



World Food
Programme

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Evaluation of India WFP Country Strategic Plan 2019-2022

Terms of reference

Table of Contents

Table of Contents	2
1. Background	1
1.2. Context	1
2. Reasons for the evaluation	8
2.1. Rationale.....	8
2.2. Objectives	8
2.3. Stakeholder Analysis	9
3. Subject of the evaluation	10
3.1. Subject of the Evaluation	10
3.2. Scope of the Evaluation	14
4. Evaluation approach, methodology and ethical considerations	15
4.1. Evaluation Questions and Criteria	15
4.2. Evaluation Approach and Methodology.....	16
4.3. Evaluability assessment	19
4.4. Ethical Considerations.....	20
4.5. Quality Assurance.....	20
5. Organization of the evaluation	21
5.1. Phases and Deliverables	21
5.2. Evaluation Team Composition	21
5.3. Roles and Responsibilities	23
5.4. Security Considerations	23
5.5. Communication	23
5.6. Budget.....	23
Annexes	24
Annex 1: India Fact Sheet	24
Annex 2: Timeline	28
Annex 3: Preliminary Stakeholder analysis	30
Annex 4: Evaluability assessment	35
Annex 5: Strategic Output Results (2019-2020)	38
Annex 6: WFP India presence in years pre-Country Strategic Plan	43
Annex 7: CSP India 2019-2023 Line of Sight	44
Annex 8: Communication and Knowledge Management plan	45
Annex 9: Template for evaluation matrix	48
Annex 10: Approved Country Strategic Plan document	54

Annex 11: Terms of Reference and proposed members for the CSPE's Internal Reference Group (IRG)	
55	
Annex 12: Key evaluations and other studies covering or relevant to WFP India CSP.....	57
Annex 13: Bibliography	58
Annex 14: Acronyms.....	60

1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. Their purpose is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation.
2. Country Strategic Plan Evaluations (CSPEs) encompass the WFP strategy and entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (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 CSPs and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

3. The seventh largest country in the world, spanning 3.28 million km²,¹ India shares land borders with Pakistan to the west, China, Bhutan, Nepal, to the north, Bangladesh and Myanmar to the east. India is divided into 28 states and 8 union territories (UTs), which are further divided into 718 districts.² States and UTs have a considerable degree of autonomy, which holds them accountable for their own development. India is a democratic republic with a federal parliamentary form of government with unitary features.³
4. The world's second most populous country, India is home to 1.2 billion people (623.7 million males and 586.4 million females⁴, with a birth sex ratio of 991 females per 1,000 males)⁵ and has a high population density (454.9 persons per km²).⁶ In 2019, 66 percent lived in rural areas whereas 34 percent lived in cities. By age group, 41 percent of the population is aged 15-64 and 35 percent is aged 0-14.⁷ 2.21 percent of the population live with a disability.⁸ Life expectancy at birth is 69.7 with an under-five mortality rate of 36 and a maternal mortality ratio of 113 deaths per 100,000 live births.⁹ The fertility rate is of 2.2 children per woman, while the adolescent fertility rate is of 7.9.¹⁰ India is a diverse multi-ethnic country home to 22 recognized languages, 415 dialects, and many religious affiliations (Hindus, Muslims, Christians, Sikhs, Buddhists and Jainists).¹¹
5. India's economy is the world's 6th largest, with a Gross Domestic Product (GDP) per capita of US\$2,098. After growing at very high rates for years, India's economy had begun to deaccelerate from 8.3 percent in 2017 to 4 percent in 2020. As of May 2021, the unemployment rate is at 11.9 percent.¹² The informal economy in India still accounts for more than 80 percent of non-agricultural employment.¹³ Personal remittances represent 2.9 percent of the GDP (83.3 billion).¹⁴
6. The COVID-19 pandemic has had large ramifications for India: the strict national lockdown from March to June 2020 impacted the economy; about 80 million migrant workers temporarily returned home due to either uncertainties or job loss¹⁵; and access to social protection became challenging during the initial lockdown. Since early 2021, India is experiencing a full-fledged medical crisis. India is among the top

¹ [World Bank Indicators – India](#)

² [MoHA – Administrative Affairs](#)

³ [GOI – Governance and Administration](#)

⁴ [GOI – India at a glance](#)

⁵ [GOI \(2015-2016\). NFHS-4](#)

⁶ [World Bank Indicators – India](#)

⁷ [GOI – Age Structure – 2021 estimates](#)

⁸ [GOI – Department of Empowerment of Persons with Disabilities](#)

⁹ [NITI Aayog \(2020\). SDG India Index](#)

¹⁰ [GOI \(2015-2016\). NFHS-4](#)

¹¹ [GOI – Ethnicity of India](#)

¹² [CMIE \(2020-2021\). Unemployment Rate in India](#)

¹³ [Mehrota, S. \(2019\). India's Informal Employment Trends](#)

¹⁴ [World Bank Indicators \(2019\). India](#)

¹⁵ [UNESCO \(2011\). Internal Migration in India Initiative](#) | [Rajan et al. \(2020\). The COVID-19 pandemic and internal labor migration.](#)

countries where the virus has most spread,¹⁶ registering 27.9 million confirmed cases since the onset of the pandemic and 337,989 deaths as of June 3, 2021.¹⁷

National policies and the SDGs

7. In 2015, India adopted the United Nations 2030 Agenda. The National Institution for Transforming India (NITI Aayog) oversees the implementation and monitoring of SDGs in the country. India has adopted the government-wide National Development Agenda—including a [15-year-long vision](#) (2017-2018 to 2031-2032), a [7-year strategy](#) (2018-2025) and a [3-year long plan](#) (2017-2018 to 2019-2020).¹⁸ Many of the Government's flagship programmes such as [Empowered and Resilient India](#), [Clean and Healthy India](#), [Make in India](#), [Skill India](#), and [Digital India](#) are at the core of the SDGs.¹⁹
8. The Government has presented two Voluntary National Reviews (VNR) since 2017. The 2020 VNR embraced an inclusive approach, with NITI Aayog consulting with local governments, civil society organizations (CSOs), communities, people in vulnerable situations, and the private sector.²⁰
9. The overarching policy framework of the National Food Security Act (NFSA) aims to provide for food and nutritional security by ensuring access to adequate quantity of quality food at affordable prices. The NFSA combines three large food safety net programmes: the Targeted Public Distribution System (TPDS) providing 800 million people with subsidized food grains;²¹ The Midday Meal Scheme, a school meals programme targeting children aged 6–14 years and serving over 120 million children every day;²² and the Integrated Child Development Services (ICDS), an integrated package of health, nutrition and education services for more than 100 million children up to 6 years of age and pregnant and lactating women and girls.²³ The GOI allocated USD44.95 billion for the three safety net programmes for the 2021-2022 period.²⁴

Poverty and Inequality

10. In 2020, India ranked 131 out of 189 countries in the Human Development Index (medium human development). India's Gini coefficient is 37. As of 2020, 21.92 percent live below the national poverty line with important disparities across states and UTs states.²⁵ Although the majority of India's poor lives in rural areas, the rapid growth of urban poverty is a raising concern (35.2 percent of the urban population lives in informal settlements).²⁶ In response to poverty, the GOI implements the Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGP), which provides at least 100 days of wage employment for those who volunteer to do unskilled manual work in rural areas.²⁷

Food and nutrition security

11. India ranks 94th out of the 107 qualifying countries in the 2020 Global Hunger Index (GHI).²⁸ With a GHI score of 27.2, India has a serious level of hunger — a situation that has improved since 2000, when it scored 38.9 (alarming hunger). To report progress against SDG 2 (Zero Hunger), the GOI uses a composite index score drawing from seven indicators related to access to the NFSA, nutrition and agricultural productivity. In 2020, the overall score for India was 47 with important disparities across States and UTs.²⁹ Kerala and Chandigarh are the top performers; however, eleven States and two UTs fell behind in the aspirant category. Women are often disproportionately affected by food insecurity, owing to discriminatory social norms on resources and food distribution.³⁰

¹⁶ [South Asia Disasters Net \(2021\). COVID-19 Impact in India](#)

¹⁷ [World Health Organization \(2021\). COVID-19 Data Dashboard: India](#)

¹⁸ [United Nations in India \(2020\). Sustainable Development Goals](#)

¹⁹ [PMINDIA \(2020\). NITI Aayog](#)

²⁰ [GOI \(2020\). Voluntary National Review](#)

²¹ [GOI - TPDS](#)

²² [WFP \(2020\). Making the MDM functional following school reopening](#)

²³ [WFP \(2019\). Annual Country Report](#)

²⁴ WFP India (2021). Budget for NFSA-TPDS-ICDS-MDM (Internal use).

²⁵ [NITI Aayog \(2020\). SDG India Index](#)

²⁶ [UN-Habitat Data \(2018\). India](#)

²⁷ [GOI \(2005\). The Mahatma Gandhi National Rural Employment Guarantee Programme](#)

²⁸ [2020 Global Hunger Index - India](#)

²⁹ [NITI Aayog \(2020\). Zero hunger indicators in India](#)

³⁰ [WFP \(2020\). India: Information Note 3](#)

Source: [NITI Aayog \(2020\). Zero hunger indicators in India](#)³¹

12. Although the coverage of the government safety-nets programmes is very high, access to a nutritious diet remains a challenge for many in India.³² Affordability is the backbone of this issue: food prices in India are generally low³³, but so are wages—particularly in the informal sector—both in urban and rural areas. Poorer households often have reduced access to more expensive nutrient-rich foods. Access to nutritious diet has been further constrained with COVID-19 disrupting agricultural activities and supply chains.
13. Despite substantial economic growth in India over recent decades, malnutrition has been identified as one of the principal causes limiting India's global economic potential.³⁴ Stunting in children under five years of age has reduced since 2005 but remains high with 34.7 percent of children under 5 stunted, while 33.4 percent of children under 5 are underweight. Anemia is a severe public health problem with half of pregnant women aged 15-49 years and 40.5 percent of children aged 6-50 months reported to be anemic.³⁵ Overweight or obesity affects 20.6 percent of women and 18.9 percent of men.³⁶ The consumption of unhealthy energy and protein sources, notably in urban areas, has most likely contributed to the emerging problem of obesity. Against this backdrop, the GOI launched the ICDS scheme to break the vicious cycle of malnutrition, morbidity, reduced learning capacity and mortality.³⁷

Agriculture

14. India is primarily an agriculture-based country and its economy largely depends upon agriculture. However, there are significant variations in livelihood activities across the country.³⁸ The agriculture sector contributes to 16 percent of the GDP and provides employment for over 41.5 percent of the population,³⁹ with 82 percent of farmers being smallholders.⁴⁰ India has made considerable progress since the Green Revolution in the 1960's and has become self-sufficient in the production of food grains. The production of cereals utilizes almost one third of India's land area, generating around 300 million tons per year.⁴¹ While reaching grain self-sufficiency is a key achievement, the agriculture production is resource intensive and cereal-centric. This has increased the stress on water resources, desertification, and land degradation, which affects about 30 percent of India's land. The GOI provides inputs and services to farmers; it also buys cereals at a fixed price for the food-based safety nets. Agriculture is increasingly feminized: 74 percent of the labor force are women, but only 13 percent of them own any land. Their work is treated as an extension of their household and care work, adding a dual burden of domestic responsibilities.⁴²

Climate change and environmental vulnerability

15. Ranked 7 in the 2021 Global Climate Risk Index,⁴³ India has a very high exposure to flooding, tropical cyclones, drought, wildfires, landslides, environmental degradation, poor air quality, unsustainable use of land and natural resources, water shortages, declining crop yields, and ineffective waste and chemical management.⁴⁴ 60 percent of the country is vulnerable to earthquakes and 70 percent to floods.
16. The increasing intensity and frequency of natural disasters often leaves large numbers of people in need of humanitarian assistance. In 2010-2020, floods impacted an annual average of 30 million people and cyclones a yearly average 4.5 million people.⁴⁵ As of July 2020, 1 million people were in need of

³² [UNICEF - Nutrition: India profile](#)

³³ [GOI \(2021\). Retail prices & food basket price dashboard](#)

³⁴ [Comprehensive National Nutrition Survey \(CNNS\) 2016-2018. Ministry of Health and Family Welfare \(MoHFW\), GOI, UNICEF and Population Council. 2019.](#)

³⁵ [NITI Aayog \(2020\) SDG India Index | GOI \(2015-2016\). NFHS-4](#)

