

Evaluation of WFP's support to smallholder farmers and expanded portfolio across the agriculture value chain in Bhutan from January 2019 to June 2021.

Decentralized Evaluation Terms of Reference

WFP Bhutan Country Office



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1. Background

1. These Terms of Reference (TOR) are for the mid-term evaluation of WFP's support to smallholder farmers through an expanded portfolio across agriculture value chains in Bhutan. They were prepared by the WFP Bhutan Office based on an initial document review and consultation with stakeholders including the Ministry of Agriculture and Forests of the Royal Government of Bhutan (MoAF), Ministry of Education (MOE), Ministry of Health (MOH), and WFP's Country and regional UN and donor counterparts. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. The evaluation is commissioned by the WFP Bhutan Country Office and will cover the period from January 2019 to June 2021. It coincides with and will complement the Mid-Term Review (MTR) of WFP's implementation of its Country Strategic Plan (2019-2023) and support to MoAF preparations for the UN Food Systems Summit. It will contribute to informing WFP's expanding role as the leading agency for food, agriculture and nutrition contributing to the Royal Government of Bhutan's Zero Hunger efforts (Sustainable Development Goal – SDG – 2) under the United Nations Sustainable Development Partner Framework (UNSDPF) (2019–2023) for Bhutan.
3. This is an Activity evaluation. The findings and recommendations will feed into the strategic formulation and implementation of Activity 1 of the WFP Bhutan Country Strategic Plan (CSP) (2019 – 2023): *'Assist the Government in its transition to a national school nutrition programme based on an integrated approach to school feeding that connects school feeding to nutrition education, school health and school agriculture and embeds gender, environmental and social safeguards in all activities, with strengthened supply chains and the optimization of school nutrition infrastructure'*. This represents the largest and increasingly strategic Activity in the current CSP.
4. The evaluation will be guided by WFP's support to the Royal Government of Bhutan that commenced in 2019 with a focus on supporting national policy development and pilot agriculture and food systems activities linking smallholder farmers to Government provision of nutritious food under its national school and wider institutional feeding programmes. Following a series of policy dialogues in 2019, and on the request of Government as part of its COVID-19 response under the National Economic Contingency Plan (NECP, 2020), these agriculture value chain activities expanded rapidly in 2020 to cover four of the Country's most vulnerable districts that are to be covered by the evaluation including Trongsa, Zhemgang, Lhuntse and Samtse.
5. Trongsa and Zhemgang are located in central Bhutan, Lhuntse in eastern and Samtse in the south. Each district represents a different agro-ecological zone. They are also among the poorest districts as per the 2018 national economic census and 2017 Poverty Assessment Report. Direct and indirect beneficiaries are smallholder farmers, at least 60 percent of them women who have been targeted with support to enhance agricultural production, post-harvest management and marketing toward an overall objective of enhancing household income and job creation. WFP investments include USD 145,000 to support the 2019 to 2020 work plan alongside USD 200,000 additional sources to support an agriculture stimulus plan under the NECP and Bhutan's COVID-19 response. Funds have been distributed equally across the four target districts with activities managed in partnership with local government offices and implementing agencies.
6. With WFP in the process of expanding its agriculture portfolio and role in leading Zero Hunger efforts to support the Royal Government of Bhutan, this Activity evaluation is primarily

developmental. The TORs are therefore designed to ensure the evaluation findings, conclusions and recommendations provide a clear strategic direction for the Country Office both with respect to the current CSP (2019 – 2023) and the second generation CSP that will continue beyond 2023.

7. The evaluation started in March 2021 with preparation of these TOR. They will be followed by inception phase in June-August and field work up to October. The final evaluation report will be submitted in January 2022 for approval by March 2022 and will provide a critical input into the planned CSP Evaluation in 2022.

1.2. CONTEXT

1. Bhutan is a landlocked country located in the Eastern Himalayas between China and India with a total surface area of 38,394 km². The estimated population of 764,940 in 2015 included representatives from across a significant number of ethnic and linguistic groups. While the country has achieved solid growth of its economy by managing its natural resources, foreign exchange remains reliant on exporting hydroelectric power leading to demands for economic diversification.
2. Guided by the national philosophy of “Gross National Happiness”, Bhutan’s Average annual Gross Domestic Product (GDP) growth has averaged 7.5 percent since the early 1980s. Gross National Income (GNI) per capita, at \$3,080 in 2018, is now three times the threshold for lower middle-income countries and only 10 percent below the threshold for upper-middle income countries. Poverty in 2011 measured using the \$3.20 poverty line has declined from 36 percent in 2007 to 12 percent in 2017.¹
3. A key driver of poverty reduction has been a government focus on extending rural roads that has reduced the isolation of many rural communities and increased access to schools, health care and extension services, and markets. Access to health services has contributed to a reduction in the maternal mortality rate from an estimated 430 deaths per 100,000 live births in 2000 to 183 in 2017.² Life expectancy has also increased from 32 years in 1960 to 69 in 2016.³ Access to schools means that fewer than 2 percent of girls and boys aged 6–16 are out of school, with equal participation of girls from pre-primary to grade 10 levels. Clean energy services have reduced women’s work burden for fuelwood collection and household tasks in many areas of the country.
4. Nevertheless, nutrition in Bhutan presents a mixed picture. The country faces a triple burden of undernutrition, micronutrient deficiencies and obesity. Stunting remains stubbornly high at 21 percent while obesity has increased to 11.4 percent and with 33.5 percent of the population overweight.⁴ Conversely areas of child nutrition have improved in recent years with wasting and underweight prevalence reduced to 4 and 9 percent respectively.

¹ Royal Government of Bhutan, 2017. Bhutan Poverty Analysis Report

² World Health Organisation, 2018. RMNCAH Factsheet. Available at, https://www.who.int/gho/maternal_health/countries/btn.pdf?ua=1

³ World bank, 2016. Datacatalog.org

⁴ Ministry of Health, 2015. National Nutrition Survey

5. Micronutrient deficiencies remain a major public health issue. Anaemia, a proxy indicator for micronutrient deficiencies, is at 44 percent for 6-59 months old children. Over 35 percent of non-pregnant women and 31 percent of adolescent girls are anaemic - an important indicator of future health as 6 percent of girls are married by the age of 15, and 26 percent by the age of 18. More than 1 in 5 preschool aged children and 17 percent of pregnant women are deficient in Vitamin A. Non-communicable diseases (NCD) continue to be the main health burden in the country, responsible for 69 percent of Bhutan's disease burden and 71 percent of deaths in 2019 caused by hypertension, cardiovascular diseases, cancer and diabetes.⁵
6. Economic growth has slowed to 3.8 percent in 2019 and has been affected by the COVID-19 pandemic and climate change. The need for further progress in eradicating poverty – and preventing people from falling back into poverty – is recognised.
7. With 51 percent of the population reliant on agriculture for their livelihoods (of which 28.1 percent are females and 23.1 percent males) convergence between poverty-eradication and natural resource management is reflected in the 12th Five Year Plan (2018-2023) which seeks to transition Bhutan from Least Developed Country status by 2023. Bhutan currently imports 50 percent of all food consumed nationally. The Macroeconomic Stability and Water, Food and Nutrition objectives of the 12th Five Year Plan (2018-2023) guides Bhutan's SDG2 Zero Hunger commitments by seeking to reduce this dependency while ensuring food self-sufficiency through sustainable agricultural commercialization, natural resource use, and nutrition sensitive food production.
8. Employment in agriculture consists mainly of self-employed small-scale subsistence farming with low productivity and often very limited value addition/processing. Some key challenges Bhutan faces in achieving food self-sufficiency, a balanced nutritious diet and sustainable resource use include,
 - Only 2.6 percent of the land area is available for arable agriculture.
 - Bhutan remains highly vulnerable to climate change with projected rainfall variability and increases in extreme weather events expected to jeopardize food production.
 - Food consumption of key food groups has worsened in recent years. 60 percent of proteins are consumed relative to food-based dietary guidelines, 54 percent of leafy vegetables and just 23 percent of fruits. In contrast the average Bhutanese consumes 161 percent of fats and oils relative to the guidelines and 128 percent of starchy staples.⁶
 - Marketing of agriculture produce remains a challenge in terms of aggregation, quality control, post-harvest handling and packaging, storage, transportation and connecting to viable markets. Risks to infrastructure connecting farmers to markets and supply chains from heavy rainfall and landslides are commonplace and exacerbated by regular seismic events.
 - The Covid-19 pandemic has exacerbated price fluctuations and price rises, restricted supply of agricultural inputs, reduced the labour force and caused increases in food storage losses and food waste leading to scarcity in certain commodities.

