

Evaluation

Summary Terms of Reference



Zimbabwe: An Evaluation of WFP's Country Strategic Plan (2017-2020)

Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and Focus of the Evaluation

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender and protection issues and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability as well as connectedness, coherence and coverage as applicable.

Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2021.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: 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?

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation

framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Zimbabwe?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

Question 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP; and if it was able to mobilize adequate, predictable and flexible resources. It will further assess the extent to which the CSP led to partnerships and collaborations with other actors and provided greater flexibility in dynamic operational contexts, and how these factors affect results. Finally, the evaluation will seek to identify other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope and Methodology

The unit of analysis is the Country Strategic Plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2015 to the end of 2020. This includes activities prior to the Country Strategic Plan (2017-2021) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach. This implies data collection from a mix of primary and secondary sources with different methods, including desk review, semi-structured or open-ended interviews, closed answer questionnaires, and focus groups discussions. Systematic data triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of recent developments related to the COVID19 pandemic, the evaluation will be conducted remotely. Depending on how the situation evolves, the final Learning Workshop will be held remotely or in the Country.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Zimbabwe CSPE (i.e. evaluation of country strategic plans, resilience and livelihoods, food security and nutrition, emergency preparedness and response).

OE Evaluation Manager: The evaluation will be managed by Ms. Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. Second level quality assurance will be provided by Mr. Sergio Lenci, Senior Evaluation Officer.

Stakeholders: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communications

An internal reference group composed of key WFP staff from the Zimbabwe Country Office, the Regional Bureau and Headquarters plays an advisory role, and will review and provide feedback on evaluation products.

Preliminary findings will be shared with WFP stakeholders in

the Country Office, the Regional Bureau and Headquarters during a remote debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in December to inform the new CSP design and national processes. A country learning workshop will be held in February 2021 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

While all evaluation products will be produced in English, arrangements for local translators during data collection may be required.

Timing and Key Milestones

Inception Phase: September 2020

Remote Data collection: November 2020

Remote Debriefing: 27 November 2020

Reports: October 2020 – April 2021

Learning Workshop: Mid-February 2020

Executive Board: November 2021

Findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org