Evaluation of [country]  
WFP country strategic plan year-year

**WFP EVALUATION**

Centralized evaluation report

Report number

Month Year

*Fighting Hunger Worldwide*

**Maintaining stable formatting in Microsoft Word can be challenging, especially in long or complex documents. However, here are some best practices to help ensure formatting stability:**

**Use MS Word Styles function**: Styles are a collection of formatting settings that can be applied to text or paragraphs. They help maintain consistency and efficiency in formatting documents by allowing you to apply predefined sets of formatting attributes quickly and easily. Utilize Word's built-in styles for consistent formatting throughout the document. Apply styles such as Numbered Paragaph, Heading 1, Heading 2, Normal, etc., instead of manually formatting text. This helps maintain consistency and makes it easier to update formatting globally if needed. Switch back to Normal or to Bullet list style, if you want to insert paragraphs that are not numbered or bullet lists. Remember you can also create new styles as needed.

**Avoid direct formatting**: Minimize the use of direct formatting for individual instances (e.g., bolding, italicizing, changing font size manually from the ‘Paragraph’ options) as much as possible. Instead, rely on styles to apply formatting consistently. When users apply formatting changes directly to text instead of using styles, it can lead to inconsistency and instability. Direct formatting overrides the underlying style settings and can cause unexpected changes or conflicts when editing the document. Remember that WFP style guide recommends ‘not using italic or bold fonts in text to denote emphasis, which should be reflected in the phrasing.’

**Update styles**: If you need to modify the formatting of a particular style, update the style definition rather than manually changing individual instances. This ensures that all text formatted with that style is updated automatically.

**Clean formatting before pasting from external sources**: When copying text from external sources (e.g., websites, PDFs), paste it into Notepad or another plain text editor first to remove any hidden formatting. Then, paste it into Word and apply the appropriate styles. If you paste directly into Word, instead of using the standard paste (CTRL+V), use the ‘Paste special’ option. Right-click and select the Paste option: ‘Keep text only’ and re-apply the style as needed.

**Avoid floating boxes:** Minimize the use of boxes. Instead of creating small floating boxes for sidebars or side content, opt for full-page sized boxes. Select the following option for the layout: ‘In line with text’. This layout ensures that the box remains integrated with the flow of the document. Instead of relying on text boxes, you can also use one-column tables to achieve a similar effect. One-column tables can serve as containers while maintaining a stable position.

**Use ‘Insert captions’ to number figures, tables and boxes**. The "Insert Captions" function in MS Word allows you to easily add captions to figures, tables, equations, and other objects within your document while ensuring their numbering stays updated.

**Check compatibility**: Be mindful of compatibility issues when sharing documents with others who may be using different versions of Word or other word processing software. Save the document in a compatible format (e.g., .docx) and consider using the "Compatibility Mode" if necessary.

Acknowledgements

Disclaimer

The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme (WFP). Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed and the presentation of material in maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

Key personnel for the evaluation

**OFFICE OF EVALUATION**

Name Surname Title

Name Surname Title

Name Surname Title

Name Surname Title

**EXTERNAL EVALUATION TEAM**

Name Surname Title

Name Surname Title

Name Surname Title

Name Surname Title

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# Executive summary

# Introduction

Brief presentation of evaluation process including who commissioned the evaluation, who conducted it, over which period of time.

1. Use the ‘Numbered Paragraph’ style from the MS Word Styles if you want to keep the paragraphs numbered throughout.
2. If you want to insert bullet lists, consider using the MS Word Style ‘Bullet level 1’ or going back to the ‘Normal’ style. Do not create bullet lists or a new numbered list when you are typing with the ‘Numbered paragraph’ style.

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Table 1: Table example

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| **Table header** | **Table header** |
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| Text text text text | Text text text text |

## Evaluation features

Brief overview of the evaluation features to explain why and how the evaluation was carried out. It should include information about:

* The purpose and reasons for the evaluation; objectives and scope of the evaluation; stakeholders and users
* Evaluation team; timing and duration of fieldwork
* This section should be short; full details are to be provided in annexes.