⁵ Ministry of Health, 2019. Annual Health Bulletin

⁶ Dizon, F., Wang, Z. and Mulmi P. 2021. The Cost of a Nutritious Diet in Bangladesh, Bhutan, India, and Nepal. World Bank, Policy Research Working Paper 9578.

- Knowledge management, documentation of lessons learned and scale-up of successful agriculture models is yet to be used to leverage opportunities in Bhutan's agriculture sector.
9. Despite policy guarantees of gender equality in Bhutan, the country ranked 131 out of 153 countries in the Global Gender Gap Report 2020 with structural and cultural norms continuing to pose barriers to the realization of both gender equality and food consumption targets. Though equal wage earning is guaranteed among men and women, fewer women participate in economic activities largely due to cultural reasons. These concerns are particularly acute in rural areas where 83.3 percent of all rural working women are engaged in agriculture compared to 66 percent of men. Strategies to build gender equality and women's empowerment within agriculture will therefore be pivotal to reducing the national Gender Gap.
 10. More than half of the population in Bhutan is below the age of 24 and youth unemployment rates are high at 11.9 percent compared to the overall unemployment rate of 2.7 percent (National Statistical Bureau, 2019). Providing profitable job opportunities for the rural youth is considered key to mitigating the emerging issue of rural to urban migration while rejuvenating agricultural sector and reducing urban poverty.
 11. There are numerous ethnic groups in Bhutan, and no one group constitutes a majority of the Bhutanese population. The Bhutanese are of four main ethnic groups, which themselves are not necessarily exclusive: Ngalop of western and northern Bhutan; the Sharchop of eastern Bhutan; the Lhotshampa concentrated in southern Bhutan; and Bhutanese tribal and aboriginal peoples living in villages scattered across the country. Recognised differences in agricultural practices, consumption habits and gender-related inheritance are evident across all ethnic groups.
 12. WFP's support to climate resilient agriculture and food system in Bhutan undertakes to supplement and complement the efforts of development partners and the Government's efforts in achieving the objectives of the current 12th five year plan to promote commercialisation, agribusiness development and diversification while ensuring food self-sufficiency, through a value chain approach., Bhutan's development partners for agricultural development include the Food and Agriculture Organisation (FAO), International Fund for

Box 1. Bhutan's Agricultural Development Partners

FAO's work plan links to the national 12th Five-Year Development Plan. The Food Security and Agriculture Productivity Programme aims to raise agricultural production across 6 western and southern districts.

IFAD's ongoing Commercial Agriculture and Resilient Livelihoods Enhancement Programme operates across six eastern districts.

UNDP supports the agriculture sector with support on environment, climate change and livelihoods and is implementing a Green Climate Fund supported project 'Supporting Climate Resilience and Transformational Changes in the Agriculture Sector in Bhutan'.

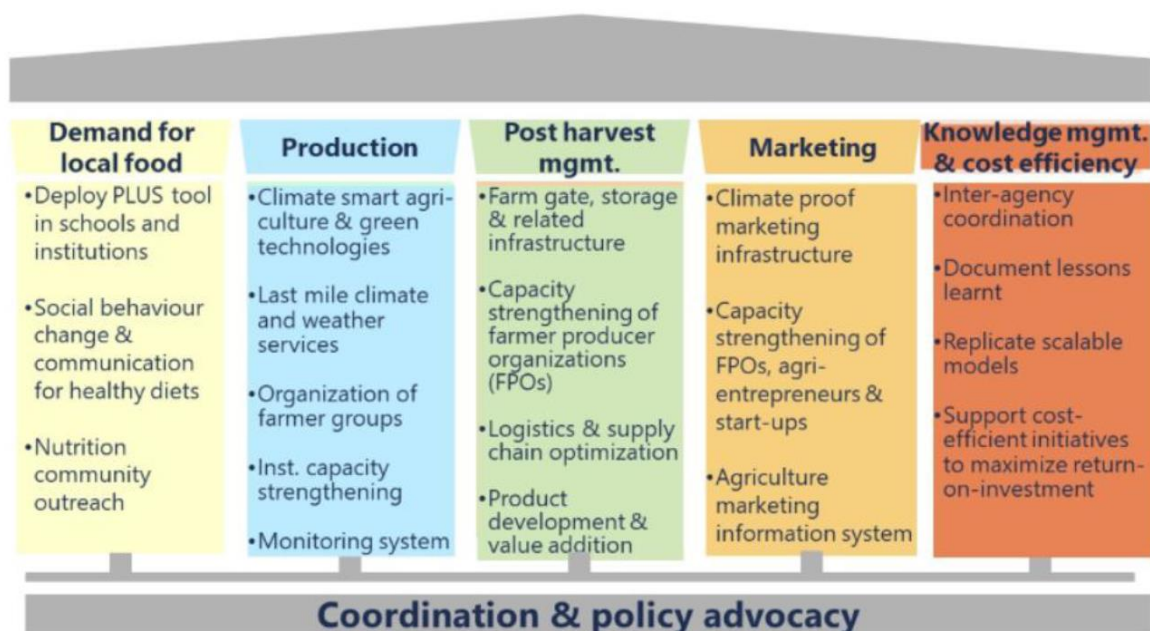
JICA is focusing on agricultural and rural village development with support in farm machinery, farm road and irrigation infrastructure, and agriculture research and development.

The EU's Development Cooperation Instrument has invested €42 million with 'sustainable agriculture and forestry' as one of its main components.

Agricultural Development (IFAD), United Nations Development Programme (UNDP), European Union (EU), International Finance Corporation (IFC), Japanese International Cooperation Agency (JICA), KOICA, World Bank and Government of India, who represent Bhutan's largest bilateral development partner. Examples of their assistance programmes in the agriculture sector are provided in Box 1.

13. Significant challenges have been posed by the National response to combat the effects of the COVID-19 pandemic. This has included two national lockdowns averaging a month; the zoning of the country into red, yellow and green zones; social distancing protocols; and enforcement of international and national travel restrictions affecting the movement of people and goods. This has led to stock-outs in agriculture seed and input supplies to farmers, and limited access for capacity building. Higher transportation costs have increased and farm input and food costs and interrupted value chains.
14. Drawing on these issues, and in support of the 12th Five Year Plan (2018-2023), WFP has agreed to become the inter-agency lead in agriculture and assume a knowledge management and coordination role among UNSDPF partners. The national framework for this role is Bhutan's 21st Century Economic Roadmap and Rural Natural Resources Strategy for 2040 (RNRS) that guide the framing of Bhutan's national SDG2 related policies and programmes. WFP's strategic framework for alignment of its agricultural assistance with the RNRS in Bhutan is summarised in Figure 1.