³⁶ [GOI \(2015-2016\). NFHS-4](#)

³⁷ [GOI \(1975\). ICDS](#)

³⁸ [GOI, WFP \(2019\). Food and Nutrition Security Analysis, India](#)

³⁹ [World Bank Indicators \(2019\). India](#)

⁴⁰ [FAO - India at a glance](#)

⁴¹ [World Bank \(2020\). Climate Knowledge Portal: India](#)

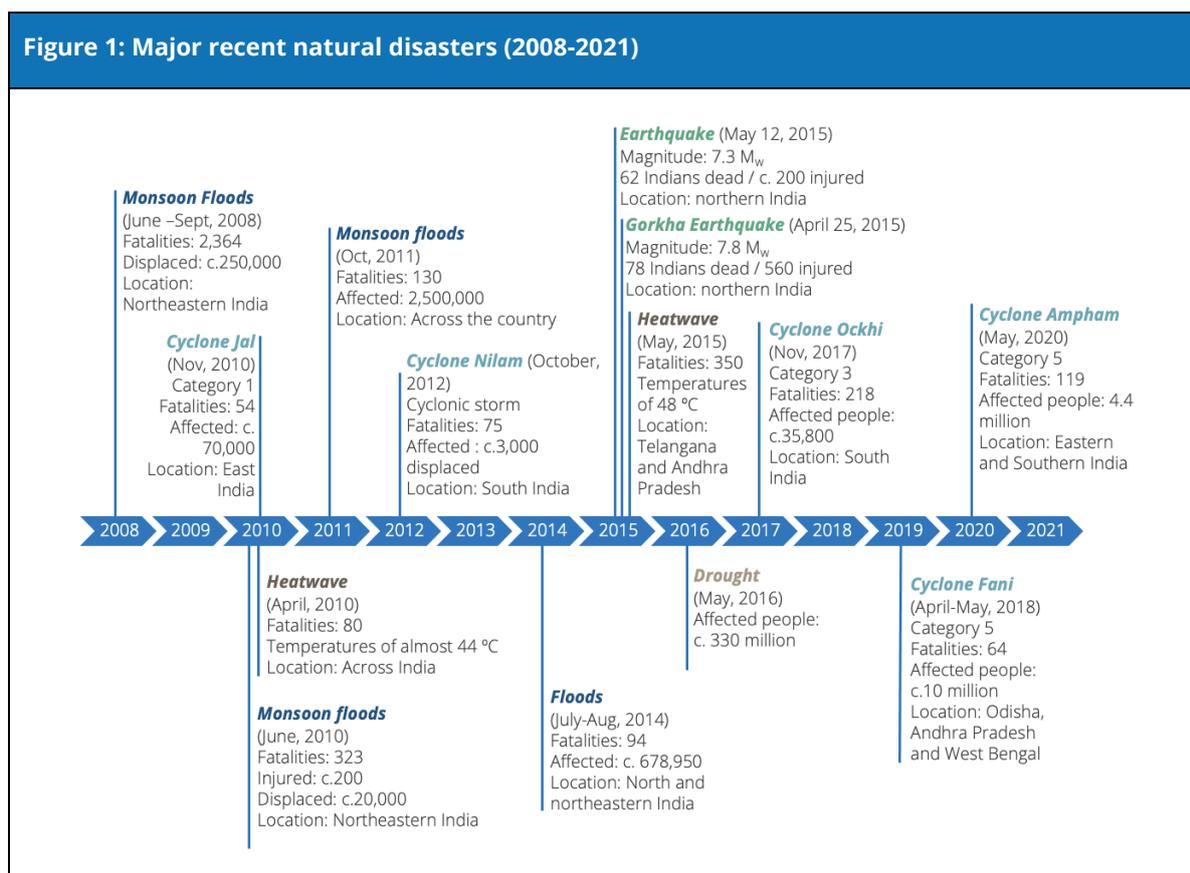
⁴² [FAO - India at a glance](#)

⁴³ [German Watch \(2021\). Global Climate Risk Index 2021](#)

⁴⁴ [UN India \(2020\). Climate Change, Clean Energy and Disaster Resilience | GFDRR \(2020\). Think Hazard: India](#)

⁴⁵ [UNICEF \(2020\). Humanitarian Action for Children 2021 - India](#)

humanitarian aid.⁴⁶ The National Disaster Management Authority (NDMA) promotes a coordinated inter-governmental response to disasters through an extensive network of systems across the country.⁴⁷ **Error! Reference source not found.**1 displays the major disasters that the country has undergone in its recent history⁴⁸:



Source: [Asian Disaster Reduction Center \(ADRC\)](#)

17. India is among the top ten performers on the Climate Change Performance Index (CCPI)⁴⁹, having slated to achieve many targets of the Paris agreement even before 2030.⁵⁰ Yet, India is the world's fourth-largest emitter of carbon dioxide and it also has some of the world's highest temperatures.⁵¹ This will have an impact on yields while changes in rainfall could affect both crop quality and quantity.

Education

18. The Indian Constitution provides for free and compulsory education to children aged 6 to 14.⁵² India maintains a high access to basic primary education: 95.9 percent for boys and 97.8 percent for girls. Yet, gross attendance considerably decreases with age: for secondary education it falls to 73.1 percent for

⁴⁶ UNFPA (2020). [India Humanitarian Emergency](#)

⁴⁷ GOI (2005). [NDMA](#)

⁴⁸ World Bank (2020). [Climate Knowledge Portal: India](#)

⁴⁹ [CCPI Index \(2020\)](#)

⁵⁰ [GOI \(2020\). PIB](#)

⁵¹ [World Resources Institute \(2020\) World's Top 10 Emitters](#)

⁵² [GOI \(1950\). The Constitutional Provisions Governing Education](#)

boys and 74.5 percent for girls, and for tertiary education it further decreases to 27.1 percent for males and 30.2 percent for females. 6 million children are still out of school.⁵³ The drop-out ratio is significant: 14 out of 100 boys and girls leave school before completing the elementary education cycle.⁵⁴ As of 2019, 27.7 percent of females and 47 percent of males (ages 25 and older) had at least some secondary education,⁵⁵ and the adult literacy rate (aged over 15) was at 74.6 percent in 2020.⁵⁶

19. During the 2013-2018 period, education represented 14.1 percent of the total government expenditures, equivalent to 3.8 percent of the GDP for the same period.⁵⁷ This corresponded to the average for South Asia region (3.8 percent).⁵⁸

Gender

20. In 2020, India ranked 123 out of 162 countries on the Gender Inequality Index⁵⁹ and 140 out of 156 countries in the Gender Gap Index.⁶⁰ Gender inequality in India is a multifaceted issue that refers to economic, political and social inequalities between women and men. The Government ratified the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1993 with one restriction against Article 29. To date, it has not ratified its optional protocol.⁶¹ The Women's Reservation Bill (2010), which would reserve 33 percent of parliamentary seats to women, is pending.⁶² However, numerous States have already implemented a 50 percent rule of female parliamentary representation.⁶³ Women and girls face many types of discrimination (sex-selective abortion, neglect, food allocation biases, limited education and healthcare, and restricted access to property and decision-making capacity⁶⁴). The ratio of female to male labor force participation rate is of 0.33.⁶⁵ Moreover, there is a significant wage gap between women and men.
21. Many expressions of violence against women go unreported or undocumented. In 2020, 19.54 percent of women aged 15-49 years reported to have been subject to physical and/or sexual intimate partner violence in the previous year.⁶⁶ As to child marriages, it is illegal for under-18 girls to marry in India. Yet, estimates suggest that an annual 1.5 million girls under 18 get married, making it the country with the world's largest number of child brides — a third of the global total. Child marriages have declined from 47 percent to 26.8 percent in 2005-2016.⁶⁷
22. In 2011, the Indian Census collected data on the country's Transgender community for the first time, revealing a total transgender population of around 487,800.⁶⁸

Migration, refugees and internally displaced people

23. India has a big diaspora that spreads across all continents. As of 2020, there were 4.9 million international migrants (0.4 percent of the population).⁶⁹ Within the country, the most recent 2011 census reported over 450 million internal migrants. An average of 3.6 million people were also temporary displaced annually between 2008-2019, mostly due to flooding, protracted conflict, and localized violence.⁷⁰
24. India has a long tradition of hosting refugees from the sub-region and beyond. Yet, the country lacks a domestic law for asylum management, nor it is a signatory to the 1951 Refugee Convention.⁷¹ As of

⁵³ [UNICEF – Education in India](#)

⁵⁴ [UNESCO Institute of Statistics \(2019\). India](#)

⁵⁵ [UNDP \(2020\). Human Development Report](#)

⁵⁶ [NITI Aayog \(2020\). SDG India Index](#)

⁵⁷ [UNDP \(2020\). Human Development Indicators: India](#)

⁵⁸ [World Bank \(2020\). Education Statistics: Expenditures](#)

⁵⁹ [UNDP \(2020\). Human Development Report](#)

⁶⁰ [WEF \(2021\). Global Gender Gap Report](#)

⁶¹ [GOI \(2006\). CEDAW](#)

⁶² [PRS \(2008\). Women's Reservation Bill](#)

⁶³ [Ministry of Panchayati Raj \(2020\). Representation in Panchayats](#)

⁶⁴ [Guilmoto, G. Z., & Saikia, N. \(2018\). Excess under-5 female mortality across India | Ram, U. & Ram & F. \(2018\). The struggle of girl children in subregions of India](#)

⁶⁵ [NITI Aayog \(2020\). SDG India Index](#)

⁶⁶ [Ibid.](#)

⁶⁷ [UNICEF \(2019\). End Child Marriage: India | GOI \(2015-2016\). NFHS-4](#)

⁶⁸ [GOI \(2011\). Indian Census](#)

⁶⁹ [Migration Data Portal \(2020\). India](#)

⁷⁰ [JDMC \(2020\). India](#)

⁷¹ [Migration Policy Institute. \(2020\). India](#)

December 2020, India hosted refugees and asylum seekers from Sri Lanka (93,182), Myanmar (21,370), Afghanistan (15,132), and other countries in South and East Asia (3,508).⁷² As of 2020, there are 12,467 Indian refugees under the United Nations High Commissioner for Refugees' (UNHCR) mandate and 69,198 Indian asylum seekers abroad.

Humanitarian protection

25. The combined socio-economic impacts of the COVID-19 pandemic and other crises threaten to push vulnerable families into extreme poverty, giving rise to distress, mental health challenges and violence, abuse and exploitation of girls and boys. As a result, protection risks, notably violence against children and women, have increased since 2020.⁷³ In 2013, the Government adopted a new National Policy for Children, which lays down the guiding principles that must be respected by national, state, and local governments in their actions and initiatives affecting children. The National Policy states that the "safety and security of all children is integral to their well-being and children are to be protected from all forms of harm, abuse, neglect, violence, maltreatment and exploitation in all settings including care institutions, schools, hospitals, crèches, families and communities."⁷⁴

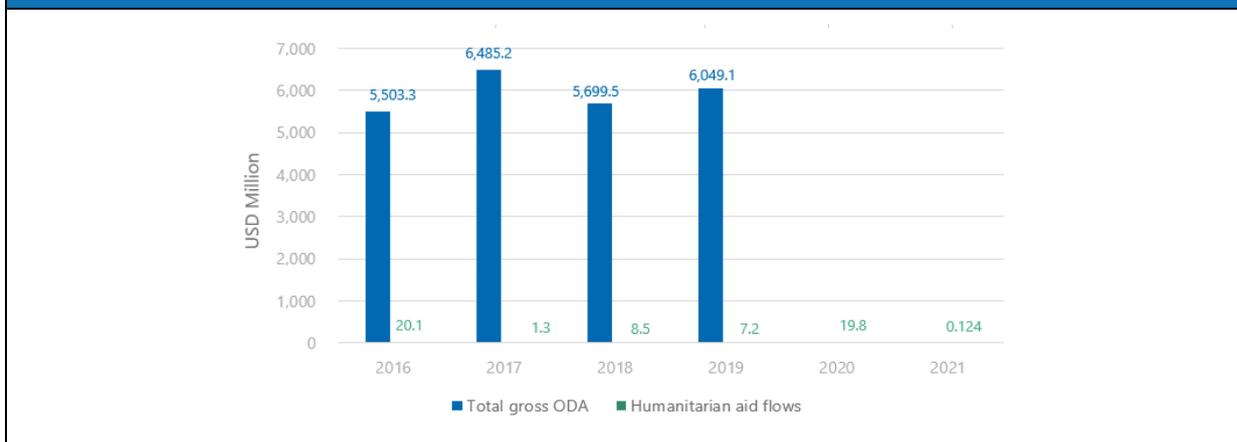
International development assistance

26. India has received a yearly average (2016-2019) USD5,934.3 million of gross official development assistance (ODA) and a yearly average (2016-2021) of USD9.5 million of humanitarian aid flows (Figure). The proportion of net ODA per GNI decreased from 0.12 percent in 2016 to 0.092 percent in 2019. ODA to India in 2016-2019 was mainly allocated to economic infrastructure and services (68.4 percent), other social infrastructure and services (11.3 percent) and education (6 percent) (Figure 3

