



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

## TERMS OF REFERENCE AFGHANISTAN: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2018-2022)

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# 1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the Country Strategic Plan Evaluation (CSPE), 2018-2022, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents WFP Country Strategic Plan (CSP) activities in Afghanistan and defines the scope of the evaluation; section 4 identifies the evaluation, questions, approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.1. INTRODUCTION

2. 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 CSP and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on CSP and WFP Evaluation Policy.

## 1.2. COUNTRY CONTEXT

### General Overview

3. Situated between Central and South Asia, Afghanistan's population, with annual growth rate of 3 percent, is estimated to be 37.6 million people of which 51 percent are men and 49 percent are women.<sup>1</sup> Almost half of the population (47.8 percent) are under 15 years old or 67 percent under the age of 25. Afghanistan is facing a rapid demographic shift towards urbanization, accelerated in part by displacement related to conflict and climate change. More than a third of the country's territory has been contested by, or under the control of, non-government armed groups. With geographically dispersed and isolated communities, conflict has also exacerbated social, ethnic and cultural divisions. Complex and protracted wars and natural disasters, pervasive gender inequalities and transparency concerns, have constrained the country's development efforts.<sup>2</sup> While the security outlook remains uncertain characterized by high levels of civilian casualties due to the use of improvised explosive device and attacks in civilian populated areas.<sup>3</sup>
4. A low income country, Afghanistan currently ranks 170th of 188 countries in the Human Development Index. It has an economic growth rate of 2.7 percent, unemployment rates of 17.9 percent for men and 51.3 for women – and over 54.9 percent of the population lives below the poverty line.<sup>4,5,6</sup> Lingering political uncertainty dampens private sector confidence and investment. On February 29, 2020 the Agreement for Bringing Peace to Afghanistan was signed between the United States and Taliban.<sup>7</sup>
5. In Afghanistan, from February 24 to August 10, 2020, there have been 37,054 confirmed cases of COVID-19 with 1,312 deaths.<sup>8</sup> COVID-19 leaves millions of Afghans at risk of falling into hunger, faced with unusually high food prices and reduced employment opportunities. It has disrupted the livelihoods of families across the country relying on day labour, small trade or remittances, most of all in the cities where the lockdowns have left them without opportunities to earn money to buy their next meal.<sup>9</sup>

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<sup>1</sup>Afghanistan Central Statistics Organization, Afghanistan Living Conditions Survey, 2016/17, <https://www.humanitarianresponse.info/en/operations/afghanistan/document/afghanistan-alcs-2016-17-analysisreport>

<sup>2</sup> WFP CSP in Afghanistan, May 2018

<sup>3</sup> OCHA Humanitarian Needs Overview – Afghanistan 2020, December 2019

<sup>4</sup> <http://hdr.undp.org/en/2019-report/download>

<sup>5</sup> <https://countryeconomy.com/gdp/afghanistan>

<sup>6</sup> <https://databank.worldbank.org/views/reports/>

<sup>7</sup> <https://www.worldbank.org/en/country/afghanistan/overview>

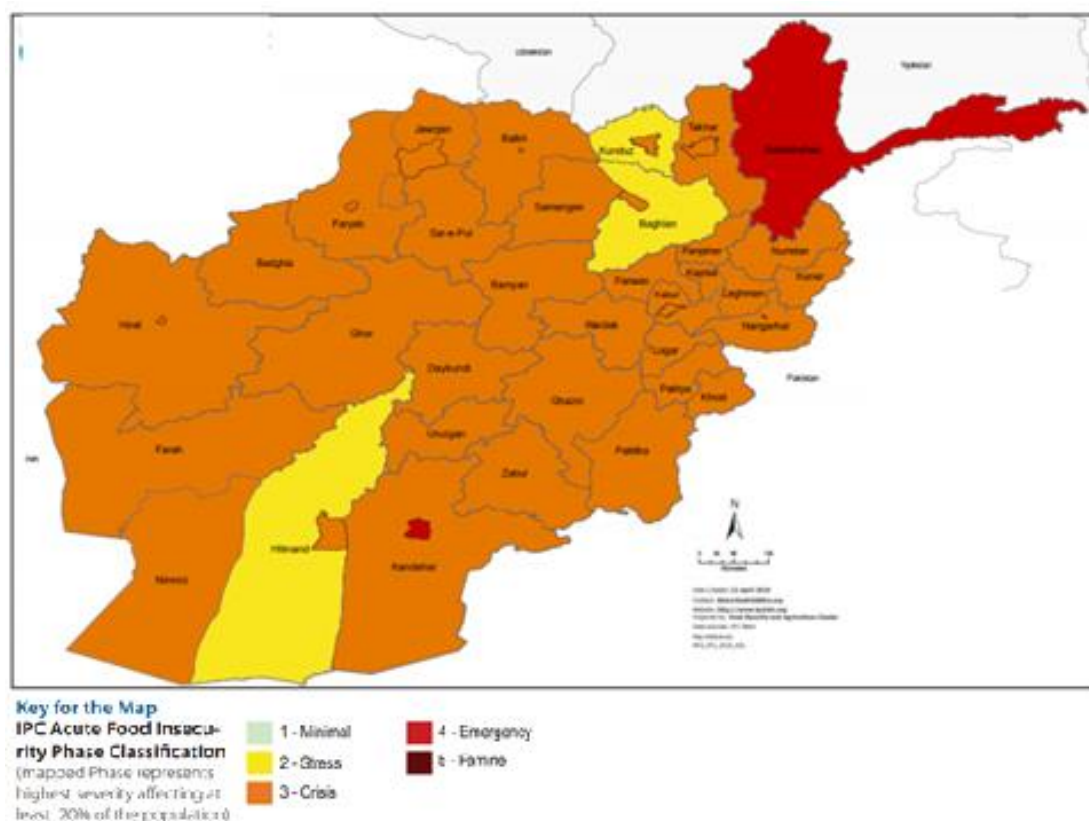
<sup>8</sup> <https://covid19.who.int/region/emro/country/af>

<sup>9</sup> <https://www.wfp.org/news/>

## Food and Nutrition Security

6. In the 2019 Global Hunger Index (33.8), Afghanistan ranks 108th out of 117 countries, indicating high level of food insecurity.<sup>10</sup> Of the total population, 19.4 percent had insufficient food intake in 2019.<sup>11</sup> According to the most recent Integrated Food Security Phase Classification (IPC)<sup>12</sup> (August to October 2019), it is estimated that a total of 10.23 million people (33 percent of the total population) were in severe acute food insecurity. These include around 7.79 million people in Crisis (IPC Phase 3) and 2.44 million people in Emergency (IPC Phase 4) which required action to reduce food consumption gaps and to protect/save livelihoods and reduce acute malnutrition. About 10.4 million people were also in Stress (IPC Phase 2) and require immediate livelihood support.

**Figure 1: Afghanistan, IPC acute food insecurity projected situation (June - November 2020)**



Source: Afghanistan IPC Technical Working Group (Date of extraction: 26.08.2020)

7. In 2018, Afghanistan experienced high rates of undernutrition. The prevalence of stunting in children under 5 was almost 41 percent at the national level – 42.3 percent for boys and 39.4 percent for girls – which is classified as very high according to World Health Organization (WHO) thresholds.<sup>13</sup> UNICEF, WHO and World Bank Joint Malnutrition estimates<sup>14</sup> indicate that the prevalence of the wasting was 9.5.

## Agriculture

8. Afghanistan is a mountainous country with an arid to semi-arid climate and a high diversity of ecosystems. Agriculture has traditionally dominated Afghanistan's economy and contributed to a large part of its growth. About 70 percent of Afghans live and work in rural areas, mostly on farms, and 61 percent of all households derive income from agriculture. The sector employs 40 percent of the total work force, and more than half of Afghans living in rural areas contribute to agriculture.

<sup>10</sup> <https://www.globalhungerindex.org/afghanistan.html>

<sup>11</sup> <https://hungermap.wfp.org/>

<sup>12</sup> <http://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1152215/?iso3=AFG>

<sup>13</sup> WFP CSP in Afghanistan, May 2018

<sup>14</sup> WFP Hunger map, <https://hungermap.wfp.org/>, data extracted on May 12, 2020

## Climate Change and Vulnerability

9. Rural populations rely on rain-fed agriculture and cattle-grazing for their incomes, both of which are threatened by temperature increases and erratic rainfall. Afghanistan's (2011-2012) Risk and Vulnerability Assessment estimates that 36 percent of people have been affected by natural disasters. Disputes over land and water are already a major cause of local insecurity, and the situation is set to deteriorate. Cultivation of arable area has declined by about 60 percent, leaving only 12 percent of the land suitable for farming.<sup>15</sup>

## Education

10. In 2018, gross enrollment for primary education was 104. Enrollments for boys and girls in primary education were 124 and 82.3 respectively. For secondary school the gross enrollment rate was only 55 percent with a significant gender divide: 70 percent for males and 40 percent for females.<sup>16</sup> Afghanistan's education system has been devastated by more than three decades of sustained conflict. For many of the country's children, completing primary school remains a distant dream – especially in rural areas and for girls. An estimated 3.7 million children are out-of-school in Afghanistan – 60 percent of them are girls. In some parts of the country, a shortage of schools and insufficient transportation are the main obstacles to education. A long walk to school means fewer children go. Geographical barriers, especially in mountainous areas, make it hard for children to reach the schools.<sup>17</sup>

## Gender quality and women's empowerment

11. In 2018, Afghanistan scored very low on the gender inequalities Index ranking 153rd out of 189 countries. Concerns about gender inequalities have led to the imposition of ever-stricter interpretations of socially acceptable female behavior. Women have disproportionately suffered from very serious human rights violations. Gender discrimination in Afghanistan is pervasive, as gender inequalities are widespread in health, education, access to and control over resources, economic opportunities, power and political voice.
12. Afghan society and structures are predominantly patriarchal and characterized by rigid gender norms that restrict the mobility, autonomy and agency of women and girls. Girls still account for only one-third of school attendees. Approximately 33 percent of girls marry before the age of 18, limiting their educational, livelihood and leadership opportunities and adversely affecting their own nutrition status and that of their children.<sup>18</sup> Up to 87 percent of women experience gender-based violence and 62 percent report experiencing multiple forms of violence.<sup>19</sup>

## Refugees/Internally Displaced Persons (IDPs)

13. The United Nations Assistance Mission in Afghanistan recorded 3,403 civilian casualties in 2019, and more than 1.1 million Afghans internally displaced due to conflict. The surge in returns by an estimated 1.7 million documented and undocumented Afghan refugees during 2016-2017, in addition to Pakistani refugees, remains a pressure on the country's economy and institutions. Internal displacement and large-scale return within a difficult economic and security context pose risks to welfare for the IDPs and host communities.<sup>20</sup> Conflict is ongoing, and 2020 is the seventh year in a row when civilian casualties in Afghanistan exceeded 10,000. The displacement crisis persists, driven by intensified government and Taliban operations in the context of political negotiations. From 2018 to 2019, the number of conflict-induced IDPs increased from 369,700 to more than 400,000.<sup>21</sup>

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<sup>15</sup> National Risk And Vulnerability Assessment 2011 - 2012

See also <https://www.af.undp.org/content/afghanistan/en/home/projects/CCAP-Afghanistan.html>

<sup>16</sup> <https://data.worldbank.org/indicator/SE.PRM.ENRR.MA?locations=AF>

<sup>17</sup> <https://www.unicef.org/afghanistan/education>

<sup>18</sup> United Nations Children's Fund. 2015. *Child Protection: Child Marriage* (available from <https://data.unicef.org/topic/child-protection/child-marriage/>).

<sup>19</sup> WFP CSP in Afghanistan, May 2018

<sup>20</sup> <https://www.worldbank.org/en/country/afghanistan/overview>

<sup>21</sup> Humanitarian Needs Overview 2020 pp 16-17.

