

# Evaluation Summary

# Terms of Reference



## Strategic Evaluation of the Country Strategic Plan Pilots

Strategic Evaluations commissioned by the Office of Evaluation (OEV) are forward-looking and focus on strategies, systemic or emerging corporate issues and/or programmes, and initiatives with global or regional coverage.

### Subject and Scope of the Evaluation

In November 2016, the WFP Executive Board approved an integrated package of actions that make up the Integrated Road Map (IRM). This package re-aligns WFP's strategy, programme structure, financial management and reporting in order to strengthen WFP's contribution to the 2030 Agenda and its ability to help countries achieve the Sustainable Development Goals.

The architecture of the IRM links four inter-related corporate components:

- the Strategic Plan (2017-2021),
- the Policy on Country Strategic Plans (CSPs)
- the Financial Framework Review (FFR)
- the Corporate Results Framework (CRF)

The new CSPs define WFP's role and portfolio of assistance at the country level and are WFP's strategic, programmatic and governance instrument in a country for a period of up to five years, replacing the previous suite of project documents. Pending the development and approval of a WFP Country Strategic Plan informed by a national zero hunger strategic review, WFP operations in a country will be delivered through an "Interim" CSP.

Field testing the CSPs as programmatic frameworks started in two pilot countries in 2014 prior to finalizing the CSP policy in 2016. The two early pilot plans were approved as CSPs by the Executive Board in February 2017 together with six other CSPs (together known as Wave 1a). Five more CSPs and one Interim-CSP were then approved at the Annual Session in June 2017 (Wave 1b).

The evaluation will assess the formulation and early implementation of 11 CSPs and one Interim-CSP. In addition, when examining the formulation of CSPs, the evaluation will cover a further 25 CSPs and Interim-CSPs that have been prepared more recently.

### Objectives and Rationale

The evaluation will serve the dual objectives of accountability and learning:

- Assess and report on the quality and results of WFP's implementation of the new strategic direction related to country strategic planning (accountability)
- Determine the reasons why the changes resulting from implementation of the new approach to country strategic planning occurred or not, to draw lessons that should help in further implementation of the new strategic direction (learning).

The IRM components were developed based upon wide consultation and lessons learned from WFP's experiences. The evaluation comes at a critical time in the continuing process and will provide an impartial in-depth assessment of the CSP framework, including the relevant elements of the FFR and CRF. The evaluation will not be assessing WFP's contribution to national results in the CSPs being covered by the evaluation.

### Key Stakeholders and Users

National governments and implementing agencies in the countries where WFP works are important potential users of the evaluation. It is expected that the evaluation will also be used by members of the Executive Board when making relevant decisions.

Key internal stakeholders at Headquarters level will be important users. At the decentralized level, key users will include WFP regional bureaux and country office staff working on the formulation and implementation of CSPs at the country-level. Potential global stakeholders and users of the evaluation will include humanitarian and development actors, academics, consortia and networks working on issues related to WFP's mandate.

## Key Evaluation Questions

The evaluation will address the following six key questions:

**Question 1:** What progress is observable towards the intended organizational change set out in the CSP Policy?

**Question 2:** From what we observe of the implementation of the pilot CSPs, is WFP likely to achieve the intended long-term results envisaged in the IRM?

**Question 3:** To what extent have WFP Headquarters and regional offices undertaken appropriate processes in developing the CSP framework and provided adequate support to country offices in the formulation and implementation of the 2017 CSPs?

**Question 4:** Was WFP able to adequately capture and utilize lessons from formulation and implementation of the CSPs in a timely manner?

**Question 5:** What were the country-level factors that inhibited and enhanced the achievement of the intended results of the CSP Policy?

**Question 6:** What opportunities and risks have been encountered that could influence results from future implementation of the CSP framework?

## Approach and Methodology

The methodology will systematically address all evaluation questions in a way that meets the dual purposes of accountability and learning. It will adopt a mixed method approach, which includes the collection and triangulation of both qualitative and quantitative data.

Data collection will include a substantial document review, key informant interviews in WFP headquarters and regional bureaux, and field missions to more than six countries. Desk reviews and telephone interviews will be used to cover the remaining countries within the scope of the evaluation.

The detailed design of the evaluation will also consider other initiatives aimed at learning from initial implementation of the IRM including the Internal Audit of the Transition to the IRM. Effective coordination will ensure that data collection efforts do not overlap and result in unnecessary burden on stakeholders.

## Roles and Responsibilities

**OEV Evaluation Manager:** The evaluation will be managed by Michael Reynolds, Senior Evaluation Advisor (consultant). The evaluation

manager is responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process. Given the nature of the evaluation, the evaluation team will have two co-team leaders, one of whom will be the OEV evaluation manager.

**Evaluation Team:** The evaluation will be conducted by a team of independent, external consultants with strong capacity in global, thematic evaluations. The team will be required to have a strong experience of evaluating organizational change and country-level programming in UN and humanitarian contexts.

## Governance

The following consultation mechanisms will be put in place to promote stakeholder engagement:

- An **Internal Reference Group** of WFP staff across the most relevant HQ divisions and all regional bureaux.
- An **External Advisory Group** composed of external members with technical expertise in the areas of WFP's work and/or of country programming in a UN context.

## Communications

The Evaluation Manager will ensure consultation with stakeholders at each of the key evaluation phases. After completion of the field work, OEV will organize an exit de-briefing with internal stakeholders to discuss the draft evaluation findings. Before finalization of the evaluation report, a learning workshop will be organized to discuss the recommendations among a wide range of interested WFP stakeholders.

The Summary Evaluation Report together with Management Response will be presented to the Executive Board in November 2018. A dissemination event will be organized to engage with WFP staff and external stakeholders on the evaluation and facilitate further utilization of the evaluation findings and conclusions.

## Timing and Key Milestones

**Inception Phase:** January - February 2018

**Fieldwork Phase:** March-April 2018

**Reporting:** May - August 2018

**WFP Executive Board:** November 2018



Full Terms of Reference are available at <http://www.wfp.org/evaluation>, as are all Evaluation Reports and Management Responses. For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org)