). The top five ODA funding sources between 2015-2019 were Japan, the World Bank's International Development Association (IDA), Germany, the European Union (EU) and France (Figure 4

).⁷⁵ Main humanitarian donors have comprised the Education Above All Foundation, Japan, the Central Emergency Response Fund, the Sheik Abdullah Al-Nouri Charity Society, and private donors (Figure 5

Figure 2: International assistance to India (2016-2021)



Data extracted on 13 April 2021 from [OECD/DAC](#) and [UNOCHA](#)

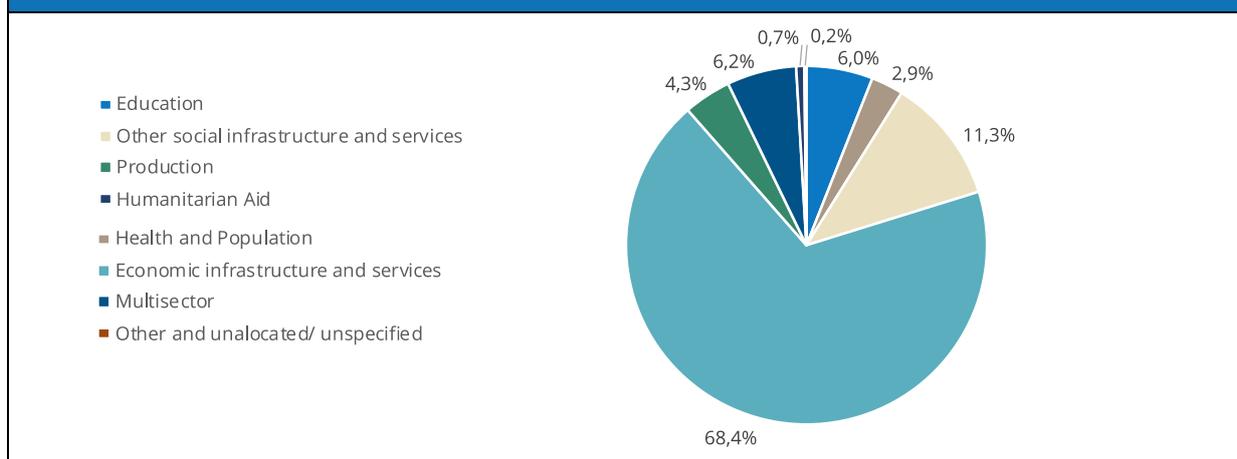
⁷² [UNHCR \(2020\). India Fact Sheet.](#)

⁷³ [UNICEF \(2021\). India Appeal](#)

⁷⁴ [GOI \(2013\). National Policy for Children](#)

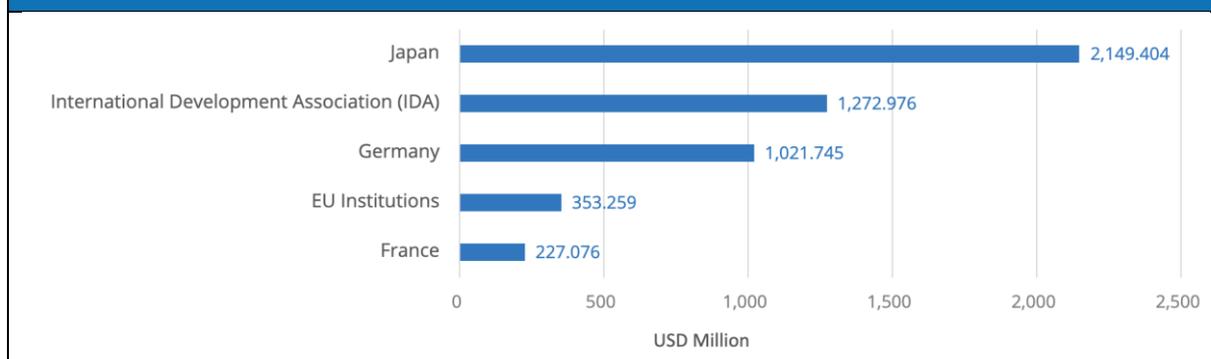
⁷⁵ [OECD DAC – Aid at a glance for India](#)

Figure 3: India Bilateral ODA by sector, 2016-2019 average⁷⁶



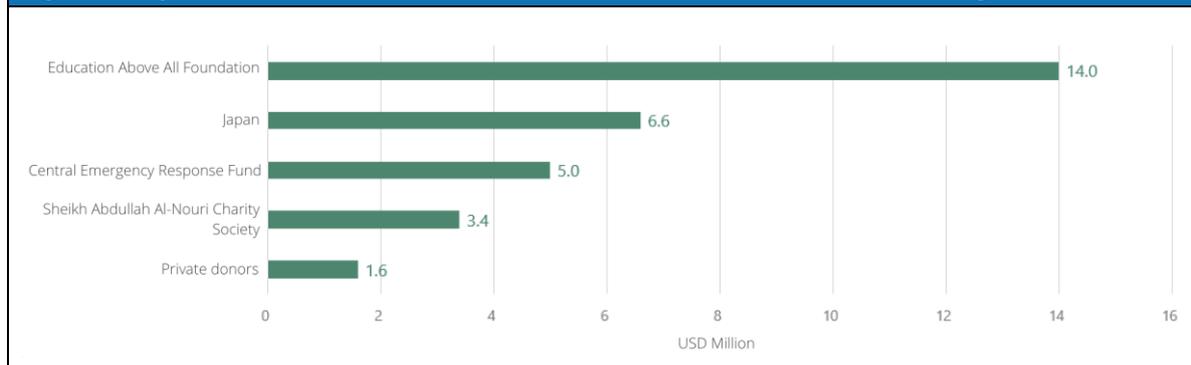
Data extracted on April 2, 2021. Source: [OECD DAC](#).

Figure 4: Top five donors of gross ODA for India, (2016-2019 average), USD million



Data extracted on April 7, 2021. Source: [OECD DAC](#).

Figure 5: Top five donors of humanitarian assistance for India, (2016-2021 average), USD million



Data extracted on April 13, 2021. Source: [UN OCHA](#).

27. Since 2014, large private sector companies in India have been expected to allocate at least 2 percent of their annual profits to corporate social responsibility (CSR), directing these funds to government entities, UN agencies, national NGOs and CSOs.

⁷⁶ Value for humanitarian aid only reflects ODA funding.

28. The United Nations Sustainable Development Framework (UNSDF) (2018-2022) leverages the expertise, capacity and resources of the UN to support the Government's priorities around seven key priorities and outcomes (Figure 6

). The estimated resource requirements to implement the India UNSDF totaled US\$1.5 billion.⁷⁷ An independent evaluation of the UNSDF will be carried out in 2021, to inform the development of the subsequent cooperation framework. It will assess how results contributed to country priorities and will provide lessons and recommendations to support future government-UN partnership frameworks.

Figure 6: Priorities and outcomes of the UN Sustainable Development Framework (2018-2022) for India

Priority	Outcome
Priority I. Poverty and urbanisation	Outcome 1. By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods in poor and excluded rural and urban areas
Priority II. Health, water and sanitation	Outcome 2. By 2022, there is improved and more equitable access to, and utilization of, quality, affordable health, water, and sanitation services
Priority III. Education and employability	Outcome 3. By 2022, more children, young people, and adults, especially those from vulnerable groups, enjoy access to quality learning for all levels of education
Priority IV. Nutrition and food security	Outcome 4. By 2022, all children enjoy essential nutrition services and rural small - holders and other vulnerable groups have improved livelihoods and greater access to a nutritionally adequate food basket
Priority V. Climate Change, clean energy and disaster resilience	Outcome 5. By 2022, environmental and natural resource management (NRM) is strengthened and communities have increased access to clean energy and are more resilient to climate change and disaster risks
Priority VI. Skilling, entrepreneurship and job creation	Outcome 6. By 2022, People vulnerable to social, economic and environmental exclusion have increased opportunities for productive employment through decent jobs and entrepreneurship
Priority VII. Gender equality and youth development	Outcome 7. By 2022, women, children, and young people have greater opportunities and enjoy an environment that advances their social, economic, and political rights

Source: [GOI and UN \(2018-2022\) Sustainable Development Framework](#)

2. Reasons for the evaluation

2.1. RATIONALE

29. CSPEs were introduced by the WFP Policy on CSPs in 2016. The policy states that: "under the management of the OEV, all CSPs, besides ICSPs, 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". The India CSP was designed to cover the timeframe 2019-2023. However, it will be shortened by one year, ending in 2022, to align with the new United Nations Sustainable Development Framework, planned to start in 2023. Accordingly, the CSP evaluation will be carried out one year earlier.

30. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the Country Office (CO) to benefit from an independent assessment of its portfolio. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO's new CSP— scheduled for Executive Board approval in November 2022.

2.2. OBJECTIVES

31. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions,

⁷⁷ [UNSDF \(2018-2022\) for India](#)

specifically for developing the future engagement in India and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

32. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key stakeholders are the WFP India CO, Regional Bureau in Bangkok (RBB) and Headquarters (HQ) technical divisions, followed by the Executive Board (EB), beneficiaries,⁷⁸ the relevant national and state authorities, NGOs and CSOs, private sector partners and donors, academic and research institutions, the UN Country Team (UNCT). It will also be of interest to the WFP OEI for synthesis and feeding into other evaluations. A preliminary analysis of stakeholders with their respective interests and roles in the CSPE can be found in Annex 3: Preliminary Stakeholder analysis. A detailed stakeholder mapping and analysis will be conducted by the evaluation team during the inception phase.
33. The CSPE will seek the perspectives of partners on WFP's role. As such it can provide useful lessons for enhancing synergies, coordination, and collaboration. In India, WFP's main partner is the Government at national and State level. Key national level stakeholders comprise the Ministry of Agriculture and Farmer's Welfare, responsible for endorsing WFP annual workplans, periodically reviewing and facilitating WFP's work in India; NITI Aayog, the Ministry of Consumers Affairs, Food and Public Distribution, the Ministry of Education, the Ministry of Women and Child Development, the Ministry of Statistics and Programme Implementation (MoSPI), the Ministry of Environment, Forest and Climate Change and the Ministry of External Affairs. At state level, WFP partners with Mission Shakti in Odisha, for women's empowerment activities. In Uttar Pradesh, with the State Rural Livelihood Mission for local production of nutritious supplementary foods. WFP also works in close partnership with State Governments of Rajasthan and Uttarakhand.⁷⁹
34. Other partners include the Indian Institute of Technology (IIT), supporting the Government of Uttarakhand in supply chain optimization, and the IIT's Foundation for Innovation and Technology Transfer (FITT) providing innovative, sustainable solutions for making public systems more effective, national NGOs (including the NGO consortium SPHERE India), CSOs and microenterprises.
35. Within the UNCT, WFP works closely with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and UN Women. Specifically, for COVID-19 response, WFP joined forces with the United Nations Development Programme (UNDP).
36. The GOI and the private sector are the major funding partners of WFP to support its work in India. Through the WFP Trust for India, the agency collaborates with the Indian private sector under their CRS. Those include the Stop Hunger Foundation, Ericsson India, Sodexo, Automatic Data Processing Inc., Cargill, DSM, Jubilant Bhartia Foundation and General Mills Foundation.
37. There are no direct beneficiaries in India, however WFP's assistance is intended to assist the Government to deliver better services to groups such as food insecure households, pregnant and lactating women and girls, school children, children under 5, people affected by natural disasters and farmers. Data disaggregation by sex, gender-sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CSPE.