Figure 1: Strategic framework for WFP assistance to the agriculture sector in Bhutan⁷



⁷ WFP's PLUS tool is a digital solution to support nutritious school menu selection. See, <https://innovation.wfp.org/project/plus-school-menus>

2. Reasons for the evaluation

2.1. RATIONALE

15. The purpose of this developmental evaluation is to support strategic planning, learning, and accountability. It will benchmark WFP's agriculture portfolio against Bhutan's COVID-19 response and 12th Five-Year Plan (2018-2023) that introduced strategies to "*enhance food self-sufficiency and Renewable Natural Resources sector transformation through sustainable resource management*". This will include examination of how effectively WFP responded to Government requests that it should develop a food systems portfolio that systematically promotes a sustainable and economically viable agriculture sector.⁸
16. Specifically, the evaluation is being commissioned to:
- i. Assess and draw lessons from WFP assistance to the agriculture sector under the current CSP 2019-2023 that followed the handover of the school feeding programme to Government at the end of 2018 and sought to reinforce farm-to-school linkages, strengthen local economies, and give students access to more diverse and healthy locally produced foods.
 - ii. Establish the extent to which the skills and knowledge passed on by WFP to MoAF and MOE at the national and local levels, including as part of the COVID-19 response, were adopted and put to use, and whether this translated to support for farmer-to-school supply chain linkages.
 - iii. Build a clear contextual understanding of the wider role WFP and Government play in ensuring gender equality and women's empowerment, climate smart agriculture, and nutrition sensitive agriculture act as interlinked drivers for a more sustainable, productive and nutritious food system in Bhutan that benefits women, men, girls and boys, and people living with disabilities.
 - iv. Identify and review how innovation opportunities have been promoted as part of efforts to integrate digitalisation in supply chain management and support market-responsive agricultural systems.
 - v. Assess the alignment of current and potential future agriculture and food systems contributions to Bhutan's 12th Five Year Plan (2018-2023) in order to determine the potential for scaling up and identify which areas and what scope this should take.
17. The WFP Bhutan Office will use the findings to assess and inform its positioning as the UN's inter-agency lead on agriculture and SDG2 under the UNSDPF (2018-2023). Together with its Government, UN and donor counterparts WFP will use the learning to develop strategies that will help Government incentivise food production and food and nutrition self-sufficiency. Attention will be given to alignment with the Economic Contingency Plan 2020 and national Build Back Better agenda for enhancing national resilience in the emerging context of the COVID-19 pandemic.

⁸ While the pandemic is an era-defining challenge to Bhutan, it is perceived nationally as an opportunity to turn "the need of the hour" into "the need of the nation" and address structural issues affecting Bhutan's agriculture sector and develop opportunities for deep-rooted transformational change.

18. The evaluation will complement and support the planned MTR of WFP's current CSP with an in-depth analysis of WFP's specific engagement and learning in climate smart and nutrition sensitive agriculture, including their gender mainstreaming aspects. By building on MoAF-led contributions to the 2021 UN Food Systems Summit, it will also ensure the evaluative learning is coherent with capacity strengthening requests of emerging Government-led policy and operational initiatives.

2.2. OBJECTIVES

19. This evaluation will serve the dual reinforcing objectives of accountability and learning:

- **Accountability** – The evaluation will assess and report on the performance and results of WFP's support to building smallholder farmer-to-school supply chain linkages in Bhutan, as well as its expanded portfolio across the agriculture value chain that formed part of the national COVID-19 response under the National Economic Contingency Plan (2020).
- **Learning** – Emphasis will be given to assessing the reasons why results were achieved or not to draw lessons, derive good practices and pointers for learning. These evidence-based findings will inform WFP's operational and strategic decision-making and enhance future agriculture and school feeding activities in support of Government and WFP's UNSDPF commitments.

20. Emphasis will be given to the learning objective. The primary aim of the evaluation is to inform strategic decisions for the remaining period of the current CSP and to develop recommendations and a roadmap towards the 2nd Generation CSP (2G-CSP) in 2023. Specifically, this evaluation will:

- i. Determine if the Technical Assistance support provided by WFP to Government was in line with the objectives agreed in the handover of school feeding under Activity 1 of the CSP in 2019 and subsequent requests for WFP expansion of its agriculture portfolio in 2020.
- ii. Assess Activity performance in promoting and supporting emerging farmer-to-school linkages and supply chain innovation in Bhutan, including with respect to the mainstreaming of gender equality and women's empowerment (GEWE), and accountability to affected populations (AAP);⁹
- iii. Provide opportunities for learning on how to strengthen food systems in Bhutan and the role of WFP in line with its 12th Five Year Plan (2018-2023), the related UNSDPF (2018-2023), the National Economic Contingency Plan 2020 and Build Back Better agenda.
- iv. Provide WFP Regional Bureau Bangkok with insights on how WFP should position itself to best provide SDG2 related Technical Assistance to national governments in countries receiving limited donor support and in line with national UNSDPF (2018-2023) agreements.

⁹ WFP, 2015. Gender Policy 2015-2020. WFP/EB.A/2015/5-A. The four Objectives include, (i) *Food assistance adapted to different needs*; (ii) *Equal participation*; (iii) *Decision-making by women and girls*; and (iv) *Gender and protection considerations*.

2.3. STAKEHOLDER ANALYSIS

21. As a developmental evaluation, the methodology will prioritise the engagement and participation of national stakeholders in informing the analysis. The Ministry of Agriculture and Forests (MoAF), Ministry of Education (MOE), Ministry of Health (MOH) and Gross National Happiness Commission (GNHC) are primary stakeholders with a direct interest to learn and apply the lessons in line with Bhutan’s strategic national interests as agreed in the 12th Five Year Plan (2018-2023). Likewise, the UN Country Team (UNCT) and Rome Based Agencies (Food and Agriculture Organisation – FAO; International Fund for Agricultural Development – IFAD) will be primary stakeholders and participants in the evaluation process due to their shared desire to use the evaluation to guide joint implementation of the UNSDPF (2018-2023) and respond to Government priorities. Interested multilateral and bilateral agencies will include the Korea International Cooperation Agency (KOICA), World Bank and European Union.
22. The WFP CO will be the primary user of the evaluation. To support developmental aspects, the evaluation will include an extended period of in-country engagement to ensure the perspectives of beneficiaries and stakeholders are recognised such that the conclusions and recommendations support smallholder farmers, service providers and food consumers including women, men, boys and girls from different ethnic groups. Table 1 summarises the preliminary stakeholder analysis that will be updated in the inception phase.

Table 1: Preliminary Stakeholder analysis¹⁰

Stakeholders	Interest in the evaluation and likely uses of the evaluation findings
WFP INTERNAL STAKEHOLDERS	
Bhutan Country Office (CO)	Responsible for positioning WFP in the agriculture sector in Bhutan and the planning and implementation of country level activities. It has a direct stake in the evaluation to inform strategic, policy and operational decision-making. The CO has to account for the results achieved and its partner relations and is keen to generate lessons to inform its future planning and drafting the 2G-CSP.
Regional Bureau Bangkok (RBB)	Responsible for CO oversight and technical guidance and support, RBB management has an interest in an independent analysis of CO operational performance, strategic direction and transferable learning to support other country offices. Regional Evaluation Officers will support the CO to ensure evaluation integrity, quality, credibility and utility.
WFP HQ - Food Systems, School Feeding, Nutrition, Gender, Country Capacity	WFP’s HQ technical units (and their regional counterparts) are responsible for issuing and overseeing the rollout of normative guidance on programme themes, activities and modalities, as well as overarching corporate policies and strategies. They will have an interest in the evaluation lessons inter-linking WFP country

10 For the design of evaluation criteria and question reference was made to WFP OEV Terms of Reference for Evaluation of WFP’s Response to the COVID-19 Pandemic (2020-2021). https://docs.wfp.org/api/documents/WFP-0000122257/download/?_ga=2.128813644.1122235149.1622181318-1585466752.1618506749, Page 14-15