## Humanitarian Protection

14. Chronic political instability, under-development, poverty, natural disasters, and food insecurity continue to exacerbate the situation of people who are forcibly displaced, either internally or cross-border. They are exposed to a host of protection risks both pre- and post-flight, including insecure tenure, and secondary and multiple displacement. This includes continuation of the highest levels of violence, protection risks for civilians and ongoing violations of international humanitarian law.<sup>22</sup>

## National Policies and the SDGs

15. The Government of Afghanistan has the ANPDF which articulates the priorities through 2021. All national policies and initiatives are currently under consideration for extension and renewal as the government finalizes its new ANPDF 2021-2025. For the SDGs, the country undertook a voluntary national review in 2017 that focused on six key goals, including SDGs 2 and 17, with SDG 2 approached from an agricultural perspective. The Afghanistan ZHSR provides a complementary and more comprehensive set of recommendations for SDG 2 that have been endorsed by Government, including the AFSeN.
16. The government has taken action to affirm its commitment to attaining the SDGs and has designated the Ministry of Economy to lead the coordination, monitoring and reporting on Afghanistan SDGs. The nationalization process is closely coordinated with the High Council of Ministers to ensure the implementation of the SDGs and stronger cooperation with the private sector, civil society and community organizations. While focusing on the basic pillars of sustainable development, which are economic, social and environmental, the plan also integrated additional elements, being peace, justice and institutions. In July 2017, Afghanistan presented its Voluntary National review with progress made in SDG 1,2 3,5,9 and 17. On SDG2, Afghanistan's efforts have been focused on building resilience for the poor; mobilizing resources to address poverty in all its forms and developing pro-poor policies that target gender and increase investments in providing opportunities to eradicate poverty.<sup>23</sup>
17. In terms of sector-specific policies, the National Comprehensive Agriculture Development Priority Program (2017-2021) is a strategic framework for agricultural development in which the emphasis shifts towards a farmer centric view. Afghanistan's current education plan - third National Education Strategic Plan (2017-2021) - emphasizes three key areas: quality and relevance, equitable access, and efficient and transparent management. The Strategic Plan for the Ministry of Public Health 2011-2015 aims to enhance equitable access to health and nutrition services. The Afghanistan National Peace and Development Framework (ANPDF), outlines the Government's strategy for peace and development in the short term and identifies 11 national priority programmes (to support the achievement of many of the Sustainable Development Goals (SDGs) that address the main drivers of food insecurity and undernutrition.

## International Assistance

18. Following the 2016-2020 Brussels Ministerial Conference on Afghanistan, a new pledging conference is planned to be held at the ministerial level in November 2020 in Finland. The World Bank engagement supports the Afghanistan National Peace and Development Framework that was presented by the Government of Afghanistan at this conference.<sup>24</sup> During the period 2016-2018, Afghanistan received a yearly average US\$ million 3890 net Official Development Assistance (ODA). The proportion of net ODA per GDP decreased from 20.9 percent to 19.4 percent. The top five average ODA funding sources between 2017 and 2018 are USA, Germany, the European Union, United Kingdom and Japan. Between 2017 and 2019 main humanitarian donors have comprised USA, United Kingdom, the European Union, Sweden and Japan.

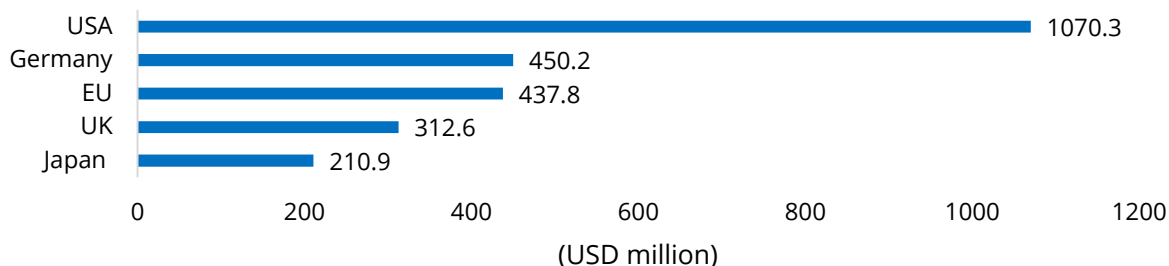
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<sup>22</sup> ibid

<sup>23</sup> Voluntary National Review at the High Level Political Forum SDGs' Progress Report - Afghanistan, July 2017

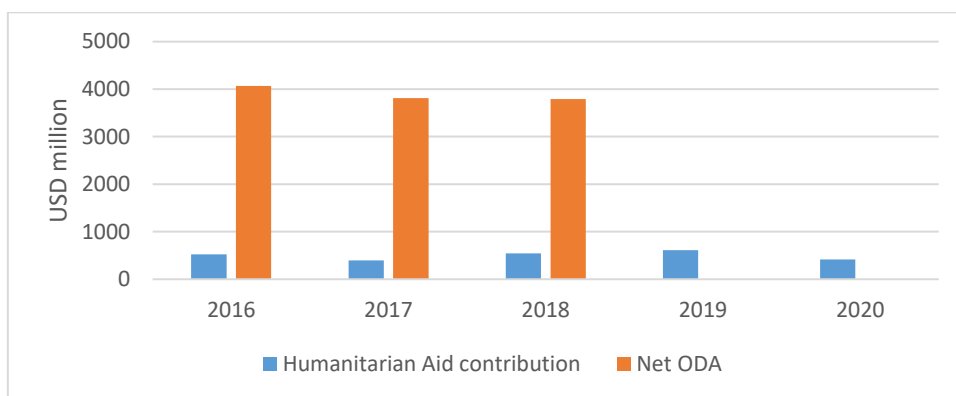
<sup>24</sup> <https://www.worldbank.org/en/country/afghanistan/overview>

**Figure 2: Top five donors of Gross ODA for Afghanistan, 2017-2018 average, USD million**



Source: OECD website, data extracted on 12 May 2020

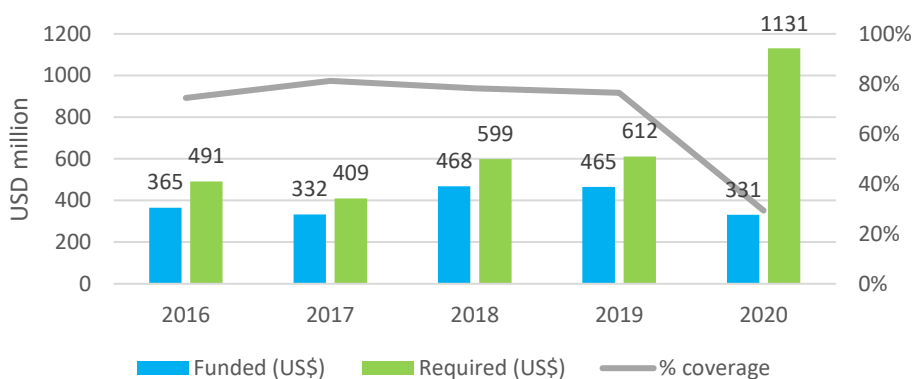
**Figure 3: ODA and Humanitarian funding Afghanistan (2016-2020)**



No ODA data available for 2019 and 2020

Source : OECD-DAC, UN OCHA – FTS. August 2020

**Figure 4: Afghanistan: humanitarian funding against response plans and appeals (2016-2020)<sup>25</sup>**



Source: OCHA FTS website, data extracted on August 2020

<sup>25</sup> 2016 appeal and funding data include the “Afghanistan Flash appeal One million people on the move (September - December 2016)”; 2019 appeal and funding data include the “COVID-19 Global Humanitarian Response Plan”. The 2020 increased needs accurately reflects the current scale and trajectory of needs in a highly volatile security environment, covering emergency needs but also extends the scope of the response to include vulnerable people with ongoing needs for support, as well as people who require resilience and recovery assistance to prevent them slipping into more serious humanitarian need.

19. The United Nations Development Assistance Framework covers the period from 2015 to 2021. aimed at leveraging the expertise, capacity and resources of the United Nations to support the Government's priorities, and has identified six pillars including: equitable economic development; basic social services; social equity and investment in human capital; justice, rule of law and accountable governance. The Afghanistan Humanitarian Response Plan covers life-saving food security and nutrition activities in support of United Nations' contribution to achievement of the SDG 2. The United Nations Sustainable Development Cooperation Framework (UNDCF) will replace UNDAF as the most important instrument for planning and implementation of the SDGs and 2030 Agenda.

## **2. Reasons for the Evaluation**

### **2.1. RATIONALE**

20. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO's next CSP – scheduled for Executive Board approval in June 2022.

### **2.2. OBJECTIVES**

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

### **2.3. STAKEHOLDERS AND USERS OF THE EVALUATION**

22. WFP stakeholders have interests in the results of the evaluation of the Afghanistan CSP (2018-2022) and some of these will be asked to play a role in the evaluation process. The evaluation will seek the views of, and be useful to, a broad range of WFP stakeholders. It will present an opportunity for national, regional and corporate learning.
23. WFP in Afghanistan operates in a context involving diverse internal and external stakeholders and partners. Internally, these comprise WFP Country Office, Regional Bureau in Bangkok (RBB), Headquarters technical divisions, the Executive Board (EB), and the office of Evaluation for reporting, synthesis and feeding into other evaluations. Externally, WFP interacts with the beneficiaries, Government ministries, non-governmental organizations (NGOs), civil-society organizations, private-sector, UN agencies, the World Bank, and donors. A matrix of stakeholders with their respective interests and roles in the CSPE is provided in Annex 4.
24. The following analysis recognizes that the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. At the inception phase, a more detailed gender perspective will be sought from both the duty-bearers (e.g., CO senior management, gender focal point and Government's Ministry of Women) and rights-holders including sex-disaggregated data and gender analysis of the affected women, men, girls and boys and food insecure households, and children supported by the national school meals. The CSPE will interview a sample of household members, health and family planning workers, community leaders, teachers and religious leaders about performance, results of WFP support as well as to learn directly from their voices and experiences in this regard.
25. The Government of Afghanistan stakeholders drive national policy, strategy and operations, which in turn directly impacts how WFP operates and engages in the country . The CSPE will seek the perspectives of national stakeholders on WFP's role. The CSPE can provide useful lessons and should enable national policy makers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP's future contributions are best attuned to national needs and policy – within any future CSP and UNDSFC. Ministries and local governments have interest in programme

effectiveness, results and sustainability through continuous ownership of initiatives, strong political support at various levels, including local line-departments and local administrations; and flow of resources. They include the Ministry of Economy, Ministry of Agriculture, Irrigation and Livestock, the Ministry of Rehabilitation and Rural Development, the Ministry of Women's Affairs, the National Disaster Management Authority, and Ministry of Public Health.

26. WFP works closely with other United Nations agencies. The Food and Agricultural Organization (FAO), United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), are particularly focused on the thematic area of food security, nutrition and livelihoods, while United Nations High Commissioner for Refugees (UNHCR), International Organization for Migration (IOM) are involved in return and reintegration. Other UN partners include United Nations Environment Programme (UNEP), the World Health Organization, and the World Bank, Office for Coordination of Humanitarian Affairs (OCHA), United Nations Office for Project Services, and United Nations Assistance Mission in Afghanistan.
27. In line with national strategies on disaster risk reduction, climate change adaptation and support to returnees, and in collaboration with FAO, IOM, UNDP and UNEP, WFP provides food or cash-based transfers (CBTs) that are conditional on recipients' participation in livelihood activities. In addition, with FAO and UNICEF, WFP supports national institutions in leading coordination efforts and helping to create a safety net for zero hunger that draws on WFP programmes and its SCOPE platform and is part of a wider social protection programme for equitably assisting vulnerable groups. WFP co-chairs the food security and agriculture cluster with FAO, and is an active member of the nutrition cluster, which is chaired by UNICEF.
28. WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance. Main donors include Australia, Austria, Afghanistan, Canada, Denmark, UK, European Commission, France, Germany, Italy, Japan, Korea, Kuwait, Luxembourg, Netherlands, USA, the World Bank and private donors.
29. Non-governmental organizations (NGOs) and their networks promote food security, nutrition, agriculture, health, sanitation and gender equality. Programmes implemented by local NGOs include major government safety nets, and policy advocacy including the extensive programmes of the world's largest NGO and development organization. The evaluation is expected to enable enhancement for partnerships between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and hand-over.
30. Private-sector entities include the National Fortification Alliance, the Afghanistan Wheat Millers' Association, soya and wheat cooperatives, producers of locally fortified foods supporting the creation of an innovative private-public partnership involving the strategic grain reserve, logistics infrastructure, the media, communications firms.

