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

Terms of reference

*Fighting Hunger Worldwide*

Report number

Month Year

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**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.

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# Introduction

## Introduction

These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

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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# Reasons for the evaluation

## Rationale

Use standard text below.

1. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in (PUT EB SESSION DATE).

## Objectives

Use standard text below.

1. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Country X; and 2) provide accountability for results to WFP stakeholders.

## Key stakeholders

Use standard text below and expand as relevant.

1. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of a CSPE are the WFP country office, regional bureau in XXX and headquarters technical divisions. Other key stakeholders include the Executive Board (EB), the beneficiaries, the Country X, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.
2. Give details of the key stakeholders at country level, including beneficiaries, national government and civil society organizations as relevant, international development actors present in the country, including the United Nations system, international financial institutions and key donors. Consider including organizations of persons with disabilities, or other potentially excluded groups as relevant to the country context.

# Context and subject of the evaluation

## Context

Brief description of the context focusing on latest available data on food security and nutrition (IPC Map) and poverty rates. Significant disparities by gender, disability status or other factors should be mentioned. As feasible, depending on data availability, the description should provide an overview of how the main national indicators evolved over the CSP period.

Humanitarian situation during the CSP period, i.e:. natural disasters, major political events/upheaval, major refugee or migrant influx and other events as relevant, and their consequences on food security and nutrition. (This info should be provided in a visual representation)

The inception phase will present a more elaborated contextual analysis as it relates to the CSP.

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## The subject of the evaluation

Basic information would include:

* Link to the approved CSP documents
* Duration of WFP presence in the country (timeline diagram)
* Overview of the transition from previous to current CSP:
* recommendations and follow up from the evaluation of the previous cycle, if available or from MTR; (summarise in not more than 6 bullets)
* ii) key strategic shifts, in terms of thematic focus or modes of engagement (for example from direct implementation to country capacity strengthening)
* Expected results (strategic outcomes and outputs) of the current cycle and related activities. When two CSP cycles are covered information should be provided for both.
* The description of the subject matter will have to be adapted depending on the temporal scope of the evaluation that is discussed in this template under section 4. Whenever two cycles are covered, the description of the subject matter should include data from both cycles.

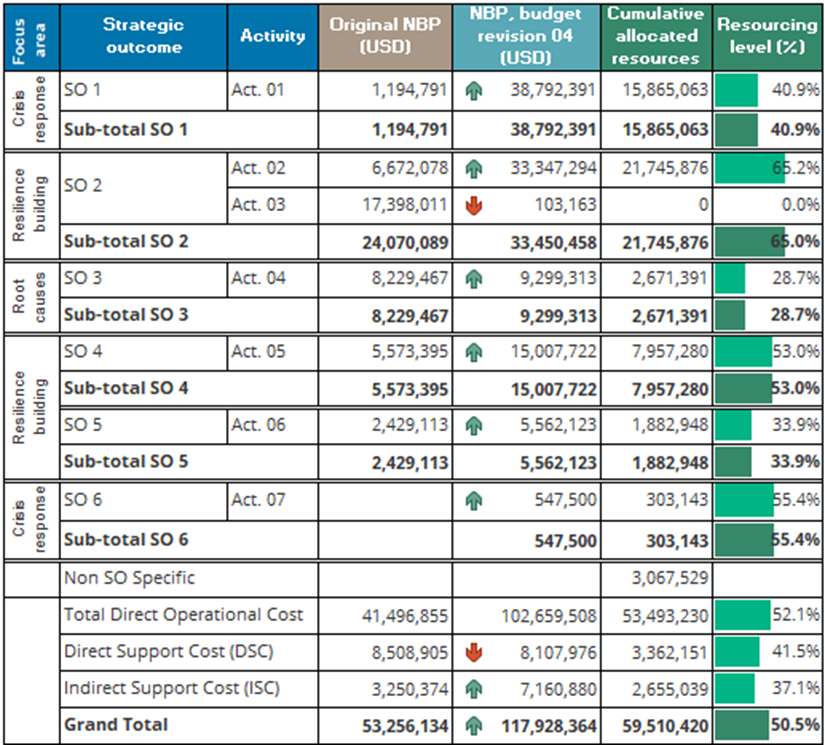
Table 1: [Country] CSP [Year-year], overview of strategic outcomes and activities

|  |  |  |
| --- | --- | --- |
| **Strategic Outcomes** | **Activities** | **Modalities of intervention (food and Cash Transfer, CCS, Service Delivery)** |
| **SO 1:** xxxxxxxxxxxxxxxxxxx | **Activity 1:** xxxxxxxxxxxxxxxxxxxxx |  |
| **Activity 2:** xxxxxxxxxxxxxxxxxxxxxxx |  |
| **Activity 3:** xxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **SO 2:** xxxxxxxxxxxxxxxxxxxxxxxxxxxx | **Activity 4**: xxxxxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **Activity 5**: xxxxxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **SO 3:** xxxxxxxxxxxxxxx | **Activity 6:** xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **Activity 7:** xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **SO 4:** xxxxxxxxxxxxxxx | **Activity 8:** xxxxxxxxxxxxxxxxxxxxxxxxxx |  |
| **Activity 9**: xxxxxxxxxxxxxxxxxxxxxxxxxxxx |  |