Strengthening and Supply Chain Units	capacity strengthening and programme support to national food systems policies and practices to end hunger
Office of Evaluation (OEV)	OEV has a stake in ensuring the evaluation delivers credible and useful findings, conclusions and recommendations of high quality, and respects provisions for impartiality and accountability to national and regional stakeholders as identified in the evaluation policy.
WFP Executive Board (EB)	The WFP governing body has an interest in being kept informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Government	The Ministry of Agriculture and Forests (MoAF), Department of Agriculture (DOA), Department of Agriculture Marketing & Cooperatives (DAMC) and Council for Renewable Natural Resources (RNR) transitioning agriculture to support self-sufficiency and value chain development. District Agriculture and Livestock Offices and local authorities are looking for support to agriculture and nutrition for value chain development and food self-sufficiency. The Ministry of Education (MoE) is interested in understanding farmer-to-school linkages and provision of nutritious school meals. The Ministry of Health (MoH) is interested in improving the nutrition status and social and behaviour change on food use among Bhutan citizens. The Statistical Division (RSD) and Gross National Happiness Commission (GNHC) have a direct interest to learn and apply the lessons from WFP activities in the government programmes and national use of metrics for tracking progress. The GNHC is also interested in harmonizing the actions of UNSDPF partners and actions related to country capacity strengthening, handover and sustainability.
Food Corporation of Bhutan Limited (FCB)	The FCBL is Bhutan's centralized procurement and distribution system for supply of essential food across the country. It was registered as the first State owned Enterprise under the Companies Act of the Kingdom of Bhutan. It operates a diversified business approach that includes engaging in trading of fast-moving consumer goods to enhance revenue generation and support for its social responsibilities
Resident Coordinator's Office (RCO)	To help government deliver its developmental objectives the RCO harmonizes UN agency contributions through the UN Country Team (UNCT) to support the 12 th Five Year Plan (2018-2023) and ensure WFP programmes contribute to UN common efforts as agreed in the UNSDPF and Annual Work Plan.
Donors - EU, IFC, JICA, KOICA, World Bank	WFP operations are funded by a number of donors with an interest in knowing whether WFP Activity 1 interventions and the subsequent emergence of a wider agriculture portfolio have been effective and managed efficiently as well as in learning relevant to their strategies and programmes. Donors and financing institutions are also interested in mapping agency investments in the agriculture sector to promote synergy.
Development Partners Rome Based Agencies and UNDP	Under the UNSDPF, and in agreement with Government and the UNCT, WFP is providing coordination support to UNCT development partners engaged in agriculture including the Rome Based Agencies (FAO, IFAD), International Trade Centre (ITC), UNDP and the World Bank who are interested in lessons learned and best practises, joint needs assessments, a common understanding of agency programmes and their roles and opportunities for future partnerships that offer mutual value addition.
NGOs Tarayana Foundation	Tarayana Foundation is WFP's primary national NGO partner supporting Activity 1 implementation. The evaluation results will be used to support future civil society implementation modalities, strategic orientation and partnership arrangements.

Beneficiaries	For the WFP agriculture sector support under CSP Activity 1 smallholder farmers and women, men, boys and girls accessing meals in government institutions are the indirect beneficiaries. In 2020 WFP assisted 1190 women and men smallholder farmers as food providers to these institutions. With Government requests for the expansion of WFP agriculture, food systems and nutrition the evaluation will draw on the perspectives of women, men, boys and girls from different ethnic groups alongside cooperatives, farmer organisations and women's groups to determine appropriate recommendations.
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23. The Royal Government of Bhutan, through the National Commission for Women and Children (2019) is committed to ensuring gender equality and equitable socio-economic development of women and men, boys and girls. Likewise, WFP, through its Gender Policy (2015-2020) and associated Gender Action Plan and Gender Transformation programme is committed to ensuring gender equality and women's empowerment across all activities including with respect to Gender and Protection and Accountability to Affected Populations. The participation of, and consultation with women, men, boys and girls from different ethnic groups and people with disability during the evaluation process will be built into the evaluation design to ensure all perspectives are considered.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

24. This Activity evaluation will explore changes in *“WFP’s support to smallholder farmers and expanded portfolio across the agriculture value chain in Bhutan from January 2019 to June 2021”*. Partners to the evaluation will include the Ministry of Agriculture and Forestry and Ministry of Education as well as the Rome Based Agencies and Resident Coordinator’s Office.
25. To enhance accountability, learning, and support strategic planning in a dynamic environment, it will adopt a developmental evaluation approach,¹¹ that will benchmark WFP’s agriculture portfolio against Bhutan’s COVID-19 response under the Economic Contingency Plan for the 21st Century and the 12th Five-Year Plan (2018-2023). This will include examination of:
- i. The relevance and coherence of agriculture-related activities undertaken between January 2019 and June 2021 as outlined under Activity 1 of the CSP (2019-2023);
 - ii. How WFP responded to Government requests that it should develop a food systems portfolio that systematically promotes a sustainable and economically viable agriculture sector; and,
 - iii. CO efforts to develop partnerships with Government departments, parastatal entities such as the Food Corporation of Bhutan, and Rome Based Agencies under the guidance of the UNCT.

¹¹ Patton, M. (2011). Developmental evaluation applying complexity concepts to enhance innovation and use. New York, NY: Guilford Press.

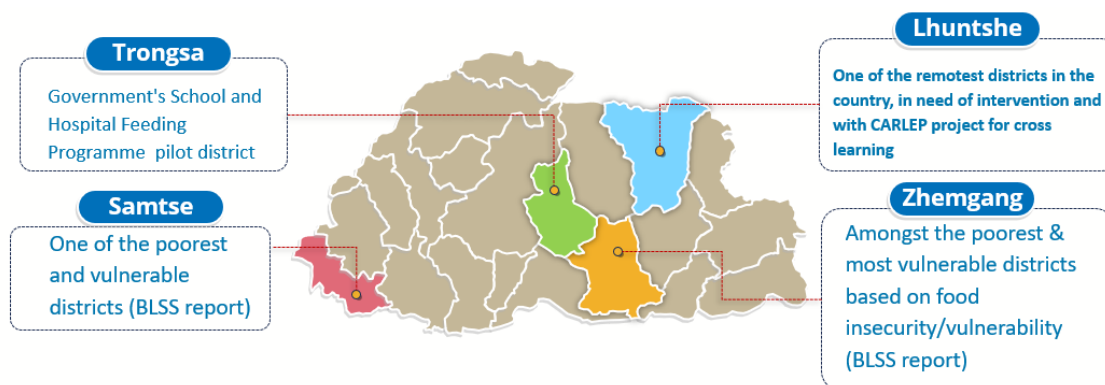
26. A summary of planned Activities, Outputs and Outcomes for the initial CSP Activity 1 is included in Annex 2. No amendment has been made to the WFP CSP in line with Government requests but will be considered in the light of the evaluation conclusions and recommendations. To this end, and in the absence of any WFP logical framework and/or theory of change for the original CSP Activity 1, the Evaluation will develop an intervention logic appropriate to the current and emerging properties of the agriculture portfolio that may also be used to support future programming. This will include consideration of WFP assistance in agriculture as outlined in Figure 1 alongside inter-agency coordination, knowledge sharing and supply chain optimization through digitalisation.
27. A number of gender, equity and inclusion dimensions can be identified in relation to the evaluation subject. Examples include: lower mobility and livelihood diversification among women living in rural areas; limited engagement of women in commercial agricultural production or income generation; fragmented landholdings that exacerbate women's higher productive and domestic labour burdens relative to men; women's limited representation in decision making processes such as in farmers' organisations; and, cultural norms that undervalue women's contributions in agriculture and household food and nutrition security.¹² However, no gender context analysis has been undertaken by WFP specific to the development of the Activity portfolio. The evaluation will therefore undertake a gender review as part of the evaluation process referring to the WFP Gender Policy (2014-2020) alongside independent assessments of factors affecting women and other disadvantaged groups engaged in food production and use in Bhutan.

3.2. SCOPE OF THE EVALUATION

28. This Activity evaluation will cover all components of WFP agriculture support to its National, Regional and District Government partners and direct and indirect beneficiaries over the period January 2019 to June 2020 in line with the planned Activities, Outputs and Outcomes in Annex 8.
29. The evaluation will explore WFP relationships with Government and its UNSDPF partners including areas of expansion currently under negotiation in 2021 (for example the Consolidated Livelihood Exercise for Analysing Resilience, CLEAR, and Government's provision of last-mile climate advisory services). More information on relevant partners is provided in Table 1 above.
30. Local target groups will include all smallholder farmers, men and women, boys and girls in four districts that have been selected in agreement with government counterparts and the evaluation will need to work with government staff working in Regional Agriculture Marketing and Cooperative offices, District Agriculture and Livestock Offices and local authorities (Figure 2).

