRF	WFP	2010
Management Results Framework	WFP	2011
WFP Policy Formulation	WFP	2011
Consolidated framework of WFP policies	WFP	2010
Performance Management Policy	WFP	2014
WFP Annual Performance Report 2013	WFP	2013
Program Category Review	WFP	2010
WFP's role in peacebuilding in transition settings	WFP	2013
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
WFP Environment Policy	WFP	1998
EBPOL - Note HumAccess	WFP	2006
EBPOL - Note HumAssistSystem & update	WFP	2010-12
EBPOL – Protection & update	WFP	2012-14
EBPOL - Transition	WFP	2013

Humanitarian principles	WFP	2004
WFP Organigramme	WFP	2015
Summary of 2015 CPE selection criteria and process	WFP	2015
OEV CPE Brief	WFP	2014
<b>3.2. Nutrition</b>		
WFP Nutrition Policy & Follow up	WFP	2012
WFP Nutrition Policy Update	WFP	2013
Food and nutrition handbook	WFP	2000
Food and nutrition needs in emergencies	WFP	2003
Programming for nutrition specific interventions	WFP	2012
The Right Food at the Right Time	WFP	2012
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Moderate Acute malnutrition - A decision Tool for Emergencies	WFP	2012
<b>3.3. HIV</b>		
WFP HIV policy	WFP	2010
Food assistance in the context of HIV ration design guide	WFP	2008
Food assistance context of HIV	WFP	2007
Update on WFP's response to HIV and AIDS	WFP	2014
HIV in Humanitarian Settings	WFP	2013
Programming for HIV and TB	WFP	2012
<b>3.4. Cash &amp; Voucher</b>		
Cash & voucher Policy & update	WFP	2008-11
WFP C&V Manual & update	WFP	2009-14
WFP Cash for change Initiative Distribution Models	WFP	2012
Financial Directive Operations and Finance Procedures for the use of Cash and Voucher Transfers to beneficiaries	WFP	2013
OPERDIR - financial accounting	WFP	2009
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation & Management response	WFP	2014
Internal Audit of Cash & Voucher Modalities in the Field & Management response & Project Design & Set up	WFP	2015
<b>3.5. Emergency</b>		
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
Transition from relief to development	WFP	2004
Targeting emergencies WFP policy	WFP	2006
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
WFP's use of Pooled Funds for Humanitarian Preparedness and Response Evaluation report & Management Response	WFP	2014-15
Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
<b>3.6. Gender</b>		
WFP Gender Policy & update	WFP	2009-14
WFP gender policy corporate action plan & Update on implementation	WFP	2009-12
WFP Gender Policy 2015-2020	WFP	2015
Gender Policy brief	WFP	2009
UN SWAP performance indicators	UNEG	2014
Gender Policy Evaluation report, SER & Management Response	WFP	2013-14
Women and WFP - Helping Women helping themselves	WFP	2011
Gender mainstreaming from the ground up	WFP	2014
WFP Gender Marker Guide	WFP	2014
UN Women Evaluation Handbook	UN WOMEN	2015
<b>3.7. Food security</b>		
Food distribution guideline	WFP	2006

FSMS Indicators Compendium & Technical guideline	WFP	2010-12
The State of food insecurity in the world	WFP/FAO/IFAD	2014
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
Food consumption analysis - Calculation and use of the FCS in FS analysis	WFP	2008
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011
Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009
Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
UNHCR-WFP Joint Assessment Mission Guidelines	WFP & UNHCR	2008
VAM Standard Analytical Framework	WFP	2002
Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action & Management Response	FAO & WFP	2014
<b>3.8. School Feeding</b>		
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
Rethinking School Feeding	WFP & WB	2009
School Feeding Flier	WFP	2013
Local Food for Children in School	WFP	2013
School Feeding Policy & update	WFP	2009-13
School-feeding and nutrition 2010	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable school feeding, Lifting school children out of the hunger trap	WFP	2011
School Feeding Policy Evaluation report & Management Response	WFP	2011-12
Overview presentation SF policy Part I & II	WFP	2012
How to develop the logic of school feeding projects	WFP	-
SABER - work in progress 2012	WFP	2012
<b>3.9. Capacity Development</b>		
Capacity development Policy 2009	WFP	2009
WFP's Capacity development policy and operations evaluation report & Management Response	WFP	2008
Capacity Development Kit	WFP	2012
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2014
Complementary Guidelines - Capacity gaps and needs assessment 2014	WFP	2014
<b>3.10. DRR, FFA, Resilience &amp; Safety nets</b>		
Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
<b>Disaster Risk Reduction</b>		
WFP interventions in disaster preparedness and mitigation - update 2007	WFP	2007
WFP policy on disaster risk reduction and management 2011	WFP	2011
<b>FFA</b>		
FFA Manual – Module A to E	WFP	2014
WFP disaster risk reduction policy 2009	WFP	2009
WFP Disaster mitigation - a strategic approach	WFP	2000
FFA Impact Evaluation Synthesis & SER (Uganda & Senegal) & Management Response	WFP	2014
<b>Resilience</b>		
Enabling Development policy & Implementation report	WFP	1999-2000