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## Context

Build on the country context section of the ToR and inception report, with any update as needed and relevant. Key headings of this section should include:

* General overview. Include basic information on:

1. Geography: territorial extension and borders
2. Demography: i) total population disaggregated by sex and age group, and ethnic groups as relevant; ii) life expectancy; iii) total fertility rate; iv) adolescence birth rate
3. Basic macroeconomic indicators, poverty rate and GINI coefficient
4. If applicable: disasters, including a timeframe graph with main disasters and affected people

* National policies and the SDGs. Overview of national development plans and policies in the framework of the Agenda 2030
* If available, overview of National Voluntary Report on SDG
* Food and nutrition security. Include IPC map. Include data on food insecurity levels, stunting, wasting disaggregated by sex
* Agriculture. Data to include: percentage agriculture of GDP and smallholder farmer productivity
* Climate change and vulnerability
* Education. Include data on literacy rates, primary and secondary school enrolment by sex and percentage of population with at least secondary education
* Gender. Elaborate on gender inequality index and related issues
* Migration, Refugees and internally displaced people. Provide an overview as relevant to the country
* Humanitarian protection
* International assistance, UNDAF / UNSDCF

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## Subject being evaluated

This section should be descriptive and provide the basis for the analysis in the findings and conclusion sections. It should not pre-empt the analysis of the findings section.

The description of the CSP should include the following:

* The objectives and the intervention logic of the CSP and its key assumptions
* Main elements of the results framework
* CSP budget and levels of funding by outcome area
* WFP gender work in the country, how it relates to the rest of the WFP portfolio and its implications
* Accountability to affected population and other cross-cutting issues as relevant
* Data on the operations/activities that fall within the scope of the evaluation - number, types, geographical distribution, number of beneficiaries, tonnage of food, levels of funding
* Planned and absolute numbers and percentage of beneficiaries by activity/component, disaggregated by sex and age
* Key changes in the external and internal environment and the evolution of the CSP in response to these changes
* “New” initiatives and their relative weight (e.g. cash and vouchers, P4P, grants/trust funds, EC food facility project, etc.)
* CSP performance, including: a) outcome and output targets achievement rate, as feasible with available data in reporting documents; and b) up-to-date budget implementation by outcomes and activity
* Overview of the country office’s analytical work (e.g. needs assessments, food security, market, livelihoods, protection, conflict analysis, GEWE analysis, monitoring systems, research, reviews, decentralized evaluations etc.).
* The evolution over time of the CSP in response to changes in the external (and sometimes internal) environment

(**Mandatory**: include a graphic representation of the major phases in the evolution of the CSP over time and major changes in the external context.)

**Note**: much of this analysis will have been developed and presented in the ToR and IR. It should be updated and further deepened, if work done during the data collection phase indicates this is necessary to provide a sound overview of the context in which the portfolio was developed and implemented.

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## Evaluation methodology, limitations and ethical considerations

This section should provide an overview of the evaluation methodology (including evaluation criteria, questions, data collection methods and sampling as relevant). It describes limitations and ethical considerations and how they have been addressed. It should also describe how findings were validated including from a GEWE perspective as well as quality assurance process. Further details for the methodology should be provided in Annex 2 on Methodology.

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# Evaluation findings

This chapter of the evaluation report presents the findings of the evaluation against its four key questions and related subquestions.

This section should provide the evidence – from data analysis and information received from various stakeholders – that substantiates the conclusion of the evaluation team (presented in Section 3 of the evaluation report). This section of the evaluation report should distinguish clearly between findings (facts, evidence, views of stakeholders, etc.) and the views of the evaluation team. Visual aids (graphs, tables, etc.) should be used to present data in a clear and easily accessible way.

Findings should take into consideration different stakeholder groups, and carefully consider gender, equity and wider inclusion dimensions. Findings should be examined with the appropriate level of GEWE analysis as defined/agreed in the ToR and Inception Report.

In relation to GEWE, this chapter should: i) include an analysis and interpretation of data by sex and age; ii) provide evidence of findings (if any) in terms of the achieved GEWE transformative gains and empowering changes for women, men, girls and boys; and iii) provide evidence that findings have taken into consideration the perspectives of the different stakeholder groups. Findings should also analyse and report on equity dimensions, where appropriate and if feasible.

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## EQ1: To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?

**Subquestions:**

Refer to the subquestion as phrased in the inception report

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## EQ2: What is the extent and quality of WFP’S specific contribution to country strategic plan strategic outcomes in country x?

**Subquestions:**

Refer to the subquestion as phrased in the inception report

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## EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?

**Subquestions:**

Refer to the subquestion as phrased in the inception report

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## EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

**Subquestions:**

Refer to the subquestion as phrased in the inception report

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# Conclusions and recommendations

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## Conclusions

Provide a brief and balanced assessment of the main findings related to the four evaluation questions.

Conclusions should connect findings across different evaluation criteria and discuss the implications from a strategic perspective that can be useful for accountability and strategic decision making. They should be pitched at a higher level of analytical abstraction and should go beyond the synthesis of the findings. For example, they could discuss any trade-off between efficiency and timeliness of delivery, relevance, appropriateness of targeting and protection, or any other relevant connection that may emerge from the analysis presented in the previous sections of the report.