Figure 2. Evaluation coverage and WFP agriculture intervention area 2019 - 2020

¹² See for example: Asia Development Bank, 2014. Bhutan: Gender Equality Diagnostic of Selected Sectors; United Nations Development Programme, 2021. Bhutan Gender Analysis; World Bank Group, 2014. Bhutan Gender Policy Note; JICA, 2017. Survey of Country Gender Profile: Kingdom of Bhutan



31. Trongsa is the pilot district for the implementation of the national initiative on school and hospital feeding program where the strengthening of local producer groups has aimed to enhance the production of local nutritious fruits and vegetables for supply to schools and institutions in their vicinity as well as local district markets. Zhemgang and Samtse districts are ranked as the poorest districts and has the government's attention for poverty alleviation programs and is targeted for future scaling up of the programme and the opportunities of partnering FAO in Samtse. Lhuntse is a remote terminal district in east Bhutan that provides challenge in terms of effective agricultural marketing due to its isolation, distant markets and issues with transport costs and supply chain difficulties and the opportunities of partnering IFAD. This combination of districts will allow the evaluation to explore the relevance of WFP technical assistance and assess the potential technical and geographical expansion of approaches and partnerships for WFP to consider in future.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

32. The United Nations Evaluation Group evaluation criteria of Relevance, Coherence, Effectiveness, Efficiency and Sustainability will be applied.¹³ It will also give attention to assessing WFP adherence to corporate norms and standards for gender and protection, and accountability to affected populations. Because of the short 18-month timeframe of the intervention and focus on developmental aspects, the UNEG criteria for Impact will not be explored. The Evaluation Team should instead consider whether a section on lesson learning should be included in the final report.

33. The evaluation will address five questions allied to the criteria (Table 2). Collectively, the questions aim to highlight the design, delivery and emerging lessons from WFP's agriculture portfolio in Bhutan and to provide analysis of how WFP responded to changes in the national context, such as shifts in Government policy and programme priorities in reaction to the

¹³ <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

COVID-19 pandemic. Sub-questions will be further developed by the evaluation team during the inception phase.

34. Across the criteria and evaluation questions, the evaluation will explore the inclusion of efforts to mainstream GEWE and disaggregate data by sex and other relevant social factors in line with WFP's Gender Policy (2015-2020) and the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women.

Table 2: Evaluation criteria and evaluation questions¹⁴

1. To what extent was the original portfolio of WFP Activity 1 farmer-to-school feeding interventions relevant to the priorities of Government, UN agencies and beneficiaries?		<i>Relevance Coherence</i>
1.1.	<i>To what extent did WFP interventions respond to the priorities of national and sector policy frameworks and institutions?</i>	<i>Relevance</i>
1.2.	<i>How well did WFP agriculture-related interventions complement related government, donor and UNSDPF partner initiatives?</i>	<i>Coherence</i>
2. What results has WFP 's Activity portfolio delivered or contributed to in Bhutan?		<i>Effectiveness Efficiency</i>
2.1.	<i>What results for agriculture, food and nutrition security has WFP's programme response delivered or contributed to in Bhutan?</i>	<i>Effectiveness</i>
2.2.	<i>To what extent did WFP use its available resources in ways that helped improve the food production, incomes and participation of smallholder farmers including women and other disadvantaged social groups?</i>	<i>Effectiveness Efficiency Coherence</i>
3. How well did WFP adapt and respond to shifts in national priorities including, but not limited to, in response to COVID-19 related impacts on food systems in Bhutan?		<i>Relevance Effectiveness Efficiency</i>
3.1.	<i>How flexibly and swiftly did WFP initiate its programmatic adaptations to operational needs (e.g. beneficiary targeting, numbers, modalities, activities)?</i>	<i>Relevance Efficiency</i>
3.2.	<i>To what extent has WFP developed a revised agricultural programme portfolio in Bhutan?</i>	<i>Relevance Effectiveness</i>
3.3.	<i>In what ways has WFP responded to evidence-based analyses of the climate, nutrition and other relevant needs and concerns of different communities in Bhutan, including women, men, girls and boys and people living with disability?</i>	<i>Relevance Effectiveness Efficiency</i>
4. How well has WFP worked to integrate its emerging programme response with that of its partners in Bhutan?		<i>Coherence Effectiveness Sustainability</i>
4.1.	<i>To what extent and how well has WFP supported Government responses to COVID-19 and other trends?</i>	<i>Coherence Sustainability</i>

¹⁴ For the design of evaluation criteria and question reference was made to WFP OEV Terms of Reference for Evaluation of WFP's Response to the COVID-19 Pandemic (2020-2021). https://docs.wfp.org/api/documents/WFP-0000122257/download/?_ga=2.128813644.1122235149.1622181318-1585466752.1618506749, Page 14-15

4.2.	<i>To what extent has WFP maintained or broadened its operational partnerships, coordination, and/or knowledge sharing and what, if any, mutual benefits did this bring?</i>	<i>Coherence Sustainability</i>
4.3.	<i>To what extent have the CO's external and internal resource mobilisation efforts allowed it to respond flexibly to changing needs?</i>	<i>Efficiency Effectiveness</i>
5. To what extent is WFP's emerging portfolio of agriculture related activities in Bhutan sustainable?		<i>Effectiveness Efficiency Sustainability</i>
5.1.	<i>What is the potential for the results of WFP's agriculture portfolio in Bhutan to be sustainable, and what factors will contribute to this?</i>	<i>Sustainability</i>
5.2.	<i>What new models or approaches have been supported or missed by WFP with respect to its agriculture programme portfolio?</i>	<i>Effectiveness Sustainability</i>
5.3	<i>What is the readiness of the WFP CO to further develop opportunities in relation to agriculture support to Bhutan?</i>	<i>Efficiency Sustainability</i>

4.2. EVALUATION APPROACH AND METHODOLOGY

35. This evaluation will follow WFP's Decentralized Evaluation Quality Assurance System (DEQAS) guidance. The evaluative process will be guided by a line of enquiry that explores how the WFP Bhutan CO selected and adapted the portfolio of agriculture activities, projects and capacities in response to the shifting demands placed on the organisation by the Royal Government of Bhutan including, but not limited to, in response to the COVID-19 pandemic.

36. At the core of the evaluation design are elements of a developmental evaluation model. Some key developmental considerations include:

- i. The evaluative process is contributing to the ongoing development of the CO agriculture-related programme portfolio in line with Government, WFP corporate and UN agency adjustments that will have medium and longer-term impacts on the organisation's programmatic focus in Bhutan.
- ii. The evaluation is being undertaken within the context of the Royal Government of Bhutan's ongoing COVID-19 response and consequent shifts in WFP's focus and approach, alongside those of its existing and potential partners such as the Rome Based Agencies.
- iii. The evaluation requirement of WFP and other stakeholders in Bhutan is for a utilization-focused approach explicitly geared to providing useful evaluative input to support learning contributions that help shape organisational and programmatic adjustments.¹⁵

37. To incorporate a developmental evaluation approach the evaluation should reflect a series of key underlying requirements or principles:

¹⁵ Patton, M., 2008. Utilization-Focused Evaluation, Fourth Edition, Saint Paul, MN

- i. An open, receptive and adaptive approach that encourages a high level of CO ownership and ensures a willingness to adapt the evaluation process when required;
 - ii. A high level of engagement with WFP CO staff during data collection (as well as with Regional Bureau Bangkok and Head Office when appropriate), with regular feedback opportunities;
 - iii. The regular presentation of emerging findings, conclusions and implications by the evaluation team to WFP internal and external stakeholders;
 - iv. An interdisciplinary and collegiate approach within the evaluation team involving regular discussions and communications to harness its collective expertise and experience.
38. The evaluation methodology will be designed to address the expectations as set out in the UN Evaluation Group (UNEG) evaluation criteria of Relevance, Effectiveness, Efficiency and Sustainability and their associated Evaluation Questions (Table 2). The evaluation should follow a systematic mixed-methods developmental evaluation approach that enables the ongoing analysis and validation of findings with the involvement of WFP staff and other stakeholders.
39. An Evaluation Matrix should be developed during the inception phase that maps the specific tools to be used across the individual evaluation questions, criteria and Activity 1 indicators while considering data availability challenges, and timing and access constraints.