## 3. Subject of the Evaluation

### 3.1. WFP'S COUNTRY STRATEGIC PLAN IN AFGHANISTAN

31. . Prior to the WFP CSP in Afghanistan, the protracted relief and recovery operation (PRRO 200447) has been implemented from January 2014 alongside Special Operation (SO) 200635, Capacity Development in Support of the Strategic Grain Reserve, Purchase for Progress, and SO 200639, Provision of Humanitarian Air Services in Afghanistan. The mid-term evaluation of the PRRO (March 2016) recommended to continue its engagement in emergency response, nutrition, asset creation, take-home rations, the strategic grain reserve, and Purchase for Progress, in a more mainstreamed form. Annex 12 provides an overview of the evolution of the programme into the CSP period.
32. In July 2017, Afghanistan presented its Voluntary National review with progress made in SDG 1,2 3,5,9 and 17. On SDG2, Afghanistan's efforts have been focused on building resilience for the poor; mobilizing resources to address poverty in all its forms and developing pro-poor policies that target gender and increase investments in providing opportunities to eradicate poverty.<sup>26</sup>The Afghanistan zero hunger

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<sup>26</sup> Voluntary National Review at the High Level Political Forum SDGs' Progress Report - Afghanistan, July 2017



strategic review (October 2017) found that the country suffers from high, rising levels of food insecurity and undernutrition, and outlined a series of recommendations for addressing the problem, namely SDG 2 (Zero Hunger) should be a key priority for Afghanistan, the need for a coordinated; multi-sectoral response; focus on implementing the hunger-specific recommendations found in the report; link humanitarian responses, whenever possible, with peace and development efforts; conduct interventions should be carried out in a context-sensitive manner and support all Afghans; build human capacity in the areas of food security and nutrition; Increase national investment toward nutrition and agriculture programming; establish an independent body to fight corruption; and Strengthen the national data information system for food security and nutrition. WFP Afghanistan aimed to implement several of the main recommendations of the strategic review and the evaluation of the PRRO through this country strategic plan. The overarching goal of the CSP is to support the country to achieve zero hunger by 2030 in a manner that contributes, wherever possible, to the broader, longer-term transition to peace and development. Mainstreaming the cross-cutting issues of gender equality and women's empowerment, protection, accountability to affected populations, and the triple nexus, the plan focuses on six closely interrelated outcomes that span both SDGs 2 and 17. CO line of sight is provided in Annex 7.

33. Approved in June 2018, WFP's CSP for Afghanistan aims to contribute to the jointly agreed One United Nations for Afghanistan initiative, the Afghanistan Humanitarian Response Plan, the Afghanistan National Peace and Development Framework and achievement of the SDGs. The budget was revised in March 2019, April 2020 and September 2020.. The first revision reflected an expansion of the CSP's Strategic Outcomes 1 (Emergency Response) and 3 (Nutrition) to account for the severe drought which had led to unforeseen increases in the number of people in need and the duration of the support required. The second revision built on the rationale of the first one and was aimed at expanding activities under Strategic Outcome 1 and 3 while adjusting food rations to ensure nutrition adequacy and consolidating WFP's resilient livelihoods programming. The third budget revision aims to: a) scale up WFP's emergency response (COVID-impacted people and winterization response under strategic outcome 1) to meet Afghanistan's increasing food needs; and b) enable WFP's Humanitarian Air Service (UNHAS) to maintain its essential services in support of the COVID-19 response through continued and reliable domestic services and an international airbridge (strategic outcome 6).<sup>27</sup>
34. With a strong focus on partnerships, WFP would shift to more i) sustainable solutions in strategic result areas, emphasizing not only emergency response (strategic outcome 1- SDGs 2,16) but also resilient livelihoods ( strategic outcome 2 – SDGs 2, 8, 11, 13, 16), and the treatment as well as the prevention of malnutrition (strategic outcome 3 -SDGs 2, 5); ii) transformational linkages among strategic result areas, with nutritional product value chains (strategic outcome 4 - SDGs 2, 16), providing fortified products for emergency response, resilient livelihoods and nutrition (strategic outcomes 1, 2 and 3); and iii) comprehensive, national-led framing of all strategic result areas by supporting policy coherence (strategic outcome 5 - SDG 16) and common services and platforms, including UNHAS (strategic outcome 6 - SDG 17).
35. The CSP was designed to address cross-cutting issues of gender equality and women's empowerment, capacity strengthening, protection and accountability to affected populations. It also emphasizes improved access to education for girls through a school feeding programme for regular school attendance. The CSP's Gender and Age Marker Design (GAM-D) code is 3.
36. **Funding:** The original budget of the CSP was based on an overall Needs Based Plan (NBP) of USD 717,790,980 and a total of 11 million beneficiaries. Annex 8 shows an overview of planned and actual beneficiaries with breakdown by activity/component, disaggregated by sex and age.
37. As of August 2020, the Afghanistan CSP is 47.85 percent funded, with a total of USD 454,166,047 allocated compared to a Needs Based Plan of USD 949,223,557.<sup>28</sup> The main donors are: USA, United Kingdom, Japan and Australia, which together account for approximately 30 percent of the total CSP's resources, hence demonstrating the highly fragmented nature of Afghanistan CSP funding.<sup>29</sup> All of confirmed

<sup>27</sup> <https://www.wfp.org/operations/af01-afghanistan-country-strategic-plan-2018-2022>

<sup>28</sup> WFP Factory, Resource situation Report (Date of Extraction: 26.08.2020)

<sup>29</sup> Ibid

contributions are earmarked, mainly at activity level (99 percent), denoting limited flexibility in the use of funds received by donors, as shown in Table 1.

**Table 1: Afghanistan CPB (2018-2022) Summary by donor earmarking**

Donor Earmarking level	Confirmed Contributions (USD)	Percentage of Total Contributions
Country Level	2,182,737	1
Strategic Outcome Level	64	0
Strategic Result	1	0
Activity Level	431,925,321	99
Total	434,108,122	100

*Source: IRM analytics, CPB Grants Balance Report [data extracted on 26 August 2020]*

38. Looking at allocated resources (**Error! Reference source not found.** below), crisis response was the focus area with the highest level of resourcing (61 percent of the needs-based plan), followed by Resilience building (30 percent).

**Table 2: Afghanistan CPB (2018-2022) Summary of confirmed contribution by focus area**

Focus Area	Confirmed Contributions (USD)	Percentage of Total Contributions
Crisis Response	266,248,851	61.3
Resilience Building	131,285,359	30.2
not assigned	36,573,912	8.4
Total	434,108,122	100

*Source: IRM analytics, CPB Grants Balance Report [data extracted on 26 August 2020]*

39. The relative weights of the strategic outcomes in terms of resources reflect the share of each outcome in the total needs-based plan. Strategic Outcome 1 is the largest, accounting for 56 percent of total allocated resources, followed by Strategic Outcome 2 (17 percent) and Strategic Outcome 3 (15 percent). The remaining available resources were distributed among Strategic Outcome 6 (8 percent) and Strategic Outcome 4 (2 percent).

**Table 3: Afghanistan CPB cumulative financial overview as at 31 December 2019 (USD)**

<b>Strategic Outcome</b>	<b>Needs Based Plan</b>	<b>percentage of SO Needs Based Plan on total</b>	<b>Allocated Resources<sup>30</sup></b>	<b>percentage of SO allocated resources on total</b>
SO1: Vulnerable people in Afghanistan are able to meet their food and nutrition needs during and immediately after emergencies through 2022	160,171,246	49	164,885,363	56
SO2: Vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own	61,987,546	19	50,088,698	17
SO3: Vulnerable people at each stage of the life cycle in target areas have improved nutrition by 2022	54,003,083	17	45,090,429	15
SO4: People throughout the country can have access to a wide range of fortified nutritious food products at affordable prices by 2022	16,758,179	5	6,674,611	2.2
SO5: National and subnational institutions have a strengthened policy approach to food security and nutrition	2,280,375	1	946,199	0.1
SO6: The Humanitarian community has enhanced capacity to respond to needs throughout the country	30,562,154	9	24,517,158	8.3
Non SO Specific	0	0	4,017,534	1.4
<b>Total Direct Operational Cost<sup>31</sup></b>	<b>325,762,583</b>	<b>100</b>	<b>296,219,992</b>	<b>100</b>

<sup>30</sup> Sum of Allocated Contributions, Advance and Allocation

<sup>31</sup> It excludes DSC and ISC

40. **Staffing:** The country office is located in Kabul, with one Area Office, one UNHAS Office and eight Sub-offices.

**Table 4: WFP Afghanistan Office Locations**

Locations	National	International
Kabul CO	171	37
Kabul UNHAS	45	4
Kabul AO	19	0
Faizabad	39	0
Herat	38	0
Jalalabad	37	0
Kandahar	34	0
Mazar	44	0
Kunduz	2	0
Maimana	1	0
Bamyan	3	0
<b>Total</b>	<b>433</b>	<b>41</b>

**Table 5 WFP Afghanistan staffing**

National		International	
Female	79	Female	15
Male	354	Male	26
Female percent	18 percent	Female percent	36 percent

### 3.2. SCOPE OF THE EVALUATION

41. The evaluation will cover all of WFP's activities (including cross cutting results) for the period January 2016- December 2020. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place. 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 WFP Executive Board, as well as any subsequent approved budget revisions.
42. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, 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 government and the international community. The evaluation will assess to what extent WFP has been able to keep its CSP relevance and adaptation in the light of contextual changes including COVID-19.
43. 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.<sup>32</sup> Moreover, it will also give attention to assessing adherence to humanitarian principles, protection issues including protection against sexual exploitation and abuse and AAP, capacity strengthening, and gender equality and women's empowerment.

<sup>32</sup> <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

## 4. Evaluation Questions, Approach and Methodology

### 4.1. EVALUATION QUESTIONS

44. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them to the specific context, including Covid 19, in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

<b>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?</b>	
1.1	<i>To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</i>
1.2	<i>To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?</i>
1.3	<i>To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?</i>
1.4	<i>To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP Afghanistan?</i>
<b>EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Afghanistan</b>	
2.1	<i>To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</i>
2.2	<i>To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</i>
2.3	<i>To what extent are the achievements of the CSP likely to be sustainable?</i>
2.4	<i>To what extent did the CSP facilitate more strategic linkages between humanitarian, development and peace work?</i>
<b>EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	
3.1	<i>To what extent were outputs delivered within the intended timeframe?</i>
3.2	<i>To what extent was coverage and targeting of interventions appropriate?</i>
3.3	<i>To what extent were WFP's activities cost-efficient in delivery of its assistance?</i>
3.4	<i>To what extent were alternative, more cost-effective measures considered?</i>
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>	
4.1	<i>To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in Afghanistan to develop the CSP?</i>
4.2	<i>To what extent was WFP able to mobilize adequate, predictable and flexible resources to finance the CSP?</i>

4.3	<i>To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</i>
4.4	<i>To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?</i>
4.5	<i>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?</i>

45. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

## 4.2. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (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 outcomes should be occurring

46. Monitoring data sets, standard performance reports, and assessment reports relevant to WFP's work will be available through to December 2020. But, several issues can have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and limited availability high quality monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;
- travel restrictions due to COVID-19 which would constrain the ability to interview beneficiaries
- the time frame (2018-2020) covered by the evaluation is not the full CSP period. CSPE are meant to be final evaluations of a five-year or a three programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.
- The CSP does not have a theory of change to guide the formulation of the analytical framework. Additional challenges will include shortage of consistent data for systematic longitudinal analysis, evaluating efficiency, sustainability of WFP outputs and results, gender inequality and women empowerment, capacity development, resilience, humanitarian principles and protection issues including protection against sexual exploitation and abuse. Complete and consistent baseline and yearly trend data sets on these areas are not available. There are inconsistencies of data sets and differences in corporate indicators. Targets, baseline and follow-up data are missing for some indicators, see Annex 8.

47. 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, including how best to proceed with data collection and stakeholder engagement in view of COVID-19 related developments. This will include an analysis of the results framework and related indicators, and explore the use of m-VAM and third party monitoring tools to engage beneficiaries and other stakeholders at sites of program activities.