⁷⁸ WFP India no longer provides direct food/cash assistance to beneficiaries. Therefore, beneficiaries indicated here means a wider range of indirect beneficiaries who benefit from activities led by the Government or other partners, supported by WFP.

⁷⁹ WFP also partnered with the Government of Kerala until the project handover in 2020.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

38. WFP has been present in India since 1963, evolving from a provider of food assistance to technical support. The 2008-2012 Country Programme marked WFP's strategic shift combining food assistance with a technical support role.⁸⁰ Since 2013, WFP India has been focusing exclusively on a technical advisory and capacity strengthening support role.
39. The period of 2013-14 was used to analyze and consolidate the work around technical assistance with initiatives aligned with the global targets and priorities of the Indian Government. WFP continued to work in close partnership with the GOI and state governments. India's self-sufficiency in cereal production and its world's largest food safety nets allowed WFP to provide tailored technical assistance to strengthen programme design and delivery, and policy legislation led by the Government.⁸¹
40. From 2015-2018, WFP was operating under an initial CSP⁸², developed based on the GOI's request to support implementation of its policies and strengthening capacities for achieving food and nutrition security in line with the objectives of the National Food security Act (NFSA) and global SDG 2 targets. WFP India CO had modified its orientation, acquiring the necessary technical expertise, aligning its structure and core functions with the CSP objectives, and introducing global experiences and insights.
41. A mid-term review (MTR) of the CSP conducted in 2017 concluded that WFP had effectively managed the transition from food delivery to the provision of technical assistance, establishing itself as a critical and trusted partner in providing technical assistance and making efficient use of limited resources. The MTR made the following recommendations⁸³:
 - Enhancing the focus on food fortification at policy level.
 - Developing a coherent strategy for strengthening food security analysis, research and monitoring of progress towards the SDGs.
 - Reconsidering, or even abandoning, the proposal for establishing a center of excellence.
 - Formulating a strategic plan for WFP's engagement in India in the medium and long terms, including WFP's contribution to food security and nutrition outcomes.
42. Other exercises informed the design of the India CSP including a Road Map Framework for achieving SDG 2⁸⁴, developed in collaboration with WFP India, the Government and NITI Aayog. The Roadmap Framework analyzed the food and nutrition security situation in India; assessed the food and nutrition security policies and programmes; identified the gaps and provided key recommendations for accelerating progress towards SDG 2.
43. In addition, the regional evaluation synthesis in Asia and the Pacific (2013–2017)⁸⁵ formulated relevant recommendations, especially on enhancing focus on communication for behavior change, improving the evidence base by investing in research and capacities on nutrition, gender and targeting.
44. The CSP 2019-2023, approved by the Executive Board in November 2018, aims to deepen WFP's engagement in the areas of nutrition (particularly stunting) and safety nets, to improve access to food, from supply chain to service delivery through scale up of transformative approaches-including gender specific approaches. This includes policies that enhance food and nutrition security through improved government systems and convergent actions by other stakeholders.⁸⁶

The CSP is designed to support the Government of India towards achieving SDG 2 and 17, through three strategic outcomes, 13 outputs and the implementation of four activities. More specifically, WFP aims to

⁸⁰ WFP (2016). Internal Audit of WFP Operations in India

⁸¹ [WFP \(2020\). 50 years of WFP India: Partnership for Change](#)

⁸² Although officially labelled as a CSP, in practice it operated as a country programme as the Integrated Road Map (IRM) Framework was not yet in place. In 2018, the CSP was aligned with the IRM framework.

⁸³ WFP (2017). WFP's Operations in India, a Mid-Term Review (Internal document)

⁸⁴ SDG2 Roadmap Framework, WFP & Research, and Information System for Developing Countries.

⁸⁵ [WFP \(2017\). Regional Synthesis 2013-2017: Asia and the Pacific Region](#)

⁸⁶ [India CSP \(2019-2023\). 2-pager for EB members](#)

enhance the efficiency and effectiveness of the GOI's three food-based safety nets programmes. through capacity and systems strengthening of the government, national NGOs and CSOs in supply chain optimization, support to smallholders, food fortification and technology, food security and analysis, social behaviors change communications, women's empowerment and gender transformative approaches, and, in all phases of disaster preparedness, response and climate change adaptation. It is also aligned with the UNSDF for India covering 2018–2022. Table 1

provides a general overview of the CSP. For details on outputs,

see Annex 5: Strategic Output Results.

Source: Report: Line of Sight, IRM analytics, data extracted on 06/04/2021

Table 1: India CSP (2019-2023), Overview of Strategic, Activities and Modalities of Intervention		
Strategic Outcomes	Activities	Modality
Strategic Outcome 1: The most vulnerable people in India area better able to meet their minimum food needs all year round.	Activity 1: Provide policy inputs, advocacy and technical assistance aimed at enhancing the efficiency, targeting, service delivery and supply chain of government programmes for improving access to food.	Institutional capacity strengthening
Strategic Outcome 2: People with high risk of malnutrition, especially women, children and adolescent girls, in India have improved nutrition by 2025.	Activity 2: Support state and national governments in improving and integrating nutrition policies and programming, including through enhanced quality, advocacy and gender-transformative, systematic approaches.	Institutional capacity strengthening
Strategic Outcome 3: National and state institutions have enhanced capacity to deliver on SDG 2 and key related targets and collaborate with regional and global partners towards SDG 2.	Activity 3: Strengthen institutional capacities at various levels in generating, sharing and using evidence for coordinated planning, roll-out and monitoring of actions for attaining SDG 2.	Analysis, assessment and monitoring
	Activity 4: Facilitate the efforts of the Government of India and other countries to share food security and nutrition knowledge and expertise and provide disaster risk management services for the region.	Institutional capacity strengthening

45. The CSP is focused on technical assistance and capacity strengthening, with no provision or food or cash transfer. It foresees the expansion of WFP's role as a catalyst with greater focus on connecting actions that empower communities by increasing awareness of the importance of food security and nutritious diets. It seeks to generate evidence and share knowledge in order to inform the formulation of gender-transformative programmes with the engagement of multiple partners. WFP also enhances efforts to promote sustainable solutions, with an increasing emphasis on issues such as assessing and addressing urban food insecurity, fostering efficient, equitable and sustainable food systems, and sharing knowledge through enhanced South-South and triangular cooperation.⁸⁷
46. The CSP articulates a firm commitment to enhancing gender equality and women's empowerment by incorporating gender as a cross-cutting theme across all components. Recognizing the importance of empowered women in improving food and nutrition security, WFP is currently partnering with the Mission Shakti, the Government of Odisha's Directorate of Women Empowerment, which supports more than 600,000 women's Self-Help Groups (SHG) in the state. This initiative also aligns with the CSP's mandate to improve livelihoods, market linkages and incomes of women smallholder farmers who form the core of these SHGs. Expanding on the inclusion portfolio WFP also supports state governments in enhancing the inclusiveness and quality of food safety nets of vulnerable groups.
47. In 2020, WFP indirectly reached (tier-3 beneficiaries⁸⁸) approximately 160 million beneficiaries through innovation and technical support in supply chain optimization, rice fortification, communication and development of education material, as part of the TPDS and MDM, and another 3.6 million children,

⁸⁷ WFP - India CSP (2019-2023)

⁸⁸ Tier 3/indirect beneficiaries: wider population impacted by WFP's technical assistance, advocacy and support to policies, systems and national programmes. Source: WFP (2019). Guidance Note on Estimating and Counting Beneficiaries.

pregnant and lactating women through supporting local production of fortified nutritious supplementary foods for the Integrated Child Development Services programme.⁸⁹

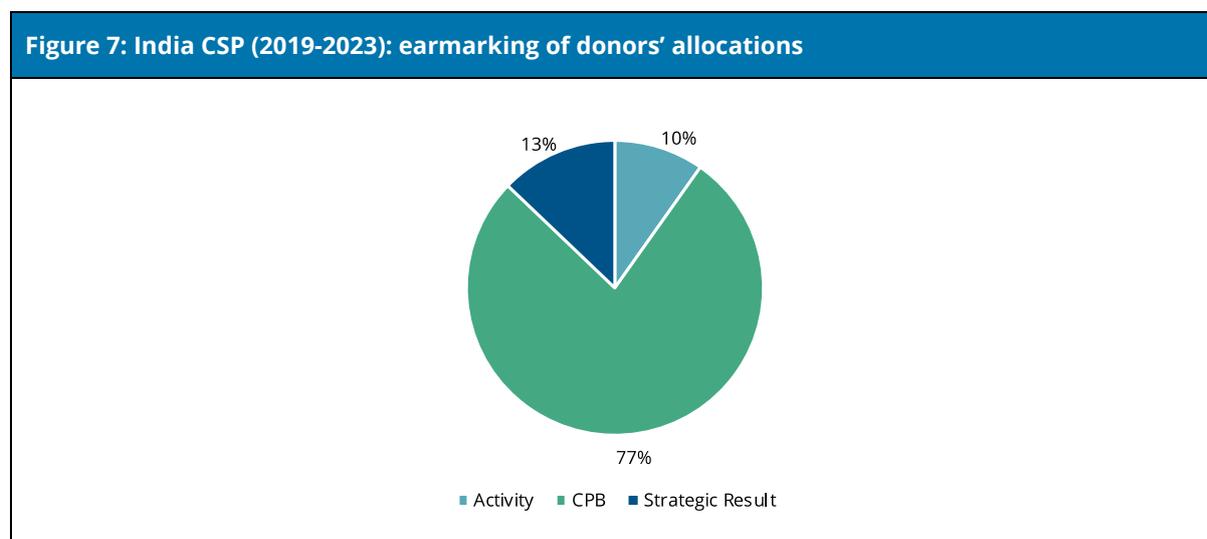
48. WFP works with a wide range of actors to deliver these strategic outcomes. While its primary partner in India is the Government, WFP also collaborates with relevant UN agencies, research and academic organizations, multilateral partners, CSOs, the private sector and media organizations (Annex 3: Preliminary Stakeholder analysis).
49. Supporting SDG 17 targets, WFP also formalized a long-term partnership with the Development Monitoring and Evaluation Office of NITI Aayog (National Planning Ministry) to support national monitoring and evaluation capacity strengthening, in line with WFP's Evaluation Policy.
50. The CSP 2019-2023 was originally approved with a total budget of US\$20,024,321. As of April 2021, total funding amounted to US\$11,419,935, which corresponds to 57 percent of the overall needs. Table 2 presents the level of funding of each activity against the CSP requirements and the relative weight of the resources available for each outcome. The CSP focus area is on root causes with the bulk of resources allocated under SO2 (31 percent) followed by SO1 (26 percent) and SO3 (20 percent), all addressing root causes focus area. No budget revisions have taken place to date.

Focus Area	Strategic Outcome	Activity	Needs-based, original CSP (2019-2023) USD million	% on total	Actual allocated resources USD million	% on total
Root causes	SO1	Act. 1	3,998.788	23.6%	2,578,585	25%
	SO2	Act. 2	6,348.742	37.5%	2,896,594	28%
	Non-Activity Specific		-	-	136,481	1%
	Sub-total SO2		6,348.742	37.5%	3,033,075	30%
	SO3	Act. 3	3,239.455	19.2%	949,154	9%
		Act. 4	3,326.768	19.7%	1,060,742	10%
	Sub-total SO3		6,566.223	38.8%	2,009,896	20%
Non-SO Specific			-	-	2,626,112	26%
Total operational costs			16,913.752	100%	10,247,668	100%
Total direct support costs			1,888.428	-	1,637,192	-
Total indirect support costs			1,222.142	-	568,275	-
Grand total cost			20,024,321	-	12,453,134	-

Source: CPB Needs Based Plan, SPA Plus; ACR1 Annual Country Report – Cumulative Financial Overview, IRM analytics, data extracted on 01/06/2021. Figures in column “needs-based plan as per original CSP (2019-2023”) are drawn from the CPB published at the time of CSP approval

⁸⁹ [WFP \(2020\). Annual Country Report](#)

51. Overall, 77 percent of confirmed contributions are allocated at the country level, 13 percent at the strategic result level, and 10 percent at the activity level, allowing for flexibility to programming funds across activities (Figure 7).



Source: WFP FACTory, Distribution Contribution and Forecast Stats on earmarking. Data extracted on 08/04/2021.