Evaluation methods

40. No intervention logic was developed to guide Activity implementation and its subsequent expansion. During the inception phase the evaluation should therefore develop a retrospective logic model to support the evaluation process, data collection and analysis relating the evaluation questions 1 and 2, and to support potential adoption by the CO as it continues Activity-related operations into the next CSP period.
41. In line with the evaluation questions, the methodology should consider the use of 'evidence summaries' to support the developmental evaluation process. These will function as learning pieces for the WFP CO that contribute both to the evidence base of the evaluation and to enabling WFP staff to engage in building common understanding of the evaluation findings. Examples of proposed evidence summaries include:
- WFP's role in supporting nutrition sensitive agriculture and integrated strategies to improve climate resilient/smart agriculture in Bhutan;
 - WFP's role in boosting smallholder farmer incomes, asset creation and jobs in agriculture in ways that respond to gender and age (e.g. youth) considerations and promote social inclusion;
 - WFP's role in developing supply chain strategies to support value chain development and farmer engagement in post-harvest management including through digital innovation.
42. The methodology should demonstrate impartiality and lack of bias by relying on a cross-section of information sources (e.g. stakeholder groups) and using a mixed methodological approach (e.g. quantitative, qualitative) to ensure triangulation of information collected a through a mix of primary and secondary sources with different techniques including Key Informant Interviews (KIIs) conducted following a semi-structured interview protocol that aligns with the evaluation questions. Focus Group Discussions (FGDs) should be facilitated with WFP and external stakeholder groups to ensure different perspectives inform the findings.

43. It is recommended the evaluation team develop an observational protocol to guide its engagement in ongoing multi-stakeholder processes and meetings. The evaluation should also consider reviewing the quality of relationships operating between Government, WFP, UN, private sector, NGO (civil society) and community stakeholders at the national, Regional, District and local levels.
44. Data triangulation should be used to ensure the diverse perspectives and voices of women, men, girls and boys are recorded and compared to wider stakeholder perceptions. The views of relevant WFP internal CO, Regional Bureau and Headquarter staff members should be contrasted and explored. Strong emphasis should also be given to understanding WFP internal perspectives with the comparative views of Government stakeholders, as well as with UNCT members. A strong protocol on maintaining methodical qualitative data records should be followed.
45. All primary data from interviews, workshops, process observation and focus group studies should be triangulated with relevant secondary data and documentary analyses. The document review should span WFP, donor, UN, Government, NGO and research outputs. These will include policies and strategies; project planning and implementation documents; reports and reviews; research studies, surveys and assessments; as well as WFP internal reporting and budgets.
46. The evaluation team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The methodology should be sensitive to GEWE considerations in its adoption of data collection methods (such as sex disaggregated FGDs using a female interviewer to guide discussions). Sampling should ensure the equal representation of men, women and disadvantaged groups to ensure the different perspectives of women, men, boys and girls are included. Consideration should be given to geographical coverage across target Districts to ensure ethnic considerations are listened to.

Evaluation report

47. The aggregation of learning from evidence summaries alongside primary and secondary data analysis will provide the foundation for construction of the Evaluation Report during the second half of the evaluation process. This will respond to the four high-level evaluation questions and address WFP accountability needs. While the evaluation should apply evidence drawn from all examples of the evaluation methods and their triangulation, evidence generation will constitute a preliminary 'layer' of activity while the evaluation is proceeding. Evidence should also be aggregated and lifted in ways that support a strategic lens to be used to explore the focus, role, and business opportunity for WFP in Bhutan as appropriate to the four evaluation questions. The proposed developmental evaluation approach should therefore promote sequential learning internally within WFP as well as with its government, agency and donor counterparts.

4.3. EVALUABILITY ASSESSMENT

48. The key evaluation risks relate to COVID-19 travel restrictions and data availability.
49. Quarantine will affect access to the country for the international team leader. As a developmental evaluation the proposed approach and budget allocation will therefore support an extended data collection visit by the international team leader who will work alongside two national evaluation team members. High level clearance for the entry visa has already been explored with a positive response and a long lead-in time will be provided to formalise this request.
50. The inception phase will be undertaken remotely. By conducting remote KIIs with Government and partner key informants this will allow the evaluation team to test the contingency of a fully remote evaluation before the data collection phase should this be required.
51. In-country COVID-19 restrictions may also limit access to field locations, beneficiaries and their community leaders and organisations. Access to the worldwide web and telephone coverage is widespread in Bhutan (for example, over 90 percent of schools have web access) which will allow national evaluation teams to undertake remote interviews and discussions with District and Ward level government representative as well as community representatives.
52. Data gaps will affect the evaluation including gaps in gender and age disaggregated data, Country Office and Government document records, and the absence of baseline data specific to the evolving role WFP has adopted in Agriculture. No previous relevant evaluation has been completed by the CO. Field level data on the value and volume of produce as well as farmer-to-school linkages has been limited by COVID-19 travel restrictions which meant the planned training of farmer groups and cooperatives on record keeping and reporting did not happen in 2020.
53. The evaluation will therefore be reliant on secondary data from WFP Standard Project Reports and Annual Country Reports; WFP donor reports; NGO partner reports; WFP, Government and UN communications; and national and agency-led needs assessments and surveys. An analysis of data availability and reliability should be included as part of the inception phase to inform the data collection methods and the balance across qualitative and quantitative aspects.
54. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information provided. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

55. The evaluation will be conducted in accordance with the UNEG ethical principles for evaluation and follow the updated UNEG Ethical Guidance for evaluation.¹⁶ This includes ensuring Integrity, Accountability and Beneficence, alongside Respect for dignity and diversity, and the fair representation of the views of different stakeholders. The evaluation should ensure confidentiality and comply with ethics in research involving children and/or vulnerable groups. The evaluation team should set out protocols for stakeholder and beneficiary engagement and ensure ethical safeguards are provided that include the avoidance of harm and provisions for the reporting of ethical concerns.
56. The evaluation will be conducted by a team of three independent consultants. The evaluation team must not have been involved in the design or implementation of the CSP Activity, its

¹⁶ UNEG, 2020. Ethical Guidelines for Evaluation.

follow-up, or have any other conflicts of interest. Selection of the team will be guided by WFP guidelines on recruiting evaluation teams.

57. The evaluation team must show flexibility in line with the developmental evaluation approach and potential disruption to planned methodology due to COVID-19 (see also 4.4 Evaluation Risks). Data collection tools must be designed to be culturally (and age) appropriate. Where possible, attention should be given to ensuring the representation of ethnic minorities and groups living in remote areas. The design of data collection tools should be culturally appropriate and not create distress for respondents. The inception report should consider protocols for the collection of sensitive information. Data collection visits must be planned in collaboration with the relevant stakeholders and organized at the appropriate time and place to minimize risk or inconvenience to respondents.

4.5. QUALITY ASSURANCE

58. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) will define the quality standards expected from this evaluation with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for the evaluation to review and use. DEQAS is based on the UN Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community and will ensure that the evaluation process and products conform to best practice agreed under the UNEG Ethical Guidelines for Evaluations as per the DEQAS Process Guide. WFP has also developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products.
59. The evaluation team will ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. In the context of potential COVID-19 impacts on the evaluation process, the approach to Quality Assurance will seek to support changes to the data collection approach or focus to ensure the findings are made on the basis of credible evidence.
60. An outsourced quality support service will review draft inception and evaluation reports (in addition to the draft TOR) and will provide recommendations on how to improve the evaluation approach and methodology (inception report) and quality of the final product (evaluation report). The quality assurance process will not interfere with the views and independence of evaluation team. It will be used to ensure the evaluation process adjusts to the shifting context, and that the report's findings, conclusions and recommendations are based on clear and convincing evidence.
61. An Evaluation Manager will ensure the accessibility of all relevant documentation within the provisions of the directive on disclosure of information as described by WFP's Directive CP2010/001 on Information Disclosure. S/he will review the feedback and recommendations from the quality support service and share with the team leader, who will use them to finalise the inception and evaluation reports. A rationale should be provided by the evaluation team for any recommendations that are not considered when finalising the report.