Enabling Development - Progress report	WFP	2007
WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2014
Policy on building resilience for food security and nutrition	WFP	2015
<b>Safety Nets</b>		
WFP Safety Nets Guidelines - Module A to L	WFP	2014
Urban Food Insecurity - Strategies for WFP	WFP	2002
Programming food aid in urban areas - Operational guidance	WFP	2004
Policy brief on Urban Food Insecurity - Strategies for WFP	WFP	2002
Update of WFP Safety nets policy	WFP	2012
WFP and food-based safety nets - Concepts & experiences	WFP	2004
WFP's Role in Social Protection and Safety Evaluation & Management Response	WFP	2011
<b>3.11. Partnerships</b>		
WFP Partnership & fundraising Strategy & update	WFP	2008-13
WFP Corporate Partnership 2014 - 2017	WFP	2014
WFP's PPP and fundraising strategy evaluation	WFP	2012
Evaluation From Food Aid to Food Assistance Working in Partnership	WFP	2012
<b>3.12. Monitoring</b>		
Beneficiaries, Targeting and Distribution Guidance	WFP	2013
Beneficiary definition & counting	WFP	2005
Counting Beneficiaries in WFP	WFP	2012
Third Party Monitoring Guidelines	WFP	2014
SOPs for Monitoring & Evaluation	WFP	2013
COMET Design Modules - logframes design & results	WFP	-
Monitoring and Evaluation Guidance modules	WFP	2014-2015
<b>3.13. Logistics</b>		
Global Logistics Evaluation - Evaluation report & Management Response	WFP	2012
<b>3.14. Protection</b>		
WFP's Protection Project & Update on the implementation	WFP	2008-15
WFP Humanitarian Protection Policy	WFP	2012
<b>4 - WFP BURUNDI</b>		
Burundi Country Strategy 2011-2014	WFP	2010
<b>4.1. Operations</b>		
<b>CP 200119</b>		
Project document PD	WFP	2010
Resource situation updates	WFP	2015
Standard project reports	WFP	2011-2014
Budget Revision	WFP	2013
<b>IR-EMOP 200678</b>		
Project document PD	WFP	2014
Standard project report	WFP	2015
<b>PRRO 200164</b>		
Project document PD	WFP	2010
Resource situation updates	WFP	2014
Standard project report	WFP	2011-2014
Budget Revisions	WFP	2011-2014
<b>PRRO 200655</b>		
Project document PD	WFP	2014
Resource situation	WFP	2015
Standard project report	WFP	2014
<b>IR-P 200825</b>		
Decision Memo - OMN RB request for fund allocation IRA - Burundi	WFP	2015
Request for funds allocation from the Immediate Response Account	WFP	2015
Burundi 2015 IR-P Budget	WFP	2015

