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

Inception report

*Fighting Hunger Worldwide*

Report number

Month Year

**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.

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# Introduction

Describe the purpose of the inception report, its place within the evaluation process and the activities carried out in its preparation (including persons met and documents reviewed).

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.
* Bullet list
* Bullet list
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Table 1: Table title

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

## Evaluation features

Define CSPE and present rationale, objectives and users.

Briefly describe the evaluation subject.

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## Context

Building on the country context section of the terms of reference, fill information gaps and verify/update information so that the inception report will be able to give an overview of the national context in which the portfolio being evaluated is situated.

* 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 of the evaluation

## Subject evaluated

Building on the terms of reference, this section should:

* Describe the strategic focus of the country strategic plan, with key outcome areas and related outputs
* Illustrate the logic of intervention of the country strategic plan and its key assumptions, as reconstructed during the inception phase. Also illustrate how the logic of intervention was informed by previous evaluations, if at all
* As appropriate and relevant discuss the delivery modalities and the modes of engagement of WFP in the country (for instance: country capacity strengthening; advocacy etc.)
* Present an updated analysis of the CSP financial data including original and revised country portfolio budget, resourcing level and expenditure rates
* Provide a quantitative overview of performance including outcome and output targets achievement rate, as feasible with available data in reporting documents
* Briefly comment on the performance data. For example, any discrepancy between target achievement rate and budget implementation for the same outcome (including for example, high rate of target achievement and low budget implementation, or the opposite).
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## Scope of the evaluation

Describe the scope in detail, highlighting any changes or refinements as compared to the scope stated in the terms of reference. Present the key issues to focus on as identified in the inception phase. These issues should be clearly reflected in the evaluation matrix as lines inquiry under the relevant evaluation subquestions. 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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## Stakeholder analysis

Building on the preliminary stakeholders’ analysis in the terms of reference, add depth by providing necessary and relevant information to establish an overview of the key stakeholders and inter-relationships. This section should provide a strategic overview of the different stakeholders. The details should be provided in an annex.

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Table 2: Stakeholder analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholders** | **Interest in the evaluation**  | **Involvement in evaluation and likely use** | **Who**  |
| **INTERNAL (WFP) STAKEHOLDERS** |
|  |  |  |  |
|  |  |  |  |
| **EXTERNAL STAKEHOLDERS** |
|  |  |  |  |
|  |  |  |  |

# Evaluation approach, methodology and ethical considerations

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## Evaluability assessment

Provide an overview of the evaluability assessment, highlighting challenges and opportunities and describing how the assessment has informed the delimitation of the evaluation scope and the choice of methods for data collection and analysis. The detailed evaluability assessment, including detailed analysis of data availability for output and outcome indicators should be presented in the annex.

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## Methodological approach

Provide an overview of the following:

* Overall approach to data collection, synthesis, analysis and validation of findings
* Any major limitation deriving from the evaluability assessment, in relation to specific criteria and questions
* Possible solutions to minimize specific evaluability challenges related to any evaluation criteria, or standard question or subquestions.
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## Data collection methods

Within the approach described in Section 3.1, elaborate in detail on methods and techniques for data collection from primary and secondary sources, including sampling for selection of field visits and key informants. Describe how the proposed methods are responsive to gender, equity and wider inclusion issues, seeking the perspectives from different types and groups of stakeholders, including different vulnerable groups within the affected population.

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## Data analysis

Describe techniques that will be used for quantitative and qualitative data analysis and triangulation.

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## Ethical considerations

Proposed mechanisms to ensure confidentiality, data protection and management of ethical issues that may arise during the evaluation. Use and expand the standard text below.

Evaluations must conform to 2020 (United Nations Evaluation Group (UNEG) ethical guidelines. Accordingly [**insert contractors’ name**] is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair selection of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results in no harm to participants or their communities. During the inception phase the following ethical issues, related risks, safeguards and measures have been considered:

Please fill out the table below as needed

|  |  |  |  |
| --- | --- | --- | --- |
| **Phases** | **Ethical issues** | **Risks** | **Safeguards** |
| Inception |  |  |  |
| Data collection |  |  |  |
| Reporting |  |  |  |
| Dissemination |  |  |  |

These issues will be monitored and managed during the implementation of the evaluation. If any additional ethical issues arise during the implementation of the evaluation, they will be recorded and managed in consultation with the evaluation manager.”

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## Risk and assumptions

Highlight any potential risk to efficient and safe conduct of the evaluation process. Including potential conflict of interest, logistic complications, safety issues etc.

Specify the support that the team assumes to receive from the Office of Evaluation or other actors involved (country office or regional bureau). Including, for example, transportation, interpretation or other as relevant and appropriate.

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## Quality assurance

Mention any step that the evaluation team will take to ensure the quality of the evaluation process and products (e.g. how data errors arising from proposed data collection methods will be addressed).

Indicate any potential conflict of interest that any of the evaluation team members may have and how it will be managed.

Include the following text in the inception report:

WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS will be systematically applied during this evaluation and relevant documents have been provided to the evaluation team.

By inserting this text, the team leader confirms that it is valid. If the team has not received CEQAS documents, this should be raised with the evaluation manager.

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# Organization of the evaluation

## Roles and responsibilities

The purpose of this chapter in the inception report is to clarify the roles and responsibilities of the evaluation team members as well as to communicate to stakeholders how the evaluation will unfold and what input is expected from them at what stage in the process.

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## Timeline

Update the detailed evaluation schedule contained in the terms of reference, based on discussions and agreements with the country office, regional bureau and with the evaluation manager.

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# Issues to be agreed with the Office of Evaluation

This is optional – depending on whether there are outstanding issues.