62. An Evaluation Committee (Annex 4) has been ascribed for oversight of the Decentralised Evaluation process and to support the evaluation team leader.
63. The final evaluation report will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be published on the WFP web sites alongside the evaluation reports.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

64. The evaluation will proceed through the following phases (Figure 3) as supported by the [DEQAS Process Guide](#).

Figure 3: Summary evaluation process map



65. **Preparatory phase:** This includes finalisation of the TOR including external quality assurance, the recruitment of the evaluation team and the formation of the evaluation committee. This phase is expected to be completed by the end of April 2021. Revisions to the TOR may take place during the inception phase.
66. **Inception phase:** The evaluation team is responsible for conducting a comprehensive desk review of available data. He/she should inform the Evaluation Manager about any information gaps to be addressed. The evaluation team should suggest revisions to the TOR if needed and prepare a draft inception report by the end of June detailing the methodology and plan for the evaluation mission.
67. **Evaluation phase:** The evaluation team will conduct field-level data collection expected to take place during 2 Missions during June-July (Inception Mission) and September-October 2021.¹⁷ The evaluation team will communicate regularly with the Evaluation Manager to prepare for the mission, including site visits, meetings with internal and external stakeholders, and a debriefing session at the WFP Bhutan CO at end of the mission to present preliminary findings.
68. **Data analysis and reporting:** The evaluation is expected to produce a presentation towards the end of the data collection visit that explains the evaluation and main findings. The Team Leader should be available to present the final report, either on-site in Bhutan or through a conference call. The Evaluation is also expected to deliver a final evaluation report in

¹⁷ Note that due to the evaluation limitations, it is intended that the evaluator will be embedded within the CO team during these two periods. Some of the data collection and stakeholder liaison will likely occur during the Inception.

November 2021 based on the draft version feedback received following completion of the quality assurance protocol.

69. **Dissemination and follow-up:** Within 10 weeks following delivery of the final report, WFP Bhutan CO will be responsible to prepare their management response, to be made publicly available along with the report on WFP's external website. A Communication and Learning Plan and [Template](#) will be developed by the evaluation team and Country Office Manager outlining the channels for distribution and the timeline for the products that will be disseminated.
70. WFP's [Inception Report template](#) and [Evaluation Report template](#) should be followed for each stage, with associated deadlines as outlined in Annex 3.

5.2. EVALUATION TEAM COMPOSITION

71. The evaluation should be carried out by an evaluation team with an international team leader and two national team members. The inclusion of national staff is essential to the unique context, which requires the team to have strong contextual knowledge. The team should be gender balanced and age heterogeneous with appropriate skills and attitudes to assess the gender and human rights as well as technical and cultural dimensions of the evaluation.
72. The team leader will bring together a complementary combination of the technical, socioeconomic and institutional expertise required and have a track record of excellent written work on similar assignments as well as leadership, analytical, communication and presentation skills and have a high-level degree. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology including its technical, institutional and gender and social inclusion aspects; ii) guiding and managing the evaluation process; iii) leading the evaluation mission (including, potentially remotely); iv) coordinating and leading regular presentations and feedback sessions with stakeholders; v) drafting and revising the inception report, data analysis and preliminary findings debriefings, evidence summaries, and final evaluation report in line with DEQAS guidelines.
73. Evaluation team members should demonstrate complementary skills including: (i) extensive technical and operational experience in agriculture and rural development in Bhutan including experience of engaging and working with government entities; and (ii) social sciences, human rights, gender and social inclusion. Strong, complementary analytical and communication skills will be required across the team members who should demonstrate a strong practical knowledge and experience of data collection, analysis and reporting in their areas of specialism. Emphasis should be given to experience in stakeholder consultations at national, district and local levels in Bhutan, with positive experiences of mobilising and supporting the participation of women, men, boys and girls and disadvantaged groups. Complementary language skills will be desirable alongside a desire to ensure a fully gender and culturally responsive and participatory developmental evaluation.
74. Desirable skills and experience across the team include leading or supporting strategic planning processes with UN agencies in SDG2 related areas in collaboration with Government counterparts; and previous WFP and/or UN related international experience that includes

support to, or the evaluation of, country capacity strengthening and both policy and programme development.

75. As a developmental evaluation, team members should be willing to work in a collegiate manner, maintain close communication with the WFP evaluation manager and CO staff, and promote wider stakeholder engagement as a key ongoing component of the evaluation. Wider inputs external to Bhutan should be sought with the support of the regional Evaluation Coordinator.

5.3. ROLES AND RESPONSIBILITIES

76. The WFP Bhutan **Country Office Manager (Head of Office)** will take responsibility to:

- Assign an Evaluation Manager for the evaluation.
- Compose the internal Evaluation Committee and Evaluation Reference Group (below).
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see also the DEQAS [Technical Note on Evaluation Independence and Impartiality](#)).
- Ensure alignment between the evaluation and its ability to inform the MTR of the Country Strategic Plan (2019-2023).
- Ensure the evaluation reflects Bhutan's national contributions to the UN Food Systems Summit.
- Participate in discussions with the evaluation team and Evaluation Manager on the evaluation design, the evaluation subject, and its performance and results.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations

77. The **Evaluation Manager** will,

- Manage the evaluation process through all phases including drafting these TOR.
- Ensure quality assurance mechanisms are operational including independence and impartiality considerations.
- Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team.
- Ensure expected use of quality assurance mechanisms (checklists, quality support).
- Ensure the evaluation team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings and field visits; provide logistic support to the fieldwork; and arrange for interpretation when required
- Organise security briefings for the evaluation team and provide any security materials as required.

78. An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. The Committee members will include:

- Evaluation Chair – Head of Office, WFP Bhutan Country Office – Svante Helms
- Evaluation Manager - M&E Officer – Udaya Sharma
- Member – Regional Evaluation Officer – Yumiko Kanemitsu
- Member – Activity Owner – Binai Lama
- Member – Activity Owner – Dungkar Drukpa

- Member, Outcome Manager – Kencho Wangmo
- Member - Procurement Officer / Digitalisation and Supply Chain – Temmy Tanubrata

79. An **Evaluation Reference Group** has been formed, with representation to include stakeholders from government and UNSDPF partners. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence.

8. **Evaluation Reference Group WFP Internal members**

- Evaluation Chair – Head of Office
- Evaluation Manager – CO M&E Officer
- Member – Regional Evaluation Officer
- Member – 2 Programme officers directly in charge of agriculture portfolio in the CO
- Member – 1 Programme officer, Outcome Manager of the Activity in the CO
- WFP Regional Monitoring Officer
- WFP Regional Climate Change Officer
- WFP Regional School Feeding Officer
- WFP Regional Gender Officer
- WFP Regional Nutrition Advisor

9.

10. **Evaluation Reference Group, external representatives (Government, UN agencies, Donors)**

- Chief Programme Officer, Department of Agriculture, Ministry of Agriculture and Forests
- Chief Programme Officer, Department of Agriculture Marketing and Cooperatives, Ministry of Agriculture and Forests
- Chief Programme Officer, School Health and Nutrition Division, Ministry of Education
- Programme Officer, KOICA Bhutan
- Assistant Representative, FAO Bhutan
- Portfolio Manager, IFAD Bhutan/Nepal

80. **External Stakeholders (Government, NGOs, UN agencies, Donors, Beneficiaries)** will provide the information and feedback on the collaboration during planning and implementing of the agriculture projects. Particular emphasis will be given to ensuring close liaison with the UNCT. For example,

- Government (MOAF, MOE, MOH), Donor (KOICA, JICA, EU, World Bank) and UN Agency stakeholders (including the Resident Coordinator’s Office, FAO, IFAD, UNDP) will be invited to participate in stakeholder consultation interviews, FGDs and meetings; feedback reviews of evidence summaries and preliminary findings; comment on report drafts; and advise on the relevance and coherence of WFP’s emerging portfolio with policies, programmes and donor commitments. Particular emphasis will be given to seeking alignment and WFP value addition to the UN “Delivering as One” agenda in Bhutan.
- Beneficiaries (smallholder farming households, community leaders, farmer’s organisations, women’s organisations and cooperatives from different ethnic groups across the 4 sample districts) will be consulted throughout the evaluation process to secure their critical inputs to assessing the relevance and results of WFP activities and

advise on their future. Beneficiaries will participate in individual KIIs and gender disaggregated FGDs and be invited to comment on emerging findings.