Conclusions should refer to the intervention logic of the I/CSP and discuss the underlying assumptions, highlighting any plausible causal linkages to national development goals and the relevant SDGs. In so doing, they should consider sustainability and up-scaling by government institutions.

Main conclusions may also help in drawing a line of sight from findings to recommendations.

Conclusion should refer to GEWE and social inclusion, namely to what extent and why WFP achieved transformative GEWE results and managed to reach marginalized, vulnerable, and hard-to-reach groups.

**Note**: Do not introduce new evidence at this stage. This is the time to conclude. As relevant, explain how any evaluability challenge will affect the scope of the evaluation in relation to specific evaluation criteria, questions or subquestions.

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## Lessons (Optional)

This section of the report is optional in the event that the evaluation team has identified lessons worth noting but that do not lend themselves to concrete recommendations. Lessons contribute to wider organizational learning for WFP and partners.

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## Recommendations

This section includes a table describing the recommendations. Those should:

* Be few (six maximum) and not exceed 1500 words
* Follow logically from the findings and conclusions
* Be relevant, actionable and realistic (implementable)
* Be prioritized (high/medium), grouped by type of recommendation(s) (strategic/operational; and short-term versus long-term) and clearly targeted (should make clear/specify who should implement them – country office, regional bureau or specific headquarters unit)
* Where appropriate, include recommendations on how to improve: GEWE results, targeting of interventions and social inclusion.

The table presented in the next page should be used.

| **#** | **Recommendation** | **Recommendation grouping (3 options):**  **By type**  **By theme**  **Short/medium/long-term** | **Responsibility (one lead office/entity)** | **Other contributing entities (if applicable)** | **Priority: high/medium** | **By when** |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Recommendation 1**  Sub-recommendation 1.1  Sub-recommendation 1.2  *(If applicable)* |  |  |  |  |  |
|  | **Recommendation 2** |  |  |  |  |  |
|  | **Recommendation 3** |  |  |  |  |  |
|  | **Recommendation 4** |  |  |  |  |  |
|  | **Recommendation 5** |  |  |  |  |  |
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# Annexes

Annexes should support/expand on text in the main report. They should not include all working documents of the evaluation team.

If the full report, including annexes, exceeds 100 pages consider separating essential annexes (to be included) and supplementary annexes (second volume)

Mandatory annexes:

* Summary Terms of Reference
* Evaluation Timeline
* Methodology (should summarize intended and actual methods applied and clearly elaborate any limitations to validity. Where appropriate, provide reflection on experience and lessons for future evaluations)
* Evaluation Matrix
* Data Collection Tools
* Fieldwork Agenda (detailing the schedule of meetings for each team member)
* Findings-Conclusions-Recommendations Mapping

|  |  |  |
| --- | --- | --- |
| **Recommendation**  [in numerical order] | **Conclusions**  [by number(s) of conclusion] | **Findings**  [by number of finding] |
| **Recommendation 1**: [text] | Conclusion XX |  |
| Conclusion XX |  |
| **Recommendation 2:** [text] | Conclusion XX |  |
| **Recommendation 3:** [text] | Conclusion XX |  |
| Conclusion XX |  |
| **Etc.** |  |  |

* List of People Interviewed
* Bibliography
* List of Acronyms

Optional annex:

* As relevant and feasible, include a separate annex to analyse GEWE and wider inclusion issues in more detail, as it relates to the WFP country strategic plan
* Any other type of technical annexes.

# Annex I. Summary Terms of Reference

# Annex II. Evaluation timeline

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# Annex III. Methodology

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# Annex IV. Evaluation matrix

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# Annex V. Data collection tools

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# Annex VI. Fieldwork agenda

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# Annex IX. Mapping of findings, conclusions and recommendations

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| **Recommendation**  [*in numerical order*] | **Conclusions**  [*by number(s) of conclusion*] | **Findings**  [*by number of finding*] |
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| **Recommendation 1**: [*text*] | Conclusion XX |  |
| Conclusion XX |  |
| **Recommendation 2:** [*text*] | Conclusion XX |  |
| **Recommendation 3:** [*text*] | Conclusion XX |  |
| Conclusion XX |  |
| **Recommendation 4:** [*text*] |  |  |

# Annex X. Key informants’ overview

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# Annex XI. Bibliography

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# Annex XII. Acronyms and abbreviations

| **Abbreviation** | Definition |
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