48. There are relevant evaluation reports that the CSPE can use as secondary sources of evidence, e.g. strategic evaluation of the pilot country strategic plans, the evaluation of WFP's Partnership Strategy, the Strategic Evaluation of Funding of WFP's Work, the Policy Evaluations of Capacity Development, protection and humanitarian principles and access. The 2015 demographic health survey is publicly available. In 2017, Afghanistan also conducted Voluntary National Review on SDGs.
49. The evaluation team should collect and review a range of additional information and data, including on coordination, risk management, contingency planning, resourcing, human resource capacity, & monitoring and evaluation.

### 4.3 METHODOLOGY

50. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. 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 assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).
51. In so doing, it places emphasis on strengthening the humanitarian-development-peace nexus, which implies applying a development lens to humanitarian response in conflict settings, and complementing humanitarian action with strengthening national institutional capacity.
52. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, 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.
53. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which 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 unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including desk review , semi-structured or open-ended interviews, closed answers questionnaires, focus groups and where feasible, direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
54. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on an initial desk review of key programming, monitoring and reporting data and on some scoping interviews with programme managers.
55. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits, if feasible in the context of COVID-19, should ensure to the extent possible

that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical. Options for engaging with key informants and stakeholders remotely should be explored.

56. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
  - the quality of the gender analysis that was undertaken before the CSP was designed.
  - whether the results of the gender analysis were properly integrated into the CSP implementation.
57. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.
58. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues, including protection against sexual exploitation and abuse, and accountability for affected populations in relation to WFP's activities, gender equality and women's empowerment including review of differential effects on men, women, girls, boys and other relevant socio-economic groups. The team should propose a methodology on assessing accountability to affected populations and engaging the affected populations through communication processes in which they are able to ask questions, provide feedback and contribute to discussions about how WFP assistance has affected their lives; provisions should be made to capture this through use of local consultants and local languages.
59. In response to the COVID 19 pandemic, OEV will consult with the Country Office and the Regional Bureau, to adopt a remote approach to the inception phase. Depending on how the country and global contexts evolve, the remote approach might be revised and data collection in evaluation phases might eventually be conducted through in-country missions as would normally be the case.
60. OEV will coordinate this CSPE with the upcoming audit of WFP Afghanistan. Clear information will be provided as required to internal and external stakeholders so they understand the differing scope and also potential complementarities between the two exercises.

#### **4.4. QUALITY ASSURANCE**

61. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The Director of Evaluation will approve the final evaluation products.
62. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.
63. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

#### **4.5. ETHICAL CONSIDERATIONS**

64. Ethical considerations shall be considered and included in the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.



65. The team will not have been involved in the design, implementation or monitoring of the WFP Afghanistan CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement. 5. Organization of the Evaluation

## 5.1. PHASES AND DELIVERABLES

66. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The inception mission is expected to be led remotely in 10 working days over a period of two weeks, allowing the evaluation team to engage with WFP internal and external stakeholders. In the case of a remote data collection phase, an extended timeline of 15 working days spread out over four weeks is envisaged for the fieldwork. Over this period the evaluation team will engage in primary data collection in country, allowing stakeholder surveys and interviews to take place in a phased manner. [Annex 3](#) presents a more detailed timeline. The CO and RBB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 6: Summary timeline – key evaluation milestones**

Main Phases	Timeline ADD KEY DATES	Tasks and Deliverables
1. Preparatory	Nov. 16, 2020 November 30, 2020 December 7-11, 2020	Final TOR Evaluation Team and firm selection & contract Document review
2. Inception	January 4-8, 2021 January 13-15, 2021 February 7, 2021 February 19, 2021 March 13, 2021	HQ Briefing Remote Inception Mission Draft inception report Final inception report Circulate inception report to stakeholders
3. Data collection	March 22-April 9, 2021	Evaluation mission, data collection and exit debriefing  Note: In the case of a remote data collection phase, an extended timeline of 15 working days spread out over four weeks is envisaged for the fieldwork.
4. Reporting	April 12- May 18, 2021 May 19- June 28, 2021 June 29-30, 2021 August 30, 2021 September 31, 2021	Report Drafting Comments Process Learning Workshop in Kabul Final evaluation report Summary Evaluation Report
5. Dissemination	December 2021 December 2021 EBA/2022	Editing / Evaluation Report Formatting Management Response and Executive Board Preparation Presentation of SER and management Response to the EB

## 5.2. EVALUATION TEAM COMPOSITION

67. The CSPE will be conducted by a gender balanced team of 5 International (including a researcher) and 2 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a

mix of evaluators with multi-lingual language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reports writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

**Table 7: Summary of evaluation team and areas of expertise required**

Areas of CSPE	Expertise required
<b>Team Leadership</b> <b>(over 15 years)</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities and of evaluation in humanitarian and recovery contexts.</li> <li>• Specialization in one of the following areas: food assistance, emergency preparedness, gender analysis; institution building.</li> <li>• Relevant knowledge and experience in Afghanistan or similar context; understanding of key players within and outside the UN System; strong, experience of evaluating country programmes, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.</li> </ul>
<b>Agriculture / Food Security/Livelihoods and resilience</b> <b>(over 10 years)</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in resilience, one of the key drivers of the new CSP, value chains and social protection.</li> <li>• Strong familiarity with the humanitarian, development and peace nexus discourse.</li> <li>• Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.</li> </ul>
<b>Nutrition and Health</b> <b>(over 10 years)</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context.</li> <li>• Evaluation of nutrition and nutrition-related value chain</li> <li>• Familiarity with the latest evidences in nutrition and with the Sun Movement.</li> </ul>
<b>Emergency preparedness and response, Logistics</b> <b>(over 10 years)</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in evaluating emergency and preparedness frameworks , logistics, supply-chain, and capacity building in those fields in similar contexts.</li> <li>• Common services and platforms including UNHAS</li> </ul>
<b>Research Assistance</b> <b>(over 3 years)</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>

<p><b>Other technical expertise needed by the team</b></p>	<ul style="list-style-type: none"> <li>• The additional areas of expertise requested are: <ul style="list-style-type: none"> <li>○ Programme efficiency and cost effectiveness</li> <li>○ National capacity strengthening</li> <li>○ Gender equality and women's empowerment</li> <li>○ Humanitarian Principles and Protection including protection against sexual exploitation and abuse</li> <li>○ Humanitarian Access</li> <li>○ Accountability to Affected Populations</li> </ul> </li> </ul>
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### 5.3. ROLES AND RESPONSIBILITIES

68. The evaluation is managed by the WFP Office of Evaluation (OEV). Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Gaby Duffy, Senior Evaluation Officer, will provide second level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation (centralised evaluations), will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in EBA/2022.
69. An internal reference group composed of selected WFP stakeholders at CO, RB and HQ 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. The CO will facilitate the evaluation team's contacts with stakeholders in Afghanistan; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. The CO M&E Officer will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate 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.
70. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

### 5.4. COMMUNICATION

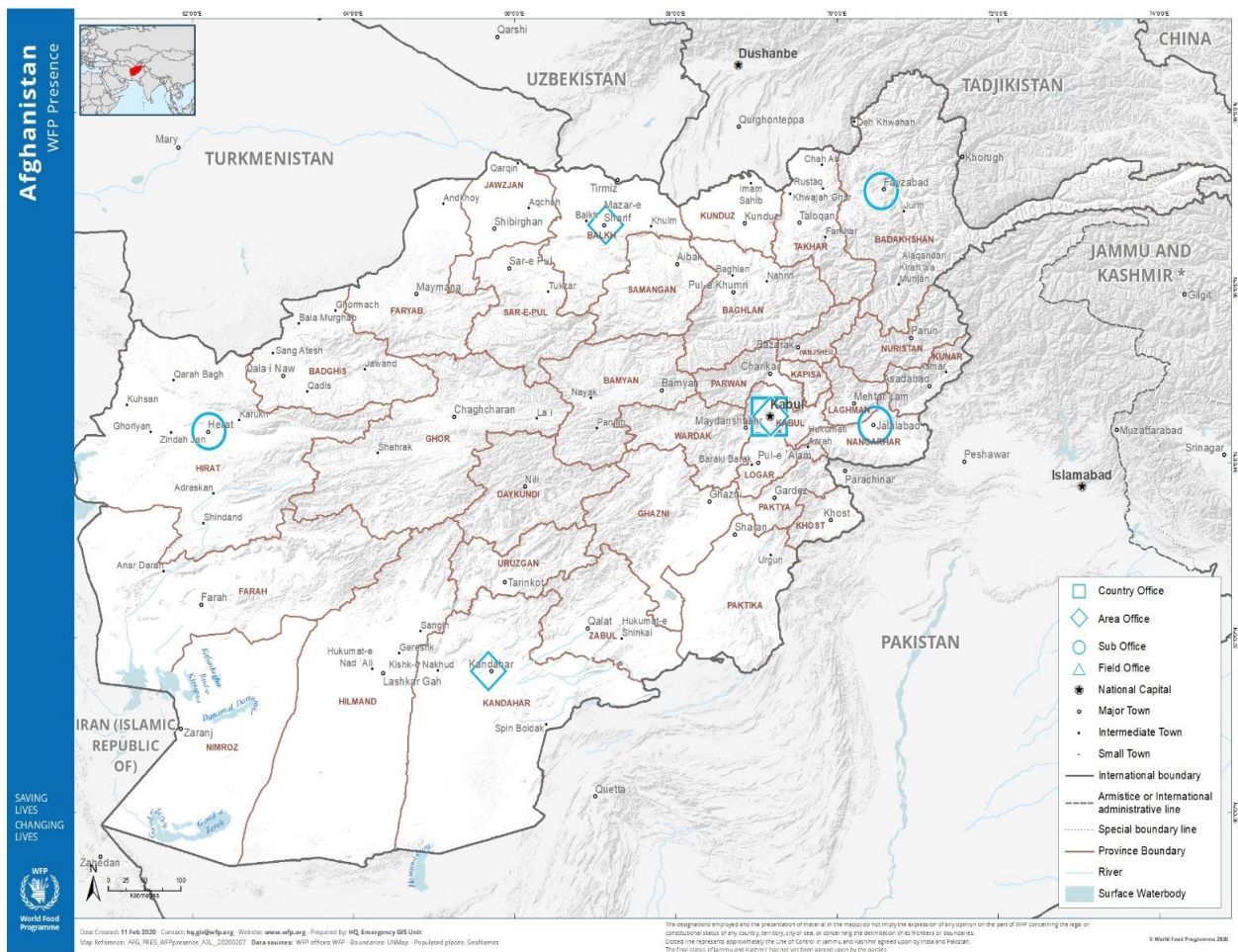
*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

71. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 5](#)) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board EBA/2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

### 5.5. BUDGET

72. The evaluation will be financed through the CSP budget.

# Annex 1: Afghanistan, Map with WFP Offices in 2020



Source: WFP GIS unit (last update March 2020)

## Annex 2: Afghanistan Fact Sheet

Parameter/(source)	2018	2019	Data source	Link	
<b>General</b>					
1	Human Development Index (1)	0.496	0.496 (2018)	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
2	Asylum-seekers (pending cases) (5)	216	282 (2018)	UNHCR	<a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>
3	Refugees (incl. refugee-like situations) (5)	75,927	72,228 (2018)	UNHCR	<a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>
4	Returned refugees (5)	60,545	16,220 (2018)	UNHCR	<a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>
5	Internally displaced persons (IDPs)	1,837,079	2,106,893 (2018)	UNHCR	<a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>
6	Returned IDPs (5)	32,649	73,527	UNHCR	<a href="http://popstats.unhcr.org/en/persons_of_concern">http://popstats.unhcr.org/en/persons_of_concern</a>
<b>Demography</b>					
7	Population total (millions) (2)	36,296,400.00	37,172,386 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
8	Population, female (percent of total population) (2)	48.61	48.63 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
9	percent of urban population (1)	25.2 (2018)	not reported	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
10	Total population by age (1-4) (millions) (6)	4,808,437	n.a	UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
11	Total population by age (5-9) (millions) (6)	4,539,772	n.a	UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
12	Total population by age (10-14) (millions) (6)	3,970,838	n.a	UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>