Summarize and highlight any issues related to changes in the evaluation scope, questions, or budget that require a formal agreement before moving forward.

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# Annex I. Terms of reference

# Annex II. Evaluation timeline

|  |  |  |
| --- | --- | --- |
| **Phase 1 – Preparation** |  |  |
|  | Draft ToR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms | DoE/DDoE |  |
| Comments on draft ToR received  | CO |  |
| Proposal deadline based on the draft ToR | LTA |  |
| LTA proposal review | EM  |  |
| Final revised ToR sent to WFP stakeholders | EM |  |
| Contracting evaluation team/firm | EM |  |
| **Phase 2 - Inception**  |  |  |
|  | Team preparation, literature review prior to HQ briefing  | Team |  |
| HQ & RB inception briefing  | EM & Team |  |
| Inception briefings | EM + TL |  |
| Submit draft inception report (IR) | TL |  |
| OEV quality assurance and feedback | EM |  |
| Submit revised IR | TL |  |
| IR review  | EM |  |
| IR clearance to share with CO | DoE/DDoE |  |
| EM circulates draft IR to CO for comments | EM |  |
| Submit revised IR | TL |  |
| IR review  | EM |  |
| Seek final approval by QA2 | EM |  |
| EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet. | EM |  |
| **Phase 3 – Data collection, including fieldwork** [[1]](#footnote-1) |  |  |
|  | In country / remote data collection  | Team |  |
| Exit debrief (ppt)  | TL |  |
| Preliminary findings debrief | Team |  |
| **Phase 4 - Reporting**  |  |  |
| Draft 0 | Submit high quality draft ER to OEV (after the company’s quality check) | TL |  |
| OEV quality feedback sent to TL | EM |  |
| Draft 1 | Submit revised draft ER to OEV | TL |  |
| OEV quality check | EM |  |
| Seek clearance prior to circulating the ER to IRG | DoE/DDoE |  |
| OEV shares draft evaluation report with IRG for feedback | EM/IRG |  |
| Stakeholder workshop (in country or remote) |  |  |
| Consolidate WFP comments and share with team | EM |  |
| Submit revised draft ER to OEV based on WFP comments, with team’s responses on the matrix of comments. | ET |  |
| Draft 2 2 | Review D2 | EM |  |
| Submit final draft ER to OEV | TL |  |
| Draft 3 | Review D3 | EM |  |
| Seek final approval by DoE/DDoE | DoE/DDoE |  |
| SER | Draft summary evaluation report | EM |  |
| Seek SER validation by TL | EM |  |
| Seek DoE/DDoE clearance to send SER  | DoE/DDoE |  |
| OEV circulates SER to WFP Executive Management for information upon clearance from OEV’s Director | DoE/DDoE |  |
|  | **Phase 5 - Executive Board (EB) and follow-up**  |  |  |
|  | Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation | EM |  |
|  | Tail end actions, OEV websites posting, EB round table etc. | EM |  |
|  | Presentation and discussion of SER at EB Round Table | DoE/DDoE & EM |  |
|  | Presentation of summary evaluation report to the EB | DoE/DDoE |  |
|  | Presentation of management response to the EB | D/CPP |  |

# Annex III. Methodology guidance

This annex should provide all the necessary details on the methodological design described in the body of the report.

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# Annex IV. Evaluation matrix

The purpose of the evaluation matrix is to provide a clear analytical framework that helps to reduce subjectivity in the evaluative judgement identifying for question and subquestions: i) dimensions of analysis; ii) lines of inquiry and/or indicators as appropriate; iii) data sources; iv) data collection methods; and v) data analysis.

| **Dimensions of analysis** | **Lines of inquiry**  | **Indicators** | **Data sources** | **Data collection techniques** | **Data analysis** |
| --- | --- | --- | --- | --- | --- |
| **Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?** |
| 1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 1.5 To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan** **strategic outcomes and the UNSDCF in the country?** |
| 2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan** **outputs and strategic outcomes?** |
| 3.1 To what extent were outputs delivered within the intended timeframe? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance? |
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| 3.4 To what extent were alternative, more cost-effective measures considered? |
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| **Evaluation Question 4: 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?** |
| 4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions? |
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| 4.3 How did the partnerships and collaborations with other actors influence performance and results? |
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| 4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP? |
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|  |  |  |  |  |  |
| 4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP? |
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# Annex V. Data collection tools

Surveys, questionaires and protocols for qualitative data collection, as relevant

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# Annex VI. Field missions schedule

Summary fieldwork agenda detailing the required schedule of meetings for each team member to be set up by the country office,

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# Annex VII. Evaluability assessment

Building on the evaluability assessment conducted in the terms of reference, expand on the following areas:

* The strategic objective statement itself: it may not reflect the activities that are supposed to contribute to it
* Validity of indicators and availability of monitoring data
* Availability of secondary sources of information
* Availability of key informants
* Restriction on field visits
* Opportunities (and constraints) for utilization; timing of the evaluation
* Resource constraints of the evaluation: time, expertise, budget.
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# Annex VIII. Reconstructed Theory of change

# Annex IX. Results framework/Line of sight

# Annex X. Detailed stakeholder analysis

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| --- | --- | --- | --- |
|  | **Interest in the evaluation** | **Participation in the evaluation** **(indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)** | **Who** |
| **Internal (WFP) stakeholders** |  |
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| **External stakeholders** |  |
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# Annex XI. Communication and knowledge management plan

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# Annex XII. List of people interviewed

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# Annex XIII. Bibliography/Evaluation library

# Annex IV. Acronyms

| **Abbreviation** | **Definition**  |
| --- | --- |
| **AAA** | Acronyms Acronyms Acronyms  |
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1. Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase. [↑](#footnote-ref-1)