52. As illustrated in Table 3, the main contributions to the CSP came from Trust Fund⁹⁰ allocations at 18 percent, followed by the GOI (15 percent), Private donors (14 percent), UN and other funds (5 percent), and the Emerging Donor Matching Fund (5 percent).⁹¹

Table 3: Main donors of India CSP (as of June, 2021)

Donor	Allocated Contributions (in US\$)	Share of Needs Based Plan (%)
Regional or TF Allocations	US\$3,539,455	18%
Government of India (GOI)	US\$3,003,198	15%
Private donors	US\$2,879,108	14%
Emerging Donor Matching Fund (EDMF)	US\$1,920,000	10%
UN other funds and agencies	US\$1,018,000	5%

Source: CSP Resource Situation, FACTory. Data extracted on June 1, 2021.

53. As of May 2021, the CO had 56 staff, of which 32 percent female and 68 percent male. 32 staff are hired under a long-term contract, 22 under a short-term contract, and 2 under international contracts. 2 are internationally recruited and 54 staff are nationally recruited. In addition to the CO in New Delhi, WFP operates with one sub-office in Odisha; finally, 12 staff are outposted to government ministries and

⁹⁰ Trust Funds are mechanisms to accept funds provided to WFP for specific purposes/activities outside of WFP regular projects but which are consistent with WFP's objectives and policies. Trust funds can be managed at WFP HQ, in a RB or in a CO, and contributions to a TF can be multilateral, directed multilateral or bilateral. Source: WFP Budget and Programming Officer Manual.

⁹¹ The Emerging Donor Matching Fund was established in 2003 and serves as a funding source of last recourse for the operational and support costs associated with contributions from eligible donors who cannot provide the funds to cover such costs. Joint Directive, Partnerships and Governance (PG) and Resource Management (RM) Departments, 2019.

departments in Delhi, Lucknow, Varanasi and Unnao in Uttar Pradesh, Jaipur in Rajasthan and Dehradun in Uttarakhand.⁹²

3.2. SCOPE OF THE EVALUATION

54. The India CSP was designed to cover the timeframe 2019-2023. However, it will be shortened by one year, and therefore end in 2022, to align with the new United Nations Sustainable Development Framework, planned to start in 2023.
55. The evaluation will cover all of WFP activities (including cross-cutting results) for the period January 2019 - September 2021. For the country capacity strengthening activities that have been initiated during the previous CSP (2015 - 2018) and continue in the current CSP considering their long-term nature, the evaluation will also take into account how these have evolved over time when assessing their respective achievements.
56. Moreover, the evaluation will be assessing the quality of the CSP design process and any strategic shift and changes in approach that it introduced, including how the current CSP built on the previous one and what lessons were taken on-board when designing the current CSP (2019-2022).
57. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions.⁹³ Finally, the evaluation will assess WFP activities in India not explicitly included in the CSP document (if any) during the period covered by the evaluation.
58. Connected to this, the evaluation will focus on assessing WFP contributions to the 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 analyze the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and other key stakeholders.
59. The evaluation scope will include an assessment of WFP's response to the COVID-19 crisis in the country (relevance, effectiveness, funding mechanisms). In doing so, it will also consider how adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

⁹² [WFP \(2020\). India: 2020 Operation](#)

⁹³ The evaluation will not assess the capacities or performance of the GOI, as this falls outside the scope of CSPs.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

60. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team will further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including as they relate to assessing the response to the COVID-19 crisis.

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?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in India 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 considering changing context, national capacities and needs and in particular in response to the COVID-19 pandemic?
1.4	To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in India?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in India?	
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 equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was the provision technical assistance aimed at enhancing coverage and targeting of the Government’s interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in the provision of its technical assistance?
3.4	To what extent were alternative, more cost-effective measures considered?

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.1	To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues in India to develop the CSP?
4.2	To what extent 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 strategic partnerships and collaborations with other actors that positively influenced performance and results and adapted to partnership needs or to additional opportunities arising during the pandemic?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges, such as socio-economic shock?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

61. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP’s response.
62. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office, will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in India. These themes should also be related to the key assumptions underpinning the logic of intervention of the CSP 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.
63. Context specific themes and lines of enquiry of particular interest to this CSPE identified at TOR stage include:
 - To what extent has WFP been able to achieve its planned transition to evolve from the provision of support for improved targeting and the demonstration of fortification initiatives and vulnerability analysis and mapping, to the provision of support to strengthen national and state level capacities for systems strengthening and reaching SDG 2 targets?
 - To what extent WFP country office was able to position itself vis-à-vis the Government proposing to pilot a range of interventions that build on WFP’s key strengths while meeting government priorities?
 - Which CCS strategies/activities offer greater potential in terms of producing results at scale and having a long-term impact, beyond the current CSP?
 - Is the CSP operational and financial framework best suited for a portfolio that focusses on capacity strengthening?
 - What can be learned from the experience of other UN agencies in India in relation to designing, funding and implementing capacity strengthening activities?

4.2. EVALUATION APPROACH AND METHODOLOGY

64. The Agenda 2030 conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analyzing 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). In so doing, it places emphasis on strengthening the humanitarian-development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

65. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In this 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.
66. 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 in turn 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, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
67. Recognizing the challenges posed by measuring attribution and contribution of WFP's capacity strengthening work and given the particularities of the India CSP, the main design elements featured in the evaluation could include a combination of some of the following (or others):
 - Development of a Theory of Change for WFP engagement in Country Capacity Strengthening, against which relevant outcomes can be assessed. This should be developed in consultation with the CO and validated at inception phase.
 - Adoption and application of the Country Capacity Strengthening Framework Pathways and Domains⁹⁴ as part of the analytical framework for the evaluation, and analysis of the extent to which CCS interventions in India are aligned with the CCS conceptual framework and tools at the corporate level, as relevant to the country context.
 - Case studies to generate in-depth understanding of complex issues of a specific situation or case aimed at improving evaluability and allowing for a more in-depth analysis rather than a standardized approach.
 - Use of outcome harvesting to identify WFP's contribution to CCS outcomes where few reporting data are available or when the results chain between outputs and outcomes is not clearly depicted.
 - Utilization of qualitative analysis and methods such as naturalistic enquiry⁹⁵ approach or most significant change (MSC) technique.⁹⁶
68. The evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this term of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
69. Considering the ongoing COVID-19 pandemic, the inception phase will be conducted remotely, whereby briefings and interviews will be held virtually. However, in-country fieldwork during the main data

⁹⁴ CCS domains (3): laws, policies, strategies and procedures (enabling environment), well-functioning organizations (institutional domain), and educated, skilled people (individual domain). CCS pathways (5): policies and legislation; institutional effectiveness and accountability; strategic planning and financing; stakeholder programme design, delivery and M&E; engagement and participation of communities, civil society and private sector. WFP (2017). Corporate Approach to Country Capacity Strengthening (CCS), CCS Toolkit Component 001

⁹⁵ Naturalistic inquiry focuses on processes and changes over time with a particular emphasis on the way implementation happened and evolved.

⁹⁶ The MSC technique is a form of participatory monitoring and evaluation. It involves the collection and selection of stories of change, produced by programme or project stakeholders.

collection phase is preferable. In case of international travel restrictions, at a minimum, all efforts should be made to conduct in-person interviews and field visits by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations.⁹⁷

70. In light of the above, technical and financial offers for this evaluation should consider two scenarios for the main data collection phase: a) a 2 to 3-week in-country mission conducted by the full team; b) a mixed approach the national consultants conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team. In any case, should the contextual and security situation allow it, the aim would be to hold the final learning workshop in Delhi by end of January 2022.
71. 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.
72. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. Where relevant and feasible given the CCS focus, the methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
73. 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
74. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker⁹⁸ 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.
75. The evaluation will give attention to assessing adherence to humanitarian principles, protection, accountability for affected populations, wider inclusion and diversity issues, in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
76. A multiplicity of evaluative and assessment exercises is to take place in India in 2021 (i.e., UNSDF 2018-2022 evaluation, other UN Agencies Country Programme Evaluations). To minimize pressure on WFP and partners' staff, the evaluation team—in coordination with OEV—is encouraged to seek synergies and points for engagement with the various professionals conducting other evidence generation exercises. Finally, the evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.

⁹⁷ OEV is fully aware of the challenges posed by the escalating COVID-19 outbreak in India and will adapt accordingly.

⁹⁸ While Gender and Age Marker (GAM) is collected and reported in the WFP India Annual Country Reports, this is not a main component of the CSP and should not be considered as such for the evaluation. There are no direct beneficiaries in India (tier 1), hence the majority of WFP's work is aimed at supporting State and national Government in improving and integrating policies and programming, including through enhanced quality, advocacy and gender-transformative, systematic approaches.

4.3. 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

77. Several issues could have implications for the conduct of the CSPE. At this stage the following evaluability challenges have been identified:

- limited access to stakeholders due to the COVID-19 pandemic and related restrictions, which could impact the coverage of field visits during the in-country field mission.⁹⁹
- limited institutional memory within stakeholders given rotations and considering the length and duration of activities focused on technical assistance and strengthening capacities.
- relatively vague definitions of the expected outcomes, or outputs, combined with issues related to the validity and measurability of indicators.
- limited availability of monitoring data, in particular after the onset of the COVID-19 crisis, when monitoring activities have scaled down. The latest version of the log frame of the India CSP includes 11 outcome indicators and 13 output indicators to be reported on. The initial assessment of data availability for output and outcome indicators shows some gaps in reporting. For its part, the lack of reported data for the cross-cutting indicators is rooted in the non-applicability thereof to the work done by WFP India. Annex 4: Evaluability assessment provides an overview of data availability in outcome, output and cross-cutting indicators' reports.
- the time frame covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted during the penultimate year of the cycle. Considering that the CSPE will already be shortened by one year, this has implications for the completeness of results reporting and attainment of expected outcomes. Although the data collection phase will be completed by September, the evaluation team will make critical updates to the draft report with information up to the end of 2021.

78. During the inception phase, the evaluation team will be expected to perform a more in-depth evaluability assessment and critically assess how to best proceed with data collection and stakeholder engagement in view of COVID-19; as well as data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.

79. Given the CSP's focus on the provision of policy advice, advocacy and capacity strengthening and knowledge-sharing, data availability and quality will have to be assessed, particularly at outcome level, to determine feasibility of a systematic longitudinal study of WFP's assistance, as well as evaluating efficiency and sustainability of WFP outputs and related data collection method.

80. The evaluation team needs to identify alternative approaches for data collection and to design a strong methodology to analyze data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's actions in policy advice, capacity strengthening and knowledge-sharing, gender equality and women empowerment aspects.

81. During the period covered by this evaluation, the Government and WFP commissioned the following joint evaluations: i) Decentralized Evaluation (DE) of the TPD Reforms Project in Bhubaneswar, India from 2014 to 2019 (2019), and ii) End line Assessment of Fortification of Mid-day Meal Project in Dhenkanal, Odisha from 2016 to 2018 (2019). The findings and conclusions of centralized and DEs, as well as other relevant reviews and studies conducted jointly with the Government at national and State levels¹⁰⁰ will provide

⁹⁹ As at April 2021, access to India is not permitted, and visas are not issued. The situation is expected to change as the national vaccination plan evolves.

¹⁰⁰ Joint evaluations and reviews have helped both WFP and government partners promoting innovation and strengthening capacity.

additional inputs to the CSPE ([Annex 12: Key evaluations and other studies covering or relevant to WFP India CSP](#)). The CSPE may also draw from a DE of Infant and young child nutrition programme in Jaipur District of Rajasthan that will run from 2021-2023 (with baseline data collection in mid-2021).

National Data

82. On a scale from zero to a hundred, India scored 76.7 in the 2020 World Bank Statistical Capacity Index.¹⁰¹ This is a relatively high score, above the average for South Asia which is 69.8.
83. Key surveys include the India decennial national census conducted in 2021 by the Ministry of Home Affairs (MoHA)¹⁰², the National Family Health Survey covering the period 2015-16¹⁰³, and the most recent one covering 2019-20¹⁰⁴ (although not yet available for all states), the Agricultural Census 2015-16 by the Ministry of Agriculture and Farmers' Welfare¹⁰⁵, and the Comprehensive National Nutrition Survey 2016-2018.¹⁰⁶
84. The MoSPI, developed a [monitoring framework](#) for tracking the progress made towards achieving SDGs at the national level and an [SDG dashboard](#) which shows SDG Index for India. The last progress report¹⁰⁷ providing data-based evidence of India's progress towards achieving the SDGs and associated targets was released in 2020.