					<a href="https://social/products/dyb/#statistics">social/products/dyb/#statistics</a>
13	Total Fertility rate, per women (10)	4.4	4.4	UNFPA	<a href="https://www.unfpa.org/data/world-population-dashboard">https://www.unfpa.org/data/world-population-dashboard</a>
14	Adolescent birth rate (per 1000 females aged between 15-19 years) (9)	87 (2013)	n.a	WHO	<a href="https://apps.who.int/gho/data/view.xgswcah.31-data">https://apps.who.int/gho/data/view.xgswcah.31-data</a>
<b>Economy</b>					
15	GDP per capita (current USD) (2)	556.30	520.89 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
16	Income Gini Coefficient (1)	n.a. (2018)	n.a.	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
17	Foreign direct investment net inflows (percent of GDP) (2)	0.20	0.6 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
18	Net official development assistance received (percent of GNI) (4)	18.8	19.4 (2018)	OECD/DAC	<a href="https://public.tableau.com/views/OECDACIDatagancebyrecipient_new/Recipients?:embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no">https://public.tableau.com/views/OECDACIDatagancebyrecipient_new/Recipients?:embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no</a>
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	1.9	n.a	SDG Country Profile	<a href="https://country-profiles.unstatshub.org">https://country-profiles.unstatshub.org</a>
20	Agriculture, forestry, and fishing, value added (percent of GDP) (2)	20.46	n.a	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Poverty</b>					
21	Population vulnerable to/near multidimensional poverty (percent) (1)	18.0 (2018)	18.1	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>

22	Population in severe multidimensional poverty (percent) (1)	25.1 (2018)	24.9	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
<b>Health</b>					
23	Maternal Mortality ratio (percent) (lifetime risk of maternal death: 1 in:) (3)	1,300 (reported) 396 (adjusted)	638	UNICEF SOW 2017 and 2019	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
24	Healthy life expectancy at birth (total years) (2)	64.13	64.486 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
25	Prevalence of HIV, total (percent of population ages 15-49) (2)	0.10	0.1 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
26	Current health expenditure (percent of GDP) (2)	11.78	no data	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Gender</b>					
27	Gender Inequality Index (rank) (1)	153 (2018)	143	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
28	Proportion of seats held by women in national parliaments (percent) (2)	27.70	27.80	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
29	Labor force participation rate, female (percent of female population ages 15+) (modeled ILO estimate) (2)	48.67	48.89	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
30	Employment in agriculture, female (percent of female employment) (modeled ILO estimate) (2)	66.22	65.23	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Nutrition</b>					
31	Prevalence of moderate or severe food insecurity in the total population (percent) (7)	not reported	45.2 (2014-16) and 54.3 (2016-18)	The State of Food Security and Nutrition report 2017 and 19	<a href="#">FAO Food Security and Nutrition in the World 2019</a>

32	Weight-for-height (Wasting - moderate and severe), (0–4 years of age) (percent) (3)	10 (2011–2016)	10.00	UNICEF SOW 2017 and 2019	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
33	Height-for-age (Stunting - moderate and severe), (0–4 years of age) all children (percent) (3)	41 (2011–2016)	41.00	UNICEF SOW 2017 and 2019	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
34	Weight-for-age (Overweight - moderate and severe), (0–4 years of age) (percent) (3)	5 (2011–2016)	5.00	UNICEF SOW 2017 and 2019	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
35	Mortality rate, under-5 (per 1,000 live births) (2)	64.70	62.3 (2018)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Education</b>					
36	Adult literacy rate (percent ages 15 and older) (1)	31.7 (2018)	not reported	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
37	Population with at least secondary education (percent ages 25 and older) (1)	25.1 (2018)	Female: 13.2 Male: 36.9	UNDP Human Development Report 2017 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
38	Current education expenditure, total (percent of total expenditure in public institutions) (2)	n.a.	n.a	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
39	School enrolment, primary (percent gross) (2)	102.18	104.00	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
40	Attendance in early childhood education - female (percent) (3)	1	1	UNICEF SOW 2017 and 2019	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
41	School enrollment, primary and secondary (gross), gender parity index (GPI) (2)	0.58 (secondary only)	no data	UNFPA	<a href="https://www.unfpa.org/data/world-population-dashboard">https://www.unfpa.org/data/world-population-dashboard</a>

Sources: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA





## Annex 3: Timeline

	Afghanistan Country Strategic Plan Evaluation	By Whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			
	Draft TOR cleared by Director of Evaluation	DOE	Sep 4, 2020
	Draft TOR circulated to LTA Firms for Proposals	EM/LTA	Sep 4, 2020
	Proposal Deadline based on the Draft TOR	LTA	Sep. 19, 2020
	LTA Proposal Review	EM	Sep. 26 2020
	Final TOR sent to WFP Stakeholders	EM	Nov. 26, 2020
	Contracting evaluation team/firm	EM	Nov. 30, 2020
<b>Phase 2 Inception</b>			
	Team preparation, literature review prior to HQ briefing	Team	Jan. 4-8, 2021
	remote HQ Inception Briefing	EM & Team	Jan. 11-15, 2021
	Inception Mission (remote)	EM + TL	Jan. 18-22, 2021
	Submit draft Inception Report (IR)	TL	Feb. 7, 2021
	OEV quality assurance and feedback	EM	Feb. 12, 2021
	Submit revised IR	TL	Feb 19, 2021
	IR Review and Clearance	EM	Feb. 26, 2021
	IR Clearance	OEV/DDoE	Mar. 12 , 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	Mar. 13, 2021
<b>Phase 3 Evaluation data collection</b>			
	Main data collection	Team	Mar. 22- April 9, 2021
	Exit Debrief (ppt)	TL	April 12, 2021
	Debriefing with CO, RBB and HQ	TL	May 11, 2021
<b>Phase 4 Analysis and Reporting</b>			
	Submit high quality draft ER to OEV (after the company's quality check)	TL	May 18, 2021

<b>Draft 0</b>	OEV quality feedback sent to TL	EM	May 24, 2021
	Submit revised draft ER to OEV	TL	May 31, 2021
<b>Draft 1</b>	OEV quality check	EM	June 3, 2021
	Seek OEV/DDoE clearance prior to circulating the ER to WFP Stakeholders.	OEV/DDoE	June 4, 2021
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/Stakeholders	June 11, 2021
	Stakeholders Learning workshop - Kabul; share comments w/TL	TL/EM	June 29-30, 2021
	Consolidate WFP's comments and share them with Evaluation Team.	EM	July 1, 2021
	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	TL	July 14, 2021
<b>Draft 2</b>	Review D2	EM	July 21, 2021
	Submit final draft ER to OEV	TL	July 31, 2021
<b>Draft 3</b>	Review D3	EM	August 9, 2021
	Seek final approval by OEV/DDoE	DDoE	August 16, 2021
<b>SER</b>	Draft Summary Evaluation Report (SER)	EM	Sep. 30, 2021
	Seek final approval by OEV/DDoE	DDoE	Sep. 14, 2021
	OEV circulates the SER to WFP's Executive Management for information (upon clearance from OEV's DDoE)	DDoE	Sep. 31, 2021
<b>Phase 5. Follow up and dissemination</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	December 2021
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	DDoE	June 2022
	Presentation of management response to the EB	D/ CPP	June 2022

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. CPP=Corporate Planning and Performance

## Annex 4: Preliminary Stakeholder Analysis

	Interest in the evaluation	Participation in the evaluation
<b>Internal (WFP) stakeholders</b>		
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Afghanistan in the WFP corporate and regional plans and strategies. Apply learning to other country offices including neighboring WFP COs, given the strong regional collaboration and national government prioritization of regional partnerships and markets.	RBB will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
<b>WFP Divisions</b>	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP's strategies and policies.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Afghanistan's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2020 session to inform Board members about the performance and results of WFP activities in Afghanistan.
<b>External Stakeholders</b>		

<p><b>A. Beneficiary Groups</b></p> <p>1. Gender and age-disaggregated - recipients of unconditional food assistance through CBTs, and conditional food assistance, FFA, nutrition institutional feeding, school feeding, host population and the disabled)</p> <p>2. Customers of WFP-contracted shops, retailers, shop owners and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</p> <p>3. Benefiting Schools (School Administration and teachers) benefit from some of the capacity development activities</p> <p>4. Focus Groups including Village Shura and CDC committees</p> <p>5. UNHAS users and members of the clusters and working groups that WFP has contracted coordinators to lead (cash working group, logistics working group, and PSEA working group.</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and teachers.</p>
<p><b>B. National Partners</b></p>		

<p><b>National government authorities, inter-ministry committees</b> - Ministry of Economy, Ministry of Agriculture Irrigation and Livestock, Ministry of Rural Rehabilitation and Development, Ministry of Education, Ministry of Health, National Statistic and Information Authority, Afghanistan National Disaster Management Agency</p> <p>Provincial, District Authorities</p>	<p>The Government of Afghanistan has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p> <p>Particular interest in the capacity building element of improving government capacity to monitor food security situation and deal with shocks. A number of government departments are also directly involved as implementing partners.</p> <p>Important partners for implementation at local level.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>The Afghanistan Food Security and Nutrition Agenda</p>	<p>AFSeN is a multi-stakeholder coordination platform aiming to address food security and nutrition. AFSeN-A represents the SUN movement in Afghanistan.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Afghanistan National Disaster Management Agency</p>	<p>Plays an important role in enhancing emergency supply chain and cluster coordination</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Public Health</p>	<p>Major WFP stakeholder in the health related activities</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Education</p>	<p>This is WFP's government partner for school feeding with the responsibility for GoA School Feeding programmes and policy.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Agriculture Irrigation and Livestock</p>	<p>WFP's cooperating partner in livelihoods and resilience activities.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>National Statistic and Information Authority</p>	<p>WFP's cooperating partner in statistical data</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Labor and Social Affairs</p>	<p>WFP's coordinating partner in social protection</p>	<p>Interviews both policy and technical levels and feedback sessions</p>

Ministry of Economy	WFP's cooperating partner in CSP design, coordination of SDGs	Interviews both policy and technical levels and feedback sessions.
Ministry of Women's Affairs	WFP's cooperating partner in gender equality and women's empowerment	Interviews both policy and technical levels and feedback sessions
Ministry of Finance	WFP's collaborating partner in government, World Bank and FAO's support national institutions in leading coordination efforts and helping to create a safety net for zero hunger that draws on WFP programmes and its SCOPE platform and is part of a wider social protection programme for equitably assisting vulnerable groups.	Interviews both policy and technical levels and feedback sessions
<b>C. Donors:</b> Australia, Austria, Afghanistan, Canada, Denmark, DFID-UK, European Commission, France, Germany, Italy, Japan, Korea, Kuwait, Luxembourg, Netherlands, UN Common Funds and Agencies, USA, the World Bank and private donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.