<b>4.2. Assessment Reports</b>		
FSMS - April 2011	WFP	Apr 2011- Nov 13
SDA - Analyse des données secondaires de la sécurité alimentaire, vulnérabilité et nutrition - Nov 2012	WFP	2012
Macro Financial Assessment C&V 2014	WFP	2014
Feasibility Study - C&V in the Burundi Refugee Operation	WFP	2014
CFSVA-SMART report	WFP	2014
<b>4.3. Executive briefs (monthly)</b>		
Executive Brief (EB)	WFP	Nov 2014 - May 2015
<b>4.4. Situation Reports &amp; briefs (monthly)</b>		
EXT SIT REP - April 2012	WFP	Apr 2012 – June 2015
Official Development Assistance at a Glance	WFP	-
Global Food Security Update Oct 2012	WFP	2012
<b>4.5. Early Warning Reports (monthly)</b>		
EPR Bulletin & Preparedness Matrix	WFP	Feb 2012 – Aug 2014
Early Warning Reports (EWR)	WFP	Oct 2014 – Apr 2015
<b>4.6. Evaluations &amp; reviews</b>		
Strategic Evaluation - how CO adapt to change	WFP	2012
UNHCR & WFP Joint Operational Evaluation	WFP & UNHCR	2013-14
How WFP Country Offices adapt to change - Evaluation report & Management Response	WFP	2011-12
Mid-term review - CP 200119	WFP	2013
Decentralised evaluation - IPSR 200164	WFP	2013
<b>4.7. Audit</b>		
Internal audit of WFP operations in Burundi 2014 & Management Response	WFP	2014
<b>5. BURUNDI EXTERNAL DOCS</b>		
<b>5.1. Government docs</b>		
Burundi vision 2025 - 2011	GoB	2011
Burundi_PSRSP II	IMF	2009
CSLP	GoB	2006
CSLP II 2012-2016	GoB	2012
Plan National d'Action (genre) 2012-2016	GoB	2011
Politique_nationale_genre_PNG 2012-2025	GoB	2012
Cadre Stratégique pour la Consolidation de la Paix	GoB	2007
DIRECTIVES NATIONALES ANJE	GoB	2013
Plan National Investissement Agricole 2012-2017	GoB	2011
Plan Strategique Lutte contre le Sida 2007 - 2011	GoB	2006
Plan Strategique Lutte contre le Sida 2012 - 2016	GoB	2012
Politique Nationale de santé (2005-2015)	GoB	2004
PROTOCOLE NATIONAL MALNUTRITION AIGUE	GoB	2010
Programme National Securite Alimentaire 2009-2015	GoB	2009
Enquete demographique et de sante - HIV	GoB	2010
MICS report - Enquete sur les Indicateurs du Paludisme	GoB	2012
<b>5.2. ADB</b>		
Burundi - CSP 2012-16	ADB	2011
<b>5.3. FAO</b>		
Cadre National Stratégique des Priorités d'Intervention à Moyen Terme de la FAO au Burundi (2010 – 2014)	FAO	2009
Rapport IPC Insécurité alimentaire aigue	FAO & partners	2010-14

<b>5.4. FEWS-NET</b>		
Livelihood zones 2011	FEWS-NET	2011
Price Watch	FEWS-NET	2014
Typical year calendar	FEWS-NET	2013
<b>5.5. UNDP</b>		
Cadre d'Acceleration des OMD	UNDP	2013
<b>5.6. UNICEF</b>		
Annual Report	UNICEF	2010-12
Country Programme Document 2010-2014	UNICEF	2009
<b>5.7. UNHCR</b>		
Global report	UNHCR	2012-13
Global appeal 2012-2013 & 2014-2015	UNHCR	2012-14
UNHCR Factsheet March-April 2015	UNHCR	2015
UNHCR Research paper - challenges of refugee return	UNHCR	2012
Joint evaluation - Protracted Refugee Situation	UNHCR & DANIDA	2010
UNHCR - Refugees data by year & category	UNHCR	2015
<b>5.8. WHO</b>		
Strategie de cooperation 2009-2013	WHO	2009
Analyse situation sanitaire	WHO	2010
Rapport d'activites OMS Burundi	WHO	2010-13
<b>5.9. IFAD</b>		
Country Strategy Programme	IFAD	2008
<b>5.10. SUN Scaling up</b>		
Rapport final auto evaluation SUN	SUN	2014
SUN Compendium Burundi	SUN	2014
SUN Action Plan	SUN	2015
<b>5.11. UNDAF</b>		
UNDAF Plan cadre 2012-2016	UNDAF	2012
UNDAF Strategie integree 2010-2014	UNDAF	2009
<b>5.12. IFPRI</b>		
IFPRI - Évaluation de la recherche agricole du secteur public	IFPRI	2011
IFPRI - East African Agriculture and Climate Change	IFPRI	2012
IFPRI - East African agriculture and climate change Comprehensive Analysis	IFPRI	2013
IFPRI - Global Hunger Index 2014	IFPRI	2014
<b>5.13. USAID</b>		
USAID - Food Security Country Framework Burundi 2013	USAID	2013
USAID - Audit Africa's maternal and child health program Burundi 2013	USAID	2013
USAID - Evaluation du systeme d'information sanitaire de routine 2015	USAID	2015
USAID - FANTA III 2014	USAID	2014
USAID - Mid term evaluation Malnutrition program 2012	USAID	2012
USAID - PLACE report - Local AIDS Control efforts 2014	USAID	2014
<b>5.14. Other</b>		
AU - African Nutritional Strategy 2005-2015	AU	2005
EuropAid - Joint Evaluation cooperation with Burundi	EuropAid	2014
<b>6. MAPS</b>		
Burundi - Reference map	WFP	-
BURUNDI_LOGISTICS_OVERVIEW	WFP	2010
FAO - Map IPC 2013	FAO	2013
FEWS-NET - Livelihoods zones 2010	FEWS-NET	2010
<b>7 - DATA</b>		
Burundi_ToR tables	WFP	2015