*Source*: IRM analytics, data extracted on xx/xx/xxxx

* Budget and funding overview including: i) needs-based budget, allocated resources to date by outcome area. Include a table illustrating these data. Ref Table 2 below
* Overview of planned and actual beneficiaries with breakdown by activity/component, by year and disaggregated by sex and age. If the CSP has disability and other inclusion components such as gender/indigenous people/disability, this should be described and relevant data presented, if available.
* Field presence: i.e. to indicate area/sub-offices in the country to give an idea of number of sites potentially to be visited

Table 2: CSP [Country] [year-year] cumulative financial overview



*Source*: SPA Plus, [Country] Annual Country Report [year]

Figure 1: CSP [country] [year-year] planned and actual beneficiaries

*Source: COMET CM-R001b [Country]*

Figure 2: CSPE [country] [year-year] beneficiaries, composition by age category

*Source*: COMET CM-R001b [Country]]

# Evaluation scope, criteria and questions[[1]](#footnote-1)

Use standard text below and eventually expand a bit as needed and relevant for the specific CSP being evaluated.

1. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.
2. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.
3. The evaluation scope will include all the expected outcomes of the CSP.
4. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE. [Whenever, for any reason, an evaluation was not conducted for the previous cycle, the CSPE should cover the last two CSPs.]
5. The evaluation will address four main questions common to all WFP . Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis.

|  |  |
| --- | --- |
| **EQ1 – To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?** | |
| 1.1 | To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence and strategically and realistically targeted to address the food security and nutrition situation in the country? |
| 1.2 | To what extent and in what ways was the CSP designed to support national priorities, the UN cooperation framework and the SDGs? |
| 1.3 | To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions? |
| 1.4 | To what extent and in what ways did the CSP adapt and respond to evolving needs and priorities to ensure continued relevance during implementation? |
| **EQ2 – What difference did the CSP make to food security and nutrition in the country?** | |
| 2.1 | To what extent did WFP achieve its coverage and outcome targets and in what ways did it contribute its to the expected outcomes of the CSP? Were there any unintended outcomes, positive or negative? |
| 2.2 | To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEEW; nutrition integration; environment and other issues as relevant) and adhere to humanitarian principles? |
| 2.3 | To what extent are achievements under the CSP likely to be sustainable, in particular from a financial, social and institutional al perspective? |
| 2.4 | To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace? |

|  |  |
| --- | --- |
| **EQ3: To what extent has WFP used its resources efficiently?** | |
| 3.1 | To what extent were the CSP outputs delivered and related budget spent within the intended timeframe? |
| 3.2 | To what extent and in what ways did the CO reprioritize its interventions to optimize limited resources and ensure continued relevance and effectiveness in view of eventual funding gaps? |
| 3.3 | To what extent was the CSP delivered in a cost-efficient manner?? |

|  |  |
| --- | --- |
| **EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?** | |
| 4.1 | To what extent and it what ways has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP? |
| 4.2 | How well and it what ways did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness and sustainability? |
| 4.3 | What role have the following factors played:   * Programme integration at design stage and during implementation * Adequacy of Human resources * Innovation in the CSP design and implementation leading to greater efficiency and effectiveness. * Adequate availability and use of monitoring data to track progress and inform decision making. * Other internal or external factors |

1. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.
2. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
3. At this ToR stage, the following learning themes have been tentatively identified:

* Add tentative learning themes based on desk review and discussion with CO
* …

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# Methodological approach and ethical considerations

## Evaluation approach

Use standard text below

1. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
2. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
3. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
4. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
5. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](https://docs.wfp.org/api/documents/WFP-0000113614/download/), in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
6. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholders’ mapping and analysis that should be as detailed and comprehensive as possible.
7. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.[[2]](#footnote-2)

## Preliminary considerations on evaluability and methodological implications

|  |
| --- |
| **Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (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 outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved). |

1. This CSPE will be able to build on several sources of secondary evidence. Annex 3 provides a list of previous CSPE and any evaluations and audits covering the evaluation period. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
2. At this stage the following evaluability challenges have been identified: List the challenges identified at this stage, e.g.

* Consistency of measurement and reporting at different level of results. Targets, baseline and follow-up data are missing for some indicators and there are some inconsistencies across the different version of the logframe (see Annex 2: Overview of performance data availability).
* Access to the sites: due to security situation, conditions of road infrastructure and, eventually need for internal flights as this will impact on the budget proposal.
* The time frame covered by the evaluation (the evaluation is conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes).]

1. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

## Ethical considerations

Use standard text below and expand as appropriate.

1. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.[[3]](#footnote-3) Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).[[4]](#footnote-4) This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
2. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP NAME OF COUNTRY CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.[[5]](#footnote-5)
3. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](http://www.unevaluation.org/document/detail/2866) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](http://www.uneval.org/document/detail/1616). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.[[6]](#footnote-6)
4. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfphotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

## Quality assurance

Use standard text below and expand as appropriate.

1. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
2. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.
3. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.
4. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

# Organization of the evaluation

## Phases and deliverables

Use standard text and table below

1. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones

|  |  |  |
| --- | --- | --- |
| **Main phases** | **Timeline**  **ADD KEY DATES** | **Tasks and deliverables** |
| 1.Preparation |  | Final ToR  Summary ToR  Evaluation team and/or firm selection & contract |
| 2. Inception |  | HQ briefing  Inception mission  Inception report |
| 3. Data collection |  | Evaluation mission, data collection and exit debriefing |
| 4. Reporting |  | Report drafting  Comments process  Stakeholder workshop  Final evaluation report  Summary evaluation report validated by Team Leader |
| 5. Dissemination |  | Management response and Executive Board preparation  Wider dissemination |

## Evaluation team composition

Elaborate on the text below as relevant to the evaluation.

1. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of X international (including a researcher) 1 or 2 national consultants (depending on the size and complexity of the CSP and of the Country) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (specify as relevant) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required\

| Areas of CSPE | Expertise required |
| --- | --- |
| Team Leadership | * MINIMUM REQUIREMENTS * Team Management, coordination, planning, ability to resolve problems and deliver on time * Strong presentation skills and excellent writing skills * Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations * Experience with applying theory based mixed methods approaches * Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states.   DESIRABLE |
| Thematic expertise  Add as relevant | MINIMUM REQUIREMENTS  DESIRABLE |
| Research Assistance | Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking. |
| Quality assurance and editorial expertise | * Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) * Experience in quality assurance of written technical reports and briefs |

## Roles and responsibilities

Elaborate on the text below as relevant

1. This evaluation is managed by the WFP Office of Evaluation. NAME OF EM has been appointed as evaluation manager (EM) and NAME OF RA has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. NAME OF QA2, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in [date].
2. An [internal reference group](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdocs.wfp.org%2Fapi%2Fdocuments%2FWFP-0000113659%2Fdownload%2F&wdOrigin=BROWSELINK) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
3. The country office will facilitate the evaluation team’s contacts with stakeholders in Country X; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. [Name] has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. 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.

## Security considerations

1. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

## Communication

|  |
| --- |
| It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives. |

1. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
2. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## The proposal

1. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country’s capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., COVID-19 restrictions or flare-up of civil unrest / conflict.
2. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in (specify the working language: English, Spanish or French)
3. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
4. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

# Annex I. Overview of performance data availability

Table 5: Country Strategic Plan [Country] [year-year] logframe analysis

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Logframe version** | | **Outcome indicators** | **Cross-cutting indicators** | **Output indicators** |
| v 1.0 | **Total nr. of indicators** |  |  |  |
| v 2.0 | New indicators |  |  |  |
| Discontinued indicators |  |  |  |
| **Total nr. of indicators** |  |  |  |
| v ... | New indicators |  |  |  |
| Discontinued indicators |  |  |  |
| **Total nr. of indicators** |  |  |  |
| **Total number of indicators that were included across all logframe versions** | |  |  |  |

Table 6: Analysis of results reporting in [Country] annual country reports [year-year]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **ACR 1** | **ACR 2** | **ACR ...** |
| **Outcome indicators** | | | | |
|  | Total number of indicators in applicable logframe |  |  |  |
| Baselines | Nr. of indicators with any baselines reported |  |  |  |
|  |  |  |  |
| Year-end targets | Nr. of indicators with any year-end targets reported |  |  |  |
|  |  |  |  |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported |  |  |  |
|  |  |  |  |
| Follow-up | Nr. of indicators with any follow-up values reported |  |  |  |
|  |  |  |  |
| **Cross-cutting indicators** | | | | |
|  | Total number of indicators in applicable logframe |  |  |  |
| Baselines | Nr. of indicators with any baselines reported |  |  |  |
|  |  |  |
| Year-end targets | Nr. of indicators with any year-end targets reported |  |  |  |
|  |  |  |
| CSP-end targets | Nr. of indicators with any CSP-end targets reported |  |  |  |
|  |  |  |
| Follow-up | Nr. of indicators with any follow-up values reported |  |  |  |
|  |  |  |
| **Output indicators** | | | | |
|  | Total number of indicators in applicable logframe |  |  |  |
| Targets | Nr. of indicators with any targets reported |  |  |  |
|  |  |  |
| Actual values | Nr. of indicators with any actual values reported |  |  |  |
|  |  |  |

# Annex II. List of relevant previous evaluations and audits

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum

# Annex III. Acronyms and abbreviations

| **Abbreviation** | Definition |
| --- | --- |
| **AAA** | Acronyms Acronyms Acronyms |
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1. EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2. [↑](#footnote-ref-1)
2. In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation’s Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation. [↑](#footnote-ref-2)
3. For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>). [↑](#footnote-ref-3)
4. Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention. [↑](#footnote-ref-4)
5. "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person’s possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained. [↑](#footnote-ref-5)
6. If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members. [↑](#footnote-ref-6)