<p><b>D. Cooperating partners</b> and NGOs – Concern Worldwide, IRC, Help and ActionAid, INGOs ACTED, Help, Afghanaid, Agha Khan Foundation, Aide Medicale Internationale, Danish Afghanistan Committee, Health Net TPO, HELFE ZUR SELBSHILFE, Hungarian Interchurch Aid, International Medical Corps, International Rescue Committee, Premier Urgence-AIDE Medicale Internationale, Rupani Foundation, Save the Children Federation, Inc., Shelter For Life International, Shelter Now International, Swedish Committee for Afghanistan, World Vision International, International Centre for Agricultural Research in Dry Areas, Project Assistance Teams (PATs).</p>	<p>WFP’s cooperating partners in food assistance. They implement WFP programmes on the basis of agreements between WFP and each agency.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p> <p>Participation in evaluation interviews and data sharing. Accompany the evaluation team on visit to project sites. Insight into appropriateness and impact of response. Feedback on use of cash, food and electronic vouchers Feedback on use of community assets created. Feedback on nutrition/food security aspects of programme. Feedback on livelihood and learning improvement as a result of programme activities. Feedback on P4P programme and Strategic Grain Reserve</p>
<p><b>E. Private sector partners</b> Afghan Wireless Communication Company (AWCC)</p>	<p>WFP partners in the commercial and private sectors</p>	<p>Interviews with managers and owners of private businesses</p>



## Annex 5: Evaluability Assessment

Table 1: CSP Afghanistan 2018-2020 log frame analysis

Log frame version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	<b>Total nr. of indicators</b>	<b>30</b>	<b>9</b>	<b>60</b>

Source: COMET report CM-L010 (accessed 12 May 2020)

Table 2: Analysis of results reporting in Afghanistan Annual Country Reports 2018-2019

		ACR 2018	ACR 2019
<b>Outcome indicators</b>			
	Total number of indicators in applicable log frame	<b>30</b>	<b>30</b>
Baselines	Nr. of indicators with any baselines reported	11	18
	<i>Total nr. of baselines reported</i>	72	49
Year-end targets	Nr. of indicators with any year-end targets reported	11	15
	<i>Total nr. of year-end targets reported</i>	72	28
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	18
	<i>Total nr. of CSP-end targets reported</i>	17	49
Follow-up	Nr. of indicators with any follow-up values reported	11	15
	<i>Total nr. of follow-up values reported</i>	72	28
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable log frame	<b>9</b>	<b>9</b>
Baselines	Nr. of indicators with any baselines reported	5	4
	<i>Total nr. of baselines reported</i>	29	16
Year-end targets	Nr. of indicators with any year-end targets reported	4	3
	<i>Total nr. of year-end targets reported</i>	28	5
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	4
	<i>Total nr. of CSP-end targets reported</i>	29	16
Follow-up	Nr. of indicators with any follow-up values reported	1	3
	<i>Total nr. of follow-up values reported</i>	1	5

Output indicators			
	Total number of indicators in applicable log frame	<b>60</b>	<b>60</b>
Targets	Nr. of indicators with any targets reported	11	20
	<i>Total nr. of targets reported</i>	<i>11</i>	<i>76</i>
Actual values	Nr. of indicators with any actual values reported	11	19
	<i>Total nr. of actual values reported</i>	<i>11</i>	<i>66</i>

Source: COMET report CM-L010 (accessed 12 May 2020)

## Annex 6: Afghanistan CSP 2018-2022, Line of Sight

AFGHANISTAN					
SR 1 – Access to food (SDG Target 2.1)	SR 2 – End malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 6 – Policy coherence (SDG Target 17.14)	SR 8 – Enhance Global Partnership (SDG Target 17.16)	
CRISIS RESPONSE	RESILIENCE	RESILIENCE	RESILIENCE	RESILIENCE	CRISIS RESPONSE
<b>OUTCOME 1:</b> Crisis-affected people in Afghanistan are able to meet their food and nutrition needs during and immediately after emergencies through 2022	<b>OUTCOME 2:</b> Crisis-affected people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022	<b>OUTCOME 3:</b> Vulnerable people at each stage of the lifecycle in target areas have improved nutrition by 2022	<b>OUTCOME 4:</b> People across the country can avail a wide range of fortified nutritious food products at affordable prices by 2022	<b>OUTCOME 5:</b> National and subnational institutions have a strengthened policy approach to food security and nutrition by 2022	<b>OUTCOME 6:</b> Humanitarian community has enhanced capacity to reach and respond to needs in crisis-affected areas through 2022
<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Crisis-affected people (Tier 1) receive nutritious food or cash transfers (output category A1) in order to meet their basic food and nutrition needs (SR 1) and support stability (SDG 16)</li> </ul> <b>ACTIVITY 1:</b> Provide unconditional, nutrition-sensitive food assistance to crisis-affected people (activity category 1; modality: food, CBT, CS)	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Crisis-affected people (Tier 1) benefit from livelihood support (output category D) in order to enhance self-reliance, reduce disaster risk (SR 1, SR 4, SDG 13), create employment (SDG 8) in urban (SDG 11) and rural areas, and support stability (SDG 16)</li> <li>Crisis-affected people (Tier 3) benefit from improved emergency preparedness (output category C) in order to meet their food and nutrition needs (SR 1) and support stability (SDG 16)</li> </ul> <b>ACTIVITY 2:</b> Provide conditional, nutrition-sensitive, gender-transformative livelihood support to crisis-affected people (activity category 2; modality: food, CBT, CS) <b>ACTIVITY 3:</b> Provide capacity strengthening to emergency preparedness institutions (activity category 11; modality: CS)	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable people throughout the lifecycle – children 6-59 months, school children including adolescent girls, and PLWG (Tier 1) – receive nutrition services and appropriate specialized nutrition foods (output category B) in order to empower women and girls (SDG 5) and to prevent and treat malnutrition (SR 2)</li> <li>Vulnerable people and their wider communities receive appropriate social and behavioural change communication (SBCC) (output category E) in order to empower women and girls (SDG 5) and prevent and treat malnutrition (SR 2)</li> </ul> <b>ACTIVITY 4:</b> Provide a comprehensive, gender-transformative package, including services, appropriate specialized nutritious foods, and SBCC, for the prevention of malnutrition to children 6-59 months, school children, adolescent girls, PLWG, men, boys, and wider communities (activity category 6; modality: food, CS) <b>ACTIVITY 5:</b> Provide a comprehensive, gender-transformative package, including services, appropriate specialized nutritious foods, and SBCC, for the treatment of malnutrition to children aged 6 to 59 months and PLWG (activity category 5; modality: food, CS)	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>People (Tier 3) benefit from the availability of commercially-produced fortified nutritious food products (output category F) in order to address their food and nutrition needs (SR 4)</li> <li>Vulnerable people in targeted areas (Tier 3) benefit from improved government nutritional value chains involving the Strategic Grain Reserve in order to address their food and nutrition needs (SR 4) and support stability (SDG 16)</li> </ul> <b>ACTIVITY 6:</b> Provide nutrition-sensitive support to government and commercial partners to develop, strengthen and expand nutritional value chains (activity category 9; modality: CS)	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable people (Tier 3) benefit from improved zero hunger policy coherence (output category M), including on social protection, in order to improve their food security and nutrition (SR 6) and support stability (SDG 16)</li> <li>Vulnerable people (Tier 3) benefit from greater recognition of hunger as one of the key development priorities (output category E) in order to improve their food security and nutrition (SR 6) and support stability (SDG 16)</li> </ul> <b>ACTIVITY 7:</b> Provide support to government officials and partners on zero hunger policy coherence, particularly related to social protection, and recognition of zero hunger as a key development priority (activity category 9; modality: CS)	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable people (Tier 3) benefit from SCOPE platform provided by WFP to partners (output category H) in order to receive timely and effective assistance and form a basis for hunger safety nets (SR 8)</li> <li>Vulnerable people (Tier 3) benefit from air services provided by WFP to partners (output category H), in order to receive timely and effective assistance (SR 8)</li> <li>Vulnerable people (Tier 3) benefit from supply chain, ICT, and information management services provided by WFP to partners (output category H) in order to receive timely and effective assistance (SR 8)</li> </ul> <b>ACTIVITY 8:</b> Provide common SCOPE platform to government, UN and NGO partners to run effective field operations (activity category 10; modality: service delivery) <b>ACTIVITY 9:</b> Provide Humanitarian Air Services to partners until appropriate alternatives are available (activity category 10; modality: service delivery) <b>ACTIVITY 10:</b> Provide supply chain, ICT, and information management and provision services to partners until appropriate alternatives are available (activity category 10; modality: service delivery)

Source: WFP SPA website

## Annex 7: Key information on beneficiaries and transfers

Table 3: Actual beneficiaries versus planned 2018-2020 by year, strategic outcome, activity category and sex<sup>33</sup>

Strategic Outcome (SO)	Activity	2018		2018		2018		2019		2019		2019	
		Planned beneficiaries		Actual beneficiaries		Actuals as a percent of planned beneficiaries		Planned beneficiaries		Actual beneficiaries		Actuals as a percent of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F
SO 1: Vulnerable people in Afghanistan are able to meet their food and nutrition needs during and immediately after emergencies through 2022	Provide unconditional, nutrition-sensitive food assistance to vulnerable people	1,108,740	1,065,260	2,051,718	1,355,484	185	127	2,380,116	2,286,779	2,171,160	2,086,017	91	91

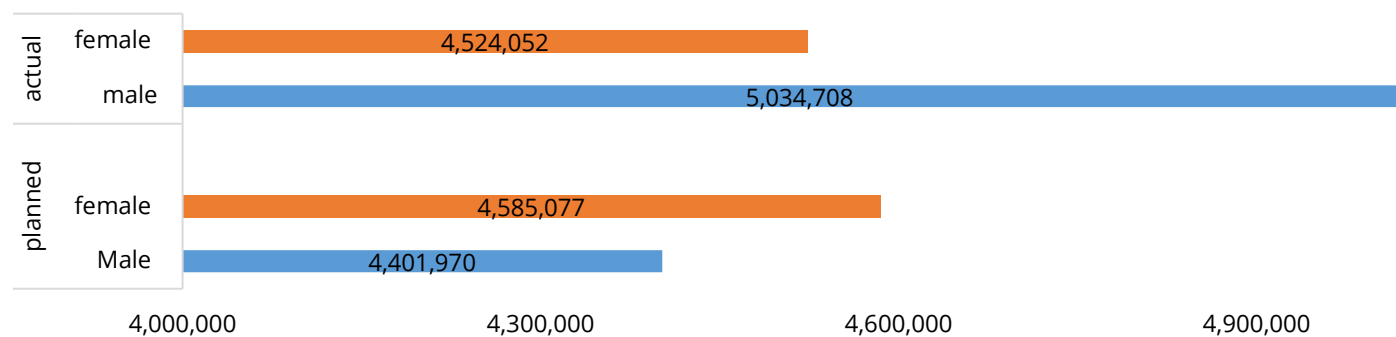
<sup>33</sup> Data on actual beneficiaries in 2020 not available at the time of writing

SO2: Vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022	Provide conditional, nutrition-sensitive and gender-transformative livelihood support to vulnerable people	45,600	46,900	135,804	100,011	298	213	325,334	312,576	236,585	227,307	73	73
SO3: Vulnerable people at each stage of the life cycle in target areas have improved nutrition by 2022	Provide a comprehensive, gender-transformative package for the prevention and treatment of malnutrition, including services, appropriate specialized nutritious foods and SBCC, to targeted individuals and their communities	153,890	218,073	95,896	260,429	62	119	388,290	655,489	343,545	494,804	88	75
Grand Total		1,308,230	1,330,233	2,283,418	1,715,924	175	129	3,093,740	3,254,844	2,751,290	2,808,128	89	86

		2,638,463	3,999,342	152	6,348,584	5,559,418	88
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Source: COMET report CM-R020, data extracted on 12/05/2020

**Figure 1: Actual versus planned beneficiaries by sex in Afghanistan, 2018-2019**



Source: COMET report CM-R020, data extracted on 12/05/2020

**Table 4 : Actual beneficiaries by transfer modality in Afghanistan, 2018, by strategic outcome**

Strategic Objective	Activity	Total number of beneficiaries receiving food in 2018	Actual vs Planned beneficiaries receiving food (in percent)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in percent)
SO 1: Vulnerable people in Afghanistan are able to meet their food and nutrition needs during	Act 1. Provide unconditional, nutrition-sensitive food assistance to vulnerable people	2,882,995	167.8	524,207	115

and immediately after emergencies through 2022					
SO2: Vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022	Act 2. Provide conditional, nutrition-sensitive and gender-transformative livelihood support to vulnerable people	145,145	NA	90,671	98
SO3: Vulnerable people at each stage of the life cycle in target areas have improved nutrition by 2022	Act 4. Provide a comprehensive, gender-transformative package for the prevention and treatment of malnutrition, including services, appropriate specialized nutritious foods and SBCC, to targeted individuals and their communities	356,326	97.7	NA	NA
<b>Grand Total</b>		<b>3,384,466</b>	<b>163</b>	<b>61,878</b>	<b>111</b>

Source: COMET report CM-R002b, data extracted on 14 May 2020

**Table 5 : Actual beneficiaries by transfer modality in Afghanistan, 2019, by strategic outcome**

Strategic Objective	Activity	Total number of beneficiaries receiving food in 2019	Actual vs Planned beneficiaries receiving food (in percent)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in percent)
SO 1: Vulnerable people in Afghanistan are able to meet their food and nutrition needs during	Act 1. Provide unconditional, nutrition-	3,452,911	85.9	804,265	124.1

and immediately after emergencies through 2022	sensitive food assistance to vulnerable people				
SO2: Vulnerable people in Afghanistan are increasingly able to meet their food and nutrition needs on their own by 2022	Act 2. Provide conditional, nutrition-sensitive and gender-transformative livelihood support to vulnerable people	346,787	78.8	117,103	59.2
SO3: Vulnerable people at each stage of the life cycle in target areas have improved nutrition by 2022	Act 4. Provide a comprehensive, gender-transformative package for the prevention and treatment of malnutrition, including services, appropriate specialized nutritious foods and SBCC, to targeted individuals and their communities	838,350	85.3	NA	NA
<b>Grand Total</b>		<b>4,638,048</b>	<b>85</b>	<b>921,368</b>	<b>102</b>