4.4. ETHICAL CONSIDERATIONS

85. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
86. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP India CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

87. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
88. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to OEV.
89. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

¹⁰¹ [World Bank Statistical Capacity Indicator Dashboard](#)

¹⁰² [MoHA - About the census](#)

¹⁰³ [MoSPI \(2015-2016\) National Family Health Survey India](#)

¹⁰⁴ [MoSPI \(2019-2020\) National Family Health Survey India](#)

¹⁰⁵ [GOI \(2015-2016\). Agriculture Census](#)

¹⁰⁶ [Comprehensive National Nutrition Survey 2016-2018](#)

¹⁰⁷ [MosPI \(2020\). Progress Report on SDGs](#)

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

90. The evaluation is structured in five phases summarized in Table 4: below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 2: Timeline presents a more detailed timeline. The India CO and RB 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 4: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1. Preparatory	April - June 2021	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	July - August 2021	Remote inception briefings (OEV, IRG and national partners) Draft inception report CO comment process Final inception report
3. Evaluation, including fieldwork	September 2021	Evaluation mission, data collection and exit debriefing
4. Reporting	October 2021 - March 2022	Report drafting IRG comments process Learning workshop Final evaluation report Summary evaluation report
5. Dissemination	March - April 2022 May - October 2022 November 2022 - February 2023	Management response Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

91. The CSPE will be conducted by a gender balanced team of 2 international consultants, 2 national consultants (one male and one female), and a researcher with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with proficiency in English who can effectively cover the areas of evaluation. The national evaluators should be proficient in English and Hindi (Odia and Malayalam are optional) and be gender-balanced. The team leader should have excellent synthesis and evaluation reporting writing skills in English. In addition, the team leader should have solid

experience in the evaluation of multilateral organizations in the UN System. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience and knowledge of WFP technical assistance modalities notably in development contexts.

Table 5: Summary of evaluation team and areas of expertise required	
Areas of CSPEs	Expertise required
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and ability to solve problems and deliver on time • Evaluations of capacity strengthening activities in the context of development interventions with key players within and outside the UN System • Specialization in one of the following areas: food security, nutrition, social protection, gender analysis • Experience in India or similar country context • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred
The evaluation team should combine expertise in the following areas	
Government capacity strengthening	<ul style="list-style-type: none"> • Capacity strengthening and technical assistance at national/sub-national-levels aimed at improving government programmes to improve access to food. • South-South and triangular cooperation framework.
Social protection and supply chain	<ul style="list-style-type: none"> • Social protection schemes to address food and nutrition insecurity • Supply chain and systems strengthening to improve access to food
Nutrition	<ul style="list-style-type: none"> • Nutrition analysis • Food fortification and food technology • Social behaviors change communications (SBCC)
Support to smallholder farmers; Climate change adaptation, Disaster risk management and mitigation	<ul style="list-style-type: none"> • Climate change adaptation, disaster risk management and mitigation services.
Gender and inclusion	<ul style="list-style-type: none"> • Gender and inclusion aspects of multilateral organisations' programme including gender analysis, gender mainstreaming and transformative approaches, social inclusion
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and quantitative and qualitative research methods, ability to analyze M&E data
Other technical expertise needed by the team	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency and effectiveness • Humanitarian Principles and Protection • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. ROLES AND RESPONSIBILITIES

92. This evaluation is managed by the WFP Office of Evaluation. Federica Zelada has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She 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 the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Julie Thoulouzan, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.
93. 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 (Annex 11: Terms of Reference and proposed members for the CSPE's Internal Reference Group (IRG)). The CO will facilitate the evaluation team's contacts with stakeholders in India provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Eric Kenefick has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

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

5.5. 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 whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

95. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 8: Communication and Knowledge Management plan) will be refined by the evaluation manager 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 in November 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.

5.6. BUDGET

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

Annexes

Annex 1: India Fact Sheet

	Parameter/(source)	2018	2020	Data source	Link
General					
1	Human Development Index (4)	0.64	0.65	UNDP Development Report	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of concern (refugees, asylum seekers, others of concern)	11,938	11,948	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography					
7	Population total (millions) (2)	1,210,193,422 (2011)		Government of India	https://www.india.gov.in/india-glance/profile
8	Population, female (% of total population) (2)	48.5% (2011)		Government of India	https://www.india.gov.in/india-glance/profile
9	Percentage of urban population (2)	31.2% (2011)		Government of India	https://censusindia.gov.in/2011-prov-results/paper2/data_files/india/paper2_1.pdf
10	Total population by age (1-4) (millions) (2)	110,447,164 (10.7%) (2011)		Government of India	https://censusindia.gov.in/Census And You/age_structure_and_marital_status.aspx
11	Total population by age (5-9) (millions) (2)	128,316,790 (12.5%) (2011)		Government of India	https://censusindia.gov.in/Census And You/age_structure_and_marital_status.aspx
12	Total population by age (10-14) (millions) (2)	124,846,858 (12.1%) (2011)		Government of India	https://censusindia.gov.in/Census And You/age_structure_and_marital_status.aspx
14	Adolescent birth rate (births per 1,000 women ages 15-19) (3)	7.9 (2016)		GOI	GOI (2015-2016). NFHS-4
Economy					
15	GDP per capita (current USD) (5)	US\$	US\$ 2,098 (2019)	World Bank	https://data.worldbank.org/country

16	Income inequality: Gini coefficient (4)	2010-2018: 37.8		UNDP Human Development Report	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (5)	1.55	1.76 (2019)	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (6)	0.1	0.1 (2019)	OECD / DAC	OECD
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (10)	2.8	not reported	SDG Profile Country	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (5)	15.41	16.02 (2019)	World Bank	https://data.worldbank.org/country
Poverty					
22	Percentage of population living below the poverty line (1)	21.92 (2018-2020)		SDG India Index	NITI Aayog (2020). SDG India Index
23	Head count ratio as per the Multidimensional Poverty Index (1)	27.9 (2020)		SDG India Index	NITI Aayog (2020). SDG India Index
Health					
21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (1)	113		SDG India Index	NITI Aayog (2020). SDG India Index
22	Healthy life expectancy at birth (4)	69.4	69.7 (2019)	UNDP Human Development Report	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Prevalence of HIV, total (% of population ages 15-49) (5)	Not reported	Not reported	World Bank	https://data.worldbank.org/country
Gender					
28	Gender Inequality Index (4)	122	123	UNDP Human Development Report	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

					indices-indicators-2018-statistical-update
29	Proportion of seats held by women in national parliaments (%) (1)	14.39 (2020)		SDG India Index	NITI Aayog (2020). SDG India Index
30	Labor force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (5)	20.71	20.79	World Bank	https://data.worldbank.org/country
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (5)	54.69	Not reported	World Bank	https://data.worldbank.org/country
Nutrition					
32	Prevalence of moderate or severe food insecurity in the total population (%) (10)	Not reported	Not reported	The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	21 (2015-2016)		GOI	GOI (2015-2016). NFHS-4
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	34.7 (2015-2016)		GOI	GOI (2015-2016). NFHS-4
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (7)	2	Not reported	UNICEF SOWC 2019	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (3)	50 (2015-2016)		GOI	GOI (2015-2016). NFHS-4
Education					
37	Adult literacy rate (% ages 15 and older) (1)	74.6		SDG India Index	NITI Aayog (2020). SDG India Index

38	Population with at least secondary education (% ages 25 and older) (2)	39.2	39.3	UNDP Human Development Report	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
40	Adjusted net enrolment ratio (ANER) in elementary education (class 1-8) (1)	75.83 (2015)	87.26 (2020)	SDG India Index	NITI Aayog (2020). SDG India Index
41	Gross Enrolment Ratio (GER) at secondary level (class 9-10) (1)	17.87 (2020)		SDG India Index	NITI Aayog (2020). SDG India Index
42	Gross Enrolment Ratio (GER) in higher education (18-23 years) (1)	26.3 (2018-2020)		SDG India Index	NITI Aayog (2020). SDG India Index

Source: (1) NITI Aayog (2020). SDG India Index; (2) Government of India (2011). India Census; (3) Government of India (2015-2016) NFHS-4; (4) UNDP (2019). Human Development Report; (5) World Bank. WDI; (6) OECD/DAC; (7) UNICEF SOW; (8) UNHCR; (9) The State of Food Security and Nutrition report - 2019; (10) SDG Country Profile.

*No net attendance rate data was available from 2013 onwards.

Annex 2: Timeline

Phase 1 - Preparation			
	Draft TOR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	
	CO reviews/comments on draft TOR	CO	
	Proposal Deadline based on the Draft TOR	LTA	21 May
	Final revised TOR sent to WFP Stakeholders	EM	17 June
	LTA Proposal Review	EM	21 May-18 June
	Contracting evaluation team/firm	EM	28 June 2021
Phase 2 - Inception			
	Team preparation, literature review	Team	28 June – 2 July
	Remote Inception Briefing with OEV, RB, HQ Divisions	EM & Team	5-9 July 2021
	Inception Briefings with CO,	EM + TL	12 -16 July 2021
	Submit draft Inception Report (IR)	TL	5 August 2021
	OEV quality assurance and feedback	EM & QA2	8 - 12 August 2021
	Submit revised IR	TL	19 August 2021
	OEV quality assurance and feedback	EM, QA2 & CO	22 - 26 August 2021
	Submit revised IR	TL	31 August 2021
	IR DDoE Clearance	DDoE	1 – 6 September 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	7 September 2021
Phase 3 - Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	8 Sep - 24 Sep 2021
	Exit Debrief (ppt)	TL	24 Sep 2021
	Preliminary Findings Debrief	Team	4 Oct 2021
Phase 4 - Reporting			
D r a f t	Submit high quality draft ER to OEV (after the company's quality check) (D0)	TL	29 Oct 2021
	OEV quality feedback sent to TL	EM	8 Nov 2021
D R A F T	Submit revised draft ER to OEV (D1)	TL	16 Nov 2021
	ER QA1 review	EM	23 Nov 2021
	ER QA2 review	QA2	30 Nov 2021
	Submit revised draft ER to OEV	TL	7 Dec 2021
	Draft ER clearance by DDoE	DDoE	17 Dec 2021
	OEV shares draft ER with IRG	EM	17 Dec 2021
	IRG reviews/comments on draft ER	IRG	17 Dec-12 Jan 2022
	Consolidate WFP comments and share with Team	EM	13 Jan 2022
	Learning workshop (New Delhi)	IRG/TL/EM	19-20 Jan 2022
D r a	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	25 Jan 2022

ft 2	Review D2	EM	31 Jan 2022
D r a f t 3	Submit final draft ER to OEV (D3)	TL	8 Feb 2022
	Review D3	EM	9-15 Feb 2022
	Seek final approval by DDoE	DDoE	16-22 Feb 2022
S E R	Draft Summary Evaluation Report	EM	15 March 2022
	SER QA2 review	QA2	21 March 2022
	Seek DDoE clearance to send SER	DDoE	25 March 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	28 March 2022
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	15 April 2022
	Tail end actions, OEV websites posting etc.	EM	30 April 2022
	Presentation and discussion of SER at EB Round Table	DDoE & EM	Oct 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	Nov 2022
	Presentation of management response to the EB	RD RBB	Nov 2022

Annex 3: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country office	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 inception and data collection phase. They will have an opportunity to review and comment on the draft ER, participate in both the debriefing at the end of the data collection phase and the learning workshop, and prepare management response to the CSPE.	Country Director, Deputy Country Director, Head of Programme, Head of M&E/VAM and other units as relevant. CO sub-office staff.
Regional Bureau	Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results as these can inform RBB's technical support and oversight to the CO as well as regional plans and strategies.	RBB staff will be key informants and interviewed during the inception and data collection phase. They will participate in the debriefing at the end of the data collection phase and in the learning workshop. They will have an opportunity to provide comments on the draft ER as part of the Internal Reference Group, and on the management response to the CSPE prepared by the CO.	RB Senior staff from Programme, Monitoring, Evaluation and other sectors as relevant.
WFP HQ Divisions	HQ Divisions have an interest in lessons relevant to their mandates. The CSPE is expected to strengthen HQ Division's strategic guidance and technical support to the RB and CO, and to provide lessons with broader applicability globally.	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 briefings with the evaluation team) with interest in improved reporting on results. They will have an opportunity to	Appointed focal points from HQ divisions.