Source: COMET report CM-R002b, data extracted on 14 May 2020

**Table 6: Actual beneficiaries by residence status and year<sup>34</sup>**

Residence Status	Number of Beneficiaries per Year 2018	Percentage per Year 2018	Number of Beneficiaries per Year 2019	Percentage per Year 2019
Resident	3,414,758	85	4,428,129	80

<sup>34</sup> No data on actual beneficiaries by residence status for 2019 and 2020



IDPs	493,473	12	1,036,110	19
Refugees	82,612	2	50,362	1
Returnees	8,500	0	44,814	1

*Source: COMET report CM-R001b, data extracted on 14 May 2020; ACR 2019*

## Annex 8: Communication & Knowledge Management Plan

<b>When</b> Evaluation phase	<b>What</b> Communication product/ information	<b>To whom</b> Target group or individual	<b>What level</b> Organizational level of communication e.g. strategic, operational	<b>From whom</b> Lead OEV staff with name/position + other OEV staff views.	<b>How</b> Communication means	<b>When</b>	<b>Why</b> Purpose of communication
Preparation		CO, RB, HQ	Consultation	Dawit Habtemariam EM	Consultations, meetings, email	Aug. 2020	Review/feedback For information
TOR and contracting	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 <sup>nd</sup> level QA	Emails Web	Sep.- Oct 2020	Review / feedback For information
Remote HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Dawit Habtemariam EM	email	Jan. 2021	Review/feedback For information
In-country - Field work and debriefing	Aide-memoire/PPT	CO, RB, HQ	Operational	Dawit Habtemariam, EM	Email, Meeting at HQ + teleconference w/ CO, RB and	April 2021	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 <sup>nd</sup> level QA	email	June 2021	Review / feedback
Learning Workshop in Kabul	D1 ER	CO, RB	Operational & Strategic	Dawit Habtemariam EM	Workshop	July 2021	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Report	D2 ER + SER	CO, RB, HQ	Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 <sup>nd</sup> level QA	email	August 2021	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Dawit Habtemariam EM+ Gaby Duffy, 2 <sup>nd</sup> level QA	email	Dec. 2021	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 <sup>nd</sup> level QA	Email, interactions	As needed	Information about linkage to CSPE Series

### External Communications

When	What	To whom	From whom	How	Why
Evaluation phase	Communication product/ information		OEV		Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting 2021	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, 2021	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Nov 2022	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

## Annex 9: E-Library

0. Evaluation process	Author	Date
<b>Guidance for Process and Content</b>		
I. CSPE Guidance	WFP	2019
II. WFP Orientation Guide - ENGLISH.pdf	WFP	2019
<b>Templates and Quality checklists</b>		
III. Template for TOR - CPE REVISED	WFP	2019
IV. Quality Checklist for TOR - CPE REVISED	WFP	2019
V. Template for IR - CPE New.docx	WFP	2019
VI. Quality Checklist for Summary Evaluation Report	WFP	2019
VII. Quality Checklist for Inception Report	WFP	2019
VIII. Template for Evaluation Report	WFP	2019
<b>Technical Notes</b>		
1. Strategic Plans and IRM	Author	Date
<b>WFP Strategic Plan (2014-2017) and related docs</b>		
WFP Strategic Plan (2014-2017)	WFP	2013
WFP Strategic Results Framework (2014-2017)	WFP	2013
WFP Management Results Framework (2014-2017) Brief	WFP	2014
WFP Performance Management Policy (2014-2017)	WFP	2014
WFP SRF Indicator compendium 2014-2017	WFP	2014
MT Review - Strategic Plan (2014-2017)	WFP	2016
<b>WFP Strategic Plan (2017-2021) and related docs</b>		
WFP Strategic Plan (2017-2021).pdf	WFP	2016
WFP Financial Framework Review.pdf	WFP	2016
WFP Policy on Country Strategic Plans.pdf	WFP	2016
WFP Corporate Results Framework 2017-2021.pdf	WFP	2017
WFP Corporate Results Framework Indicator Compendium 2017-2021.pdf	WFP	2018
WFP Corporate Results Framework REVISED 2018-2021.pdf	WFP	2018
WFP Corporate Results Framework Indicator Compendium REVISED 2018-2021.pdf	WFP	2019
<b>WFP Management Plan</b>		
WFP Management Plan	WFP	2015-2020
2. WFP Policies and Operations	Author	Date
<b>Corporate Performance Management</b>		
Annual Performance Report	WFP	2017-2019
<b>Humanitarian Access &amp; Principles</b>		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
WFP Note HumAccess and implications	WFP	2006

Humanitarian Access - Operational Guidance Manual	WFP	2017
Humanitarian Principles WFP Decision Making Case Studies	WFP	2018
<b>Emergency and Transition</b>		
WFP's Role in Peacebuilding in Transition Settings	WFP	2013
Update on Peacebuilding policy	WFP	2014
WFP Synthesis Report of the Eval Series of WFP's Emergency Preparedness and Response	WFP	2015
WFP OSZ Emergency and Transition Programming Framework	WFP	2015
WFP Targeting emergencies WFP Policy	WFP	2016
Emergency Preparedness and Response Package and Annexes	WFP	2016
UNHCR Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
WFP Emergency Preparedness Policy	WFP	2017
Emergency Preparedness and Response Simulation Manual	WFP	2017
WFP OSZPH Refugee Assistance Guidance Manual	WFP	2017
Interim WFP Emergency Activation Protocol for Level 2 and Level 3 Emergencies	WFP	2018
<b>Protection &amp; Accountability to Affected Population (AAP)</b>		
WFP Humanitarian Protection policy & update	WFP	2012 & 2014
WFP OSZPH Protection Guidance	WFP	2013-2016
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015
<b>Gender</b>		
Gender Policy (2015-2020)	WFP	2015
Gender Transformation Programme	WFP	2017
Gender Action Plan and Revision	WFP	2016 & 2017
WFP OSZPH Gender-Based Violence Manual	WFP	2016
WFP Quick Guide for Gender Integration in WFP Evaluation	WFP	2017
Gender Toolkit	WFP	2018
WFP EB Update on Gender Policy Implementation	WFP	2017-2019
Gender and Cash Study	WFP	2019
Examining Protection and Gender in Cash and Voucher Transfers	WFP-UNHCR	2013
<b>Anti-fraud and anti-corruption</b>		
Anti-Fraud and Anti-Corruption Policy	WFP	2015
FAQ about Anti-Fraud and Anti-Corruption Policy	WFP	2015
<b>Cash &amp; Voucher</b>		
Cash & voucher Policy & Update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
WFP's 2008 Cash and Voucher Policy (2008-14): A Policy Evaluation	WFP	2014

WFP C&V Manual	WFP	2009 & 2014
<b>Partnerships</b>		
How to Work with WFP Handbook	WFP	2005
Partnerships Yearly Key facts and figures	WFP	2010-2015
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
Field Level Agreements templates	WFP	2018
<b>VAM Monitoring Assessments</b>		
2009 Emergency Food Security Analysis Handbook	WFP	2009
2009 Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
2017 Remote technology for Monitoring	WFP	2017
<b>Risk Management</b>		
Corporate Risk register - Circular & Summary	WFP	2012, 2016, 2017
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
<b>Security</b>		
Guidelines for Security Reporting	WFP	2011
Report - WFP Field Security	WFP	2016-2017
<b>Monitoring &amp; Third-Party Monitoring</b>		
SOPs for CSP Monitoring	WFP	2017
Third Party Monitoring Guidelines	WFP	2014 & 2017
Corporate Monitoring Strategy (2015-2017) & (2017-2021)	WFP	2015 & 2017
Monitoring and Evaluation Guidance	WFP	2018
Guidance Note on Estimating and Counting Beneficiaries	WFP	2019
<b>Nutrition</b>		
WFP Nutrition Policy 2012, Follow-Up to WFP Nutrition Policy 2012, and 2013/2016 Updates on the WFP Nutrition Policy	WFP	2012, 2013, 2016
WFP Nutrition Policy 2017 and Update on the Nutrition Policy 2017	WFP	2017
Implementation Plan of the Nutrition Policy 2017 and Update on the Implementation Plan of the Nutrition Policy 2017	WFP	2017
WFP Minimum Standards for Nutrition in Emergency Preparedness	WFP	2017
<b>Resilience &amp; Safety Net</b>		
Update of WFP's Safety Nets Policy	WFP	2012
WFP Policy on Building Resilience for Food Security & Nutrition	WFP	2015
Food Assistance for Asset Guidance Manual	WFP	2016
Humanitarian Capital? Lessons on Better Connecting Humanitarian Assistance and Social Protection	WFP & WBG	2018
<b>Country Capacity Strengthening</b>		

WFP Policy on Capacity Development - An Update on Implementation	WFP	2009
The Design and Implementation of Technical Assistance and Capacity Development	WFP	2015
Evaluation of the WFP Policy on Capacity Development: an Update on Implementation (2009)	WFP	2016
Country Capacity Strengthening (CCS) Framework and Toolkit	WFP	2017
Guidance on Capacity Strengthening of Civil Society	WFP	2017
<b>3. WFP Operations in Afghanistan</b>	<b>Author</b>	<b>Date</b>
<b>Operations and CSP</b>		
Annual Country Report 2019	WFP	2018-2019
Standard Project Report 2018 – EMOP “Food and nutrition assistance to vulnerable returnees and refugees in Eastern Afghanistan and people displaced by conflict”	WFP	2019
Standard Project Report 2018 – SOP “Provision of Humanitarian Air Services in Afghanistan”	WFP	2019
Standard Project Report 2018 – SOP “Capacity Development in Support of the Strategic Grain Reserve in Afghanistan”	WFP	2019
Standard Project Report 2018 – PRRO “Assistance to Address Food Insecurity and Undernutrition”	WFP	2019
<b>RBB Strategic documents</b>		
RBB Gender Implementation Strategy	WFP	2016
RBB Regional Evaluation Strategy	WFP	2018
<b>VAM and assessment reports</b>		
Afghanistan Early Warning Reports	WFP	2020-2018
Rolling implementation plan(s); targeting criteria	WFP	2020
Macro Financial Assessment – April 2019	WFP	2019
Food System Country Case Study	WFP	2018
m-VAM Minimum Dietary Diversity Women Bulletin	WFP	2020
Market Monitor	WFP	2018-2020
Market Price Bulletin	WFP	2018-2020
mVAM Post distribution monitoring	WFP	2018-2020
mVAM market monitoring	WFP	2018-2020
<b>Country briefs, factsheets, dashboards, situation reports</b>		
Achievement Dashboard – March 2020	WFP	2020
The triple nexus – an approach to achieving SDGs in Afghanistan	WFP	2018
Country briefs	WFP	2019-2020
WFP RB Bangkok Coronavirus Pandemic - (Covid-19) Internal Situation Report	WFP	2020
<b>Evaluations, reviews, audits</b>		
Zero Hunger Strategic Review	National Government	2017
Afghanistan: An Evaluation of WFP's Portfolio	WFP	2012
Afghanistan PRRO 200447 Assistance to Address Food Insecurity and Under-nutrition: An Operation Evaluation	WFP	2016

Strategic Evaluation - Preparedness and Response Enhancement Programme	WFP	2015
Strategic Evaluation on Country Strategic Plans Pilots	WFP	2018
WFP's School Feeding Policy: a Policy Evaluation	WFP	2011
WFP Corporate Partnership Strategy (2014-2017)	WFP	2017
Strategic evaluation WFP Capacity to Respond to Emergencies	WFP	2019
Evaluation of WFP Gender Policy (2015-2020)	WFP	2020
Evaluation of the Update of WFP's Safety Nets Policy	WFP	2019
Strategic Evaluation of WFP Support for Enhanced Resilience	WFP	2019
Evaluation of the WFP humanitarian protection policy for 2012-2017	WFP	2018
Evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004-2017	WFP	2018
Capacity strengthening of national and local non-governmental organisations: opportunities and challenges for WFP	Humanitarian Policy Group	2016
Learning from Evaluations of School Feeding: a Synthesis of Impact Evaluations	WFP	2012
Audit reports	WFP	2017-2019
<b>Gender and Protection</b>		
Gender Transformation Programme baseline and implementation reports	WFP	2018-2019
Gender Results Network – terms of reference	WFP	-
Gender Results Network - report	WFP	2018
Gender Action Plan 2017-2021	WFP	-
Joint Project on Integrating Sexual and Reproductive Health and Gender-based Violence Information and Services in WFP Food Assistance Activities	WFP	2018
Country Portfolio Budget – gender budget	WFP	-
<b>Maps</b>		
<b>Communication and press releases</b>		
WFP Afghanistan Communications Strategy 2016-17	WFP	2016
<b>4. External documents</b>	<b>Author</b>	<b>Date</b>
Afghanistan National Peace and Development Framework (ANPDF)	Gov.	2020
Afghanistan Factsheet	UNHCR	2019
UNHCR Afghanistan COVID-19 Response Border Monitoring Update	UNHCR	2020
Humanitarian Needs Overview	OCHA	2018-2020
Humanitarian Response Plan	OCHA	2018-2020
Humanitarian Response Plan - Year-End Report	OCHA	2018-2019
UNDP Annual Report	UNDP	2018
Afghanistan Emergency Livelihoods Response Plan 2019	FAO	2019
Afghanistan Emergency Food Security Assessment	FAO	2018
Monitoring Food Security in Countries with Conflict Situations	WFP - FAO	2016-2019
One UN for Afghanistan	UN	2018
United Nations Development Assistance Framework	UN	2017
Afghanistan 2015-19 -Mid-Term Review Report		



5. Organigramme and contacts	Author	Date
WFP HQ Organigramme		
6. Data	Author	Date
Comet data	WFP	2018-2020
VAM Data	WFP	2018-2020
Partnerships Data	WFP	2018-2020
Funding Data	WFP	2018-2020

## Annex 10: Template for evaluation matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
<b>Evaluation 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?</b>				
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> <li>• Degree of matching between CSP strategic outcomes and national objectives outlined in Government policies, strategies and plans</li> <li>• Degree of matching of CSP activities and proposed interventions set out in Government policies, strategies and plans</li> <li>• Degree of involvement of Government in the preparation of the CSP</li> <li>• Perception of senior Government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans</li> </ul>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive Budget Revision documents</li> <li>• Zero Hunger Review</li> <li>• Government policies, plans and programmes including, among others:               <ul style="list-style-type: none"> <li>i) ...</li> <li>• ...</li> </ul> </li> </ul> <p>Senior Government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with Government SDG goals and targets	<ul style="list-style-type: none"> <li>• Degree of matching between CSP strategic outcomes and national SDG goals and targets</li> <li>• Explicit reference is made in CSP to national SDG Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive Budget Revision documents</li> <li>• National SDG Framework</li> </ul>	Document review
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> <li>• Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational Government strategies and plans</li> <li>• Degree of matching of CSP activities and priority interventions set out in subnational</li> </ul>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive Budget Revision documents</li> <li>• Zero Hunger Review</li> <li>• Subnational Government strategies, plans and programmes</li> </ul>	Document review

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
		Government strategies and plans <ul style="list-style-type: none"> <li>• Degree of involvement of subnational Governments in the preparation of the CSP</li> <li>• Perception of senior subnational Government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans</li> </ul>	including, among others: <ul style="list-style-type: none"> <li>i) ...</li> <li>• ...</li> <li>• Senior sub-national Government officials</li> </ul>	Semi-structured interviews
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind				
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?				
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?</b>				
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?				
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.3 To what extent are the achievements of the CSP likely to be sustained				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?				
<b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.4 To what extent were alternative, more cost-effective measures considered?				
<b>Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?</b>				
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?				
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?				
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?				

## Annex 11: Approved CSP (2018-2022)

*CSP approved at EB.A/June 2018 session.*

*Revision 01 approved by ED-DG FAO in March 2019.*

*Revision 02 approved by ED in April 2020.*

With an engaged government, rich natural resources and a young and diverse population, Afghanistan has the potential to make significant progress on the 2030 Agenda for Sustainable Development. However, a complex and protracted conflict, combined with challenges related to climate change, demographics, gender inequalities, underemployment and transparency issues, have dramatically impeded the country's efforts to achieve the Sustainable Development Goals, including goal 2 on zero hunger. The 2017 Afghanistan zero hunger strategic review found that the country suffers from high, and in some cases rapidly rising, levels of food insecurity and undernutrition, and outlined a series of recommendations for addressing the problem.

WFP is well placed to help Afghanistan implement several of the main recommendations of the strategic review through this country strategic plan. The overarching goal of the plan is to support the country to achieve zero hunger by 2030 in a manner that contributes, wherever possible, to the broader, longer-term transition to peace and development. Mainstreaming the cross-cutting issues of gender equality and women's empowerment, protection and accountability to affected populations, the plan focuses on six closely interrelated outcomes that span both Sustainable Development Goals 2 and 17: emergency response (strategic outcome 1), resilient livelihoods (strategic outcome 2), nutrition (strategic outcome 3), value chains for nutritional products (strategic outcome 4), policy coherence (strategic outcome 5), and common services and platforms (strategic outcome 6).

Based on extensive consultations with the Government, partners and affected communities, the approach entails three shifts that will allow WFP to support the country more effectively in achieving Sustainable Development Goal 2. First, WFP will shift to more sustainable solutions in strategic result areas, emphasizing not only emergency response (strategic outcome 1) but also resilient livelihoods (strategic outcome 2), and not only the treatment but also the prevention of malnutrition (strategic outcome 3). Second, it will shift to more transformational linkages among strategic result areas, with nutritional product value chains (strategic outcome 4) providing fortified products for emergency response, resilient livelihoods and nutrition (strategic outcomes 1, 2 and 3). Third, it will shift to a more comprehensive, national-led framing of all strategic result areas by supporting policy coherence (strategic outcome 5) and common services and platforms (strategic outcome 6).

These shifts will permit WFP to contribute to the country's broader, long-term goals by supporting efforts at the humanitarian–development–peace nexus. For example, the shift to more sustainable solutions means that WFP's work will help strengthen livelihoods, providing people with greater hope for the future, reducing incentives to join armed groups and thereby contributing to stability. Similarly, the linkages among strategic result areas will enable WFP to source its food items in Afghanistan from smallholders, millers and transporters, with multiplier effects for the economy – and benefits for stability – along the value chain. In addition, the national-led framing of efforts to address hunger and achieve other Sustainable Development Goals will support the Afghanistan Unity Government in building trust and enhancing its legitimacy.

This approach is directly aligned with the Government's commitment to achieving the Sustainable Development Goals by 2030 and with its five-year plan, the Afghanistan National Peace and Development Framework, which guides these efforts in the near term. In response to calls from the Government for the United Nations to work in a more coordinated and effective manner, WFP's country strategic plan contributes to the jointly agreed One United Nations for Afghanistan initiative and the Afghanistan Humanitarian Response Plan, which are designed to support the Afghanistan National Peace and Development Framework and achievement of the Sustainable Development Goals. Consistent with this approach, WFP's country strategic plan has a strong focus on partnership. Taken together, these efforts will allow WFP to help Afghanistan achieve zero hunger and will support the transition towards development and lasting peace.

## Annex 12: Overview of WFP's pre-CSP portfolio in Afghanistan, 2016 - 2020

		2015	2016	2017	2018	2019	2020
Afghanistan natural and man-made disasters, outbreak of conflict		High levels of in-country insecurity and military confrontation as a result of economic deterioration			Drought and escalating conflict during the first half of the year		
			Dramatic increase in the number of undocumented Afghan returnees				
			Delay of 2016 elections	Below average rainfall and above-average temperatures			
WFP interventions	PRRO 200447 (Jan 2014 - June 2018)	Activity type: General Distribution School Feeding (on-site and take-home-rations) Food-Assistance-for Assets and Food-Assistance-for-Training Nutrition: Treatment of Moderate Acute Malnutrition Total requirements: USD 762,642,920 Total contributions received: USD 424,858,971 Funding: 55.7%					
	SO 200639 (Jan 2014 - Dec 2015)	Activity type: - UNHAS - Total requirements: USD 37,017,210 Total contributions received: USD 27,177,701 Funding: 73.4%					
	SO 200635 (Sept 2014 - Dec 2018)	Activity type: - Capacity Development - Total requirements : USD 13,413,393 Total contributions received: USD 797,054 Funding: 5.9%					
	IR-EMOP 201023 (Sept 2016 - Nov 2016)		Activity type: General Distribution				
			Total requirements: USD 1,329,634				
	EMOP 201024 (Oct 2016 - Dec 2017)		Activity type: General Distribution				
			Nutrition: Treatment of moderate acute malnutrition Nutrition: Prevention of Acute Malnutrition				
		Total requirements: USD 67,320,083					
		Total contributions received: USD 37,021,180					
		Funding: 55%					
SO 200870 (Jan 2016 - Jun 2018)		Activity type: - UNHAS -					
		Total requirements: USD 41,324,857					
		Total contributions received: USD 35,173,116					
		Funding: 85.1%					
CSP (Jul 2018 - Jun 2022)					Activity type: URT ACL CSI NPA CPA		
					Total requirements: USD 949,223,557		
					Total contributions received: USD 454,166,047		
					Funding: 47.85%		

		2015	2016	2017	2018	2019	2020				
Outputs at Country Office Level	Food distributed (MT)	PRRO	80,391	PRRO	70,367	PRRO	45,889	PRRO	36,700		
		-	-	IR-EMOP	533	-	-	-	-		
		-	-	EMOP	3,706	EMOP	21,333	-	-		
		<b>Total</b>	<b>80,391</b>	<b>Total</b>	<b>74,607</b>	<b>Total</b>	<b>67,222</b>	<b>Total pre-CSP</b>	<b>36,700</b>		
						<b>CSP</b>	<b>68,659</b>	<b>CSP</b>	<b>123,218</b>		n.a.
	Cash distributed (USD)	PRRO	2,790,726	PRRO	6,140,637	PRRO	2,343,064	PRRO	4,995,062		
		-	-	EMOP	143,878	EMOP	7,128,192	-	-		
		<b>Total</b>	<b>2,790,726</b>	<b>Total</b>	<b>6,284,515</b>	<b>Total</b>	<b>9,471,256</b>	<b>Total pre-CSP</b>	<b>4,995,062</b>		
						<b>CSP</b>	<b>9,498,698</b>	<b>CSP</b>	<b>14,066,798</b>		n.a.
Actual beneficiaries (number)	PRRO	3,650,084	PRRO	3,352,283	PRRO	2,148,532	PRRO	2,397,015			
	-	-	IR-RMOP	30,240	-	-	-	-			
	-	-	EMOP	132,336	EMOP	655,472	-	-			
	<b>Total</b>	<b>3,650,084</b>	<b>Total</b>	<b>3,504,081</b>	<b>Total</b>	<b>2,804,004</b>	<b>Total pre-CSP</b>	<b>2,397,015</b>			
					<b>CSP</b>	<b>3,999,345</b>	<b>CSP</b>	<b>5,559,416</b>		n.a.	

Source: SPRs, ACRs, Factory, (Date of Extraction: 26.08.2020)



## Acronyms

AFSeN	Afghanistan Food Security and Nutrition Agenda
ANDMA	Afghanistan National Disaster Management Authority
ANPDF	Afghanistan National Peace and Development Framework
CBT	Cash-based Transfers
CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
EMOP	Emergency Operations
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
GII	Gender Inequality Index
IRM	Integrated Road Map
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Person
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MoWCA	Ministry of Women and Children
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
PRRO	Protracted Relief and Recovery Operations
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
UNHCR	United Nations Higher Commissioner for Refugees
UNSF	United Nations Strategic Framework
WFP	World Food Programme