		review and comment on the draft ER and management response to the CSPE.	
WFP Executive Board	The Executive Board members have an accountability role, but also an interest in potential wider lessons from India's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2022 session to inform Board members about the performance and results of WFP activities in India.	EB Member delegates.
External stakeholders			
Affected communities (indirect beneficiaries)	As the ultimate recipients of WFP's capacity strengthening and technical support to the Government of India, these affected populations have a stake in ultimately determining whether the capacity strengthening assistance has been relevant, appropriate, and effective.	Due to the nature of WFP's form of engagement in India, these indirect beneficiaries will not be as directly involved in the evaluation data collection as they would be if WFP had been delivering direct assistance. However, indirect beneficiaries with the most direct links to the cascade effects of WFP capacity strengthening work with the Government and should be interviewed and consulted during the data collection phase.	Women's self-help groups, smallholder farmers, pregnant and lactating women and children receiving take-home rations in Uttar Pradesh, children benefitting from fortified rice in Varanasi, school cooks being trained, other vulnerable groups targeted by the government's safety nets programmes assisted by WFP
National and State Government Institutions	As the primary recipient of WFP's CSP India, and main cooperating partners, the National and State Governments and associated Ministries and Agencies have a direct interest in determining the effectiveness of WFP interventions in meetings the agreed results of the CSP and the extent of alignment of WFP interventions with Government priorities.	Key staff from the national and state Governments will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both national and state level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	National level: Key staff from the national Government, including from the Ministry of Agriculture and farmer's Welfare, Ministry of Food and Consumer Affairs, Department of Food and Public Distribution, Ministry of Women and Child Development, Ministry of Education, Ministry of Statistics and Programme Implementation, NITI Aayog, Ministry of External Affairs, Ministry of Environment, Forest and Climate Change, National Institute of Disaster Management, National Disaster Management Authority, Indian Institute of Technology, the Food Safety

			<p>Standards Authority of India (FSSAI), and State departments and entities such as Country Programme Advisory Committee.</p> <p>State-level</p> <p>Odisha: Key staff from Food Supplies and Consumer Welfare Department, Government of Odisha , Department of School and Mass Education, Government of Odisha, Department of Women and Child Development, Government of Odisha; Poverty and Human Development Monitoring Agency, Planning and Convergence Department, Millet Mission, Department of Agriculture, Department of Fisheries</p> <p>Uttarakhand: Food and Civil Supplies Department, Government of Uttar Pradesh, Department of Food, Civil Supplies and Consumer Affairs, Government of Uttarakhand,</p> <p>Rajasthan: Food Department of Rajasthan, Department of Women and Child development, Government of Rajasthan, Department of School Education, Government of Rajasthan, Planning Department, Directorate of Evaluation,</p> <p>Kerala: Department of Women and Child Development, Government of Kerala, Department of Food and Civil Supplies, Government of Kerala</p>
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			<p>Uttar Pradesh: Department of Women and Child, Government of Uttar Pradesh, Department of Basic Education, Government of Uttar Pradesh, Food and Civil Supplies Department, Government of Uttar Pradesh, Uttar Pradesh State Rural Livelihoods Mission,</p> <p>Women and Child Development Department, Government of Chhattisgarh, Department of Women and Child Development, Telangana</p>
UN country team	<p>UN agencies in India have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will undertake key informant interviews with the UN and other partner agencies.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>	<p>Key representatives from UN partners, including FAO, IFAD, UNDP, UNICEF, UN Women, IOM, WHO and UNFPA.</p>
Donors	<p>WFP activities are supported mainly by Government of India and private sector who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity among people who are most at risk.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination.</p>	<p>Key representatives from the Government of India and main private sector donors including Automatic Data Processing Inc., Cargill, DSM, Ericsson India Global Services, General Mills Foundation, Jubilant Bhartia Foundation, the Stop Hunger Foundation, Sodexo.</p>
NGO Partners	<p>WFP's technical partners have an interest in enhancing synergies and</p>	<p>Interviews with staff of NGO partners during the data collection phase as applicable.</p>	<p>Key partner representatives from Nutrition International (NI), SPHERE India Transfer</p>

	collaboration with WFP, and in the implications of the evaluation results.		(FITT), Alive & Thrive, Global Child Nutrition Foundation, the Jagriti Mahila Prerna Laghu Udyog microenterprise, SAWA, Feeding India and Tata Trust, Dr. Shambhunath Singh Research Foundation, MS Swaminathan Research Foundation (MSSRF),
Private sector, civil society and Academia , as applicable	Current or potential technical partners from the private sector, the civil society and Academia may have an interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.	Key representatives from SAMARTH, IFPRI, Kozhikode Medical College, Kayess Flour Mills, Glenmark Foundation, Institute of Medical Sciences, National Institute of Nutrition, Public Health Foundation of India, Sambodhi Research and Communications Private Limited, Center for Media Studies, Canon India, New Concept Information System; Research and Information System for Developing Countries

Annex 4: Evaluability assessment

Log frame version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (created in April 2018)	Total nr. of indicators	1	1	0
v 2.0 (created in April 2019)	New indicators	11	0	13
	Discontinued indicators	0	0	0
	Total nr. of indicators	12	1	13
Total number of indicators that were included across all log frame versions		1	1	0

Source: COMET report CM-L010 (Date of Extraction: 06.04.2021)

		ACR 2019	ACR 2020
Outcome indicators			
	Total number of indicators in applicable log frame	11	11
Baselines	Nr. of indicators with any baselines reported	10	7
	Total nr. of baselines reported	10	9
Year-end targets	Nr. of indicators with any year-end targets reported	9	7
	Total nr. of year-end targets reported	9	9
CSP-end targets	Nr. of indicators with any CSP-end targets reported	9	7
	Total nr. of CSP-end targets reported	9	9
Follow-up	Nr. of indicators with any follow-up values reported	9	7

¹⁰⁸ A rapid analysis shows that one outcome indicator (*Proportion of children 6-23 months of age who receive a minimum acceptable diet*) listed in the logical framework of the CSP has not been reported on in the ACRs 2019 and 2020. Yet, the Country Office has informed that this indicator reflects the work done by the GOI. It was erroneously included in the ACRs and should not be part of WFP's results matrix in India.

	Total nr. of follow-up values reported	9	9
Cross-cutting indicators			
	Total number of indicators in applicable log frame	1	1
Baselines	Nr. of indicators with any baselines reported	n.d.	n.d.
	Total nr. of baselines reported	<i>n.d.</i>	<i>n.d.</i>
Year-end targets	Nr. of indicators with any year-end targets reported	n.d.	n.d.
	Total nr. of year-end targets reported	<i>n.d.</i>	<i>n.d.</i>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	n.d.	n.d.
	Total nr. of CSP-end targets reported	<i>n.d.</i>	<i>n.d.</i>
Follow-up	Nr. of indicators with any follow-up values reported	n.d.	n.d.
	Total nr. of follow-up values reported	<i>n.d.</i>	<i>n.d.</i>
Output indicators			
	Total number of indicators in applicable log frame	13	13
Targets	Nr. of indicators with any targets reported	13	13
	Total nr. of targets reported	23	26
Actual values	Nr. of indicators with any actual values reported	13	13
	Total nr. of actual values reported	23	26

There have been two different versions of the logical framework since the start of the CSP. Following the revision of WFP Corporate Results Framework (CRF), the first log frame of India CSP was revised. The CO provided approximate targets to CSS outcome indicators and end of CSP targets – as it was mandatory – in consultation with the SO managers and the RBB. As the current log frame indicators are not sufficient to capture the full spectrum of capacity strengthening work done in India, the evaluation team should complement this with the narrative included in the Annual Country Report as well as with specific case studies drawing from secondary data and interviews.

As of April 2021, the CSP log frame comprises 25 indicators (11 outcome indicators, 1 cross-cutting indicators, and 13 output indicators) – these are spread over three strategic outcomes and four activities. Of these, 1 outcome indicators and the 1 cross-cutting indicators were included across all logical framework versions. Yet, both Annual Country Reports available (2019 and 2020) have reported on most indicators of the second and more complete log frame version, which enables a trend analysis over time.

The log frame also includes gender equality as a cross-cutting area and one corresponding indicator, as it was the only cross-cutting indicator found relevant to measure the work done by WFP India. For instance, the indicator chosen, *i.e.*, the proportion of female members of decision-making entities is beyond WFP's control, as members of these entities are usually government officials. Yet, both 2019 and 2020 Annual Country Reports (ACRs) present a narrative section focusing also on the cross-cutting result related to progress made in relation to environment, and protection and accountability to affected populations, in addition to gender equality.

Some gaps were observed in the reporting of indicators. Activity 2, 3 and 4 present some inconsistencies in the reporting of some indicators from 2019 to 2020, in most cases due to the non-implementation of the project pertaining to a certain indicator during one of the two years. For those reported, in 2019, Activity 2 showed one data gap for follow-up data at outcome level, and Activity 4 had one gap for end of CSP target which was addressed in the 2020 reporting. On the other hand, Activity 1 has been thoroughly reported across 2019 and 2020.

Annex 5: Strategic Output Results (2019-2020)

	Indicator	Modality	Unit	2019		2020	
				Target value	Actual value	Target value	Actual value
Strategic Outcome 1: The most vulnerable people in India are better able to meet their minimum food needs all year round							
Activity 1: Provide policy inputs, advocacy and technical assistance to enhance the efficiency, targeting, service delivery, and supply chain of government programmes to improve access to food.							
Output C: Vulnerable people become aware of their entitlements and have improved access to assistance, as a result of convergence, improved targeting and service delivery, and optimized supply chains of social safety nets to meet their basic nutrient needs.							
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.4*.1: Number of government/national partner staff receiving technical assistance and training.	Institutional capacity strengthening activities	Individual	300	600	120	170
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	18	20	18	15
	C.5*.2: Number of training sessions/workshop organized.	Institutional capacity strengthening activities	Training session	6	11	8	15
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	22	18	14	11

C.7*: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support.	C.7*.1: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support.	Institutional capacity strengthening activities	Number	2	2	4	6
Output C: People benefitting from social safety nets become aware of, receive and create a demand for nutritious foods, including fortified foods.							
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	2	2	6	6
	C.5*.2: Number of training sessions/workshop organized.	Institutional capacity strengthening activities	Training session	Not reported	Not reported	6	6
Output C: Smallholder farmers, especially women, benefit from government programmes, including better supply chain/market integration, to increase their income and improve their sustainable livelihoods.							
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	1	1	3	2
	C.5*.2: Number of training sessions/workshop organized.	Institutional capacity strengthening activities	Training session	Not reported	Not reported	3	0
Strategic Outcome 2: People with high risk of malnutrition, especially women, children and adolescent girls, in India have improved nutrition by 2025.							
Activity 02: Support state and national governments to improve and integrate nutrition policy and programming, including enhanced quality, advocacy, and systematized approaches.							
Output C: Vulnerable people become aware of their entitlements and have improved access to assistance, as a result of convergence, improved targeting and service delivery, and optimized supply chains of social safety nets to meet their basic nutrient needs.							

C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.4*.1: Number of government/national partner staff receiving technical assistance and training.	Institutional capacity strengthening activities	Individual	3,000	3,588	625	1,095
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	1	1	15	15
	C.5*.2: Number of training sessions/workshop organized.	Institutional capacity strengthening activities	Training session	10	15	10	31
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	2	2	10	31
Output C: People in India benefit from the availability and affordability of fortified and nutritious food through supportive policy environment and enhanced food safety and quality standards to improve their micronutrient status.							
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	8	8	9	8
	C.5*.2: Number of training sessions/workshop organized.	Institutional capacity strengthening activities	Training session	100	103	5	9
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	10	20	1	3

Output E*: People benefitting from safety nets receive targeted and gender-responsive social and behavioral change communication to improve their consumption of nutritious diets, feeding and health practices, along with equitable sharing of responsibilities among men and women.							
E*.4*: Number of people reached through interpersonal SBCC approaches.	E*.4.1: Number of people reached through interpersonal SBCC approaches (male).	Individual capacity strengthening activities	Number	251,919	251,919	100,000	188,568
	E*.4.2: Number of people reached through interpersonal SBCC approaches (female).	Individual capacity strengthening activities	Number	251,918	251,918	100,000	188,569
E*.5*: Number of people reached through SBCC approaches using media.	E*.5.3: Number of people reached through SBCC approaches using traditional media (i.e., songs, theatre).	Individual capacity strengthening activities	Individual	908,522	908,522	200,000	377,137
	E*.5.4: Number of people reached through SBCC approaches using social media (i.e., Twitter, Facebook).	Individual capacity strengthening activities	Individual	Not reported	Not reported	400,000	442,884
Strategic Outcome 3: National and state institutions have enhanced capacity to deliver on SDG2 and key related targets and collaborate with regional and global partners towards SDG2							
Activity 03: Facilitate institutional capacity at various levels to generate, share and use evidence for coordinated SDG 2 planning, roll-out, and monitoring.							
Output C: Vulnerable people become aware of their entitlements and have improved access to assistance, as a result of convergence, improved targeting and service delivery, and optimized supply chains of social safety nets to meet their basic nutrient needs.							
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Analysis, assessment and monitoring activities	Unit	1	1	2	2
	C.5*.2: Number of training sessions/workshop organized.	Analysis, assessment	Training session	2	2	6	6

		and monitoring activities					
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Analysis, assessment and monitoring activities	Unit	6	9	7	7
C.7*: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support.	C.7*.1: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support	Analysis, assessment and monitoring activities	Number	1	1	2	1
Activity 04: Enable the Government of India and other countries to share knowledge and expertise and to provide disaster risk management services for the region.							
Output C: Vulnerable people become aware of their entitlements and have improved access to assistance, as a result of convergence, improved targeting and service delivery, and optimized supply chains of social safety nets to meet their basic nutrient needs.							
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	C.5*.1: Number of technical assistance activities provided	Institutional capacity strengthening activities	Unit	3	3	2	0
	C.5*.2: Number of training sessions/workshop organized	Institutional capacity strengthening activities	Training session	1	1	5	5

Source: ACR 2019 and 2020.

Annex 6: WFP India presence in years pre-Country Strategic Plan

		Year 2015	Year 2016	Year 2017	Year 2018
India relevant events		<p>NITI Aayog was established to replace Planning Commission of India.</p> <p>Prime Minister Narendra Modi launched 3 large-scale social security schemes.</p> <p>India launches its first space laboratory: Astrosat.</p>	<p>150-180 million public workers went on general strike against increasing privatization policies.</p>	<p>India becomes full member of Shanghai Cooperation Organisation.</p> <p>The Goods and Services Tax launched the biggest tax reform in history of India.</p> <p>Parliament passes bill for six months of paid maternity leave.</p>	<p>Supreme Court strikes down a colonial-era law to decriminalize gay sex.</p> <p>Over 30,000 farmers marched to Mumbai on 12 March to demand a complete loan waiver and the implementation of the MS Swaminathan Commission recommendations to safeguard farmers' rights.</p>
WFP interventions	India CSP (2015-2018)	<p>Activity type: Institutional capacity strengthening</p> <p>Total requirements: US\$ 25,503,889</p> <p>Total contributions received: US\$ 7.14 million</p> <p>Funding: 28%</p>			
Outputs at CO level	Food distributed (MT) 	n.a.	n.a.	n.a.	n.a.
	Cash distributed (USD) 	n.a.	n.a.	n.a.	n.a.
	Actual beneficiaries (number) 	n.a.	n.a.	n.a.	n.a.

Note: as ACRs for 2015, 2016 and 2017 are not available, figures are reported for the full CSP cycle.

Source: [India CSP 2015-2018](#) and [India Country Brief, December 2018](#)

Annex 7: CSP India 2019-2023 Line of Sight¹⁰⁹

Line of Sight for India All		
Country Strategic Plan Excl. DSCI/ISC \$16,913,752		
DSC \$1,888,428		
ISC \$1,222,142		
Total Country Strategic Plan \$20,024,321		
WFP Strategic Goal 1 (SDG2)		WFP Strategic Goal 2 (SDG17)
Support countries to achieve zero hunger		Partner to support implementation of the SDGs
\$10,347,529		\$6,566,223
WFP Strategic Objective 1	WFP Strategic Objective 2	WFP Strategic Objective 4
End hunger by protecting access to food	Improve nutrition	Support SDG implementation
\$3,998,788	\$6,348,742	\$6,566,223
WFP Strategic Result 1 (SDG Target 2.1)	WFP Strategic Result 2 (SDG Target 2.2)	WFP Strategic Result 5 (SDG Target 17.5)
Everyone has access to food	No one suffers from malnutrition	Countries have strengthened capacity to implement the SDGs
ROOT CAUSES	ROOT CAUSES	ROOT CAUSES
Strategic Outcome 01	Strategic Outcome 02	Strategic Outcome 03
The most vulnerable people in India are better able to meet their minimum food needs all year round	People with high risk of malnutrition, especially women, children and adolescent girls, in India have improved nutrition by 2025.	National and state institutions have enhanced capacity to deliver on SDG 2 and key related targets and collaborate with regional and global partners towards SDG 2
\$3,998,788	\$6,348,742	\$6,566,223
Provide policy inputs, advocacy and technical assistance to enhance the efficiency, targeting, service delivery, and supply chain of government programmes to improve access to food. \$3,998,788;	Support state and national governments to improve and integrate nutrition policy and programming, including enhanced quality, advocacy, and systematized approaches. \$6,348,742;	Facilitate institutional capacity at various levels to generate, share and use evidence for coordinated SDG 2 planning, roll-out, and monitoring. \$3,239,455; Enable the Government of India and other countries to share knowledge and expertise and to provide disaster risk management services for the region. \$3,326,768;

¹⁰⁹ The India CSP was designed to cover the timeframe 2019-2023. However, it will be shortened by one year, and therefore end in 2022, to align with the new United Nations Sustainable Development Framework, planned to start in 2023.

Annex 8: Communication and Knowledge Management plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM		April 2021	April 2021
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		May 2021	May 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		June 201	July 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		September 2021	September 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	January 2022	January 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	February 2022	February 2022

		<ul style="list-style-type: none"> Partners/civil society /peers/networks 					
Dissemination	Evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Email Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation network platforms (UNEG, ALNAP) Newsflash 	EM	CM	March 2022	March 2022
Dissemination	Management response	<ul style="list-style-type: none"> WFP EB/governance/ management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society/peers/networks 	<ul style="list-style-type: none"> Web (WFP.org, WFPgo) KM channels 	EB	EM	April 2022	April 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> ED/WFP management 	<ul style="list-style-type: none"> Email 	EM		June - October 2022	June - October 2022
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries 	<ul style="list-style-type: none"> Presentation 	EM	CM	June - October 2022	June - October 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries 	<ul style="list-style-type: none"> Presentation 	EM	CM	June - October 2022	June - October 2022
Dissemination	Report communication	<ul style="list-style-type: none"> Oversight and Policy Committee (OPC) Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> Email 	EM		June - October 2022	June - October 2022

Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	November 2022	November 2022
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM		November 2022	November 2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	November 2022	November 2022
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM		November 2022	November 2022
Dissemination	Infographics & data visualization	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM	November 2022	November 2022

Annex 9: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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?					
1.1 To what extent is the country strategic plan 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	<ol style="list-style-type: none"> 1. Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans 2. Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans 3. Degree of involvement of Government in the preparation of the CSP 4. Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ol style="list-style-type: none"> 5. WFP CSP and consecutive budget revision documents 6. Zero Hunger Review 7. Government policies, plans and programmes including, among others: i) ... 8. ... <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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"> 9. Degree of matching between CSP strategic outcomes and national SDG goals and targets 10. Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> 11. WFP CSP and consecutive budget revision documents 12. National SDG Framework 	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"> 13. Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans 14. Degree of matching of CSP activities and priority interventions set out in subnational government strategies and plans 15. Degree of involvement of subnational governments in the preparation of the CSP 16. Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> 17. WFP CSP and consecutive budget revision documents 18. Zero Hunger Review 19. Subnational government strategies, plans and programmes including, among others: i) ... 20. ... 21. Senior subnational government officials 	<p>Document review</p> <p>Semi-structured interviews</p>	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.2 To what extent did the country strategic plan 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 country strategic plan in light of changing context, national capacities, and needs?					
1.4 To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan 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)?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					
2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent 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?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the country strategic plan 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 country strategic plan?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis

Annex 10: Approved Country Strategic Plan document

[India Country Strategic Plan \(CSP\) \(2019-2023\)](#)

Annex 11: Terms of Reference and proposed members for the CSPE's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on the draft evaluation report and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition:

India Country Office	
Country Director	Bishow Parajuli
Deputy Country Director/ Head of Programme/ CSPE focal point	Eric Kenefick
Head of Evidence and Results Unit	Abhay Kumar
Sustainable Development Goals Manager	Pradnya Paithankar
Bangkok Regional Bureau	
Regional Nutrition Adviser	Britta Schumacher
Regional Gender Advisor	Julie MacDonald
HQ	
Programme Policy Officer, South-South and Triangular	Carola Kenngott
Programme Policy Officer, Country Capacity Strengthening	Daniel Dyssel

Keep in copy:

Yumiko Kanemitsu – Regional Evaluation Officer

Anthea Webb – Deputy Regional Director

Annex 12: Key evaluations and other studies covering or relevant to WFP India CSP

Category	Title
Evaluations	<ul style="list-style-type: none"> • Policy Evaluation of the WFP People Strategy (2014-2017), WFP 2020 • Strategic Evaluation of Funding WFP's Work, WFP 2020 • Evaluation of the WFP South-South and Triangular Cooperation Policy, WFP 2021 • Evaluation Synthesis on Country Capacity Strengthening from Decentralized Evaluations, WFP 2021 • Decentralized Evaluation of the Target Public Distribution Reforms Project in Bhubaneswar, WFP 2019 • End line Assessment of Fortification of Mid-day Meal Project in Dhenkanal, Odisha, WFP 2019 • India Country Programme Evaluation, IFAD 2016 • India Country Programme Evaluation, UNFPA 2016
Audits	<ul style="list-style-type: none"> • Internal Audit of WFP Operations in India, WFP Internal Audit, WFP 2016
Other studies	<ul style="list-style-type: none"> • Endline Review of Rice Fortification, Odisha, WFP 2016 • Building Efficient Paddy Procurement and Supply Chain Systems for the Targeted Public Distribution System in Odisha, WFP 2017 • Mid-Term Review (MTR) of CSP 2015-2018, WFP 2016 • Baseline Assessment for Fortification of Nutrimix in selected Panchayats of Wayanad, Kerala, WFP 2018 • Baseline Assessment of Fortification of Mid-day Meal projects in Dhenkanal, Odisha, WFP 2018 • Policy Review and Situational Analysis for SDG 2 RoadMap, WFP & Public Health Foundation 2018 • Lessons Learned from CSP 2015-2018 (internal report) WFP 2019 • Optimisation of Supply Chain of Targeted Public Distribution System in Dhenkanal, Odisha, WFP 2019 • Review of Take-Home Rations under the Integrated Child Development Services in India, WFP 2020

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- [Global Hunger Index \(2020\). India](#)
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- [GOI – Department of Empowerment of Persons with Disabilities](#)
- [GOI – Ethnicity of India](#)
- [GOI – Governance and Administration](#)
- [GOI – India at a glance](#)
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Annex 14: Acronyms

ADB	Asian Development Bank
ACR	Annual Country Report
AAP	Accountability to Affected Population
BR	Budget Revision
CD	Country Director
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
CO	Country Office
CP	Country Programme
CPB	Country Portfolio Budget
CRF	Corporate Results Framework
CS	Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DE	Decentralized Evaluation
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GNI	Gross National Income
GOI	Government of India
HQ	Headquarters

HR	Human Resources
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
IR	Inception Report
IRG	Internal Reference Group
IRM	Internal Road Map
LTA	Long Term Agreement
MoHA	Ministry of Home Affairs
MoSPI	Ministry of Statistics and Programme Implementation
M&E	Monitoring and Evaluation
NDS	National Development Strategy
NGO	Non-governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PRO-T	Technical Assistance and Country Capacity Strengthening Service
RB	Regional Bureau
RBB	Regional Bureau in Bangkok
RD	Regional Director
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team Leader
ToR	Terms of Reference

TPDS	Targeted Public Distribution System
UIS	UNESCO Institute for Statistics
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children’s Emergency Fund
UNSD	United Nations Statistics Division
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar
UT	Union Territory
VAM	Vulnerability Analysis and Mapping
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation

World Food Programme

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