81. **The Regional Bureau:** as part of the Evaluation Committee the Regional Bureau will:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Ensure quality assurance mechanisms are operational including independence and impartiality considerations that may result from the evaluation lead being embedded within the WFP Country Office.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

82. While the Regional Evaluation Officer Yumiko Kanemitsu will perform most of the above responsibilities, other RB relevant technical staff including the Regional Evaluation Consultant Stuart Coupe will participate in the evaluation reference group and/or comment on evaluation products as appropriate.

83. **Relevant WFP Headquarters divisions** responsible for Food Systems, Climate Action, School Feeding, Nutrition, Gender, Country Capacity Strengthening and Supply Chain Management will be invited to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

84. **The Office of Evaluation (OEV).** OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function on request.

1.4. SECURITY CONSIDERATIONS

85. As an independently hired consultant the evaluation team will be covered by the UN Department of Safety and Security (UNDSS) system for UN personnel which covers WFP staff and consultants contracted directly by WFP. The international consultant must obtain UNDSS security clearance for travelling to Bhutan and complete the UN system's Basic Security in the Field course in advance of any visit, print out their certificate and bring it with them.¹⁸

86. The evaluation team should follow government COVID-19 protocols in terms of travel, face to face meetings, beneficiary consultations and COVID-19 tests. The national COVID-19 task force is supported by two regional task forces that provide an advisory service and update the regulatory framework. The national and regional task forces are supported by an incident

¹⁸ Field Courses: [Basic](#), [Advanced](#)

commander in each district who heads a district team responsible for enforcing COVID-19 protocols at the local level.

87. Bhutan is not a high-risk country in terms of security and the CO considers there to be no specific risks facing women members of the evaluation team. Nevertheless, to avoid any security incidents, the evaluation team should strictly observe all applicable UN security rules and regulations.
88. A security briefing will be provided to the evaluation team to ensure understanding of the security situation on the ground. Security clearance for travel within country, where required, is to be obtained through WFP Thimphu.
89. To avoid any security incidents, the Evaluation Manager will ensure that:
 - WFP CO registers the evaluation team with the Security Officer and team leader on arrival in country and arranges a security briefing.
 - The evaluation team follows in-country security guidance and avoids areas identified as per the security briefing.
 - The evaluation team observes all applicable UN security rules and regulations.
 - Required approval from relevant authorities is organised on a timely basis for field visits.

5.5. COMMUNICATION

90. To ensure a smooth and efficient process and enhance the learning from this developmental evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders in all phases. The evaluation team is encouraged to meet with as many internal and external stakeholders on-site as the evaluation mission timing and schedule allows and facilitate a debrief to present preliminary findings at the end of the mission.
91. The Communication and Learning Plan will be developed by the evaluation manager and should include a GEWE responsive dissemination strategy, indicating how findings including gender mainstreaming conclusions and recommendations will be disseminated and how stakeholders affected by GEWE issues will be engaged.
92. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the evaluation report and executive summary will be disseminated by the WFP CO among Government, UNCT and UNSDPF partners as part of preparations for the planned CSP evaluation in 2023.
93. The evaluation will be carried out and reported in English.

5.6. BUDGET

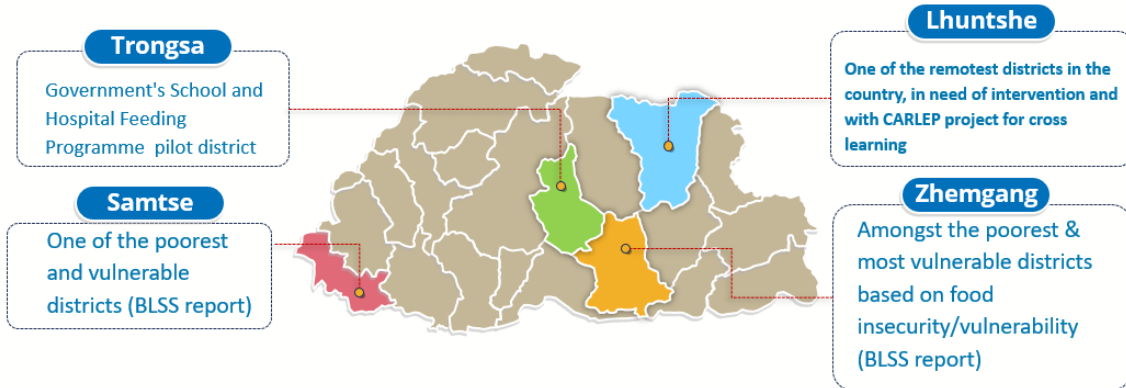
94. For the purpose of this evaluation, WFP will follow recruitment option a) Recruitment of individual consultants through Human Resources in which the budget will be determined by WFP human resources regulations on consultancy rates.

95. The budget will be determined upon procurement and will depend on factors such as the number and daily rates of the evaluation team, and the extensive demand for primary data collection required by the evaluation.
96. Travel, subsistence and other direct expenses will be accounted for in the proposed budget in line with the extended period of embedding the consultant within the Country Office team. At least one country visit involving international travel (alongside potential regional travel to visit donor and partner offices in India and Bangkok) is expected, alongside substantial travel within Bhutan during field familiarisation, stakeholder liaison and data collection processes.
97. The budget will include a relatively high level of special communication-related provisions to support stakeholder workshops and field and District level translation support to KIIs and FGDs.
98. Queries should be sent to Udaya Sharma, Monitoring and Evaluation Officer (the evaluation manager), at udaya.sharma@wfp.org, +975 17634404.

Annexes

Annex 1: Map

Evaluation coverage and WFP agriculture intervention area 2019 - 2020



Annex 2: Timeline

	Phases, Deliverables and Timeline	Key Dates
Phase 1 - Preparation		
EM	Desk review, draft of TOR and quality assurance (QA) using TOR QC	March 2021
EM	Circulation of TOR for review and comments to ERG, RBB and other stakeholders	April 8
EM	RBB feedback on draft TOR	April 21
EM	Sharing of draft TOR with outsourced quality support service (DE QS)	April 30
EM	Review draft TOR based on DE QS feedback	May 13
EM	Submit the final TOR to the internal evaluation committee for approval	May 21
EC	Sharing final TOR with key stakeholders	May 27
EC	Selection and recruitment of evaluation team	May 27
Phase 2 - Inception		
EM/ TL	Briefing core team	July 2021
ET	Desk review of key documents by evaluation team	July, week 1
ET	Inception mission (remote)	July 2021
ET	Draft inception report	July 30
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	August 3
ET	Revise draft IR based on feedback received by DE QS and EM	August 20
EM	Submission of revised IR based on DE QS and EM QA	August 20
EM	Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	August 23
EM	Consolidate comments	August 27
ET	Revise draft IR based on stakeholder comments received	September 3
EM	Submission of final revised IR	September 3
EM	Submits the final IR to the internal evaluation committee for approval	September 3
EC	Sharing of final inception report with key stakeholders for information	September 10
Phase 3 - Data collection		
EC/ EM	Quarantine and briefing of evaluation team at CO	September 3-20
ET	Data collection and preparation of evidence summaries	September 27-October 15

ET	In-country debriefing(s) including iterative feedback on evidence summaries with stakeholders	October 18-29
Phase 4 - Analyze data and report		
ET	Draft evaluation report	November 19
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	November 26
ET	Revise draft ER based on feedback received by DE QS and EM QA	December 17
EM	Submission of revised ER based on DE QS and EM QA	January 14
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	January 18
EM	Consolidate comments	January 3
ET	Revise draft ER based on stakeholder comments received	December 17
EM	Submission of final revised ER	December 17
EC	Submits the final ER to the internal evaluation committee for approval	January 28
Phase 5 - Dissemination and follow-up		
EC	Sharing of final evaluation report with key stakeholders for information	February 2022
EC	Prepare management response	February 2022 week 2
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	March 1 2022

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Head of Office who will be the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

Evaluation Committee members:

- Evaluation Chair – Head of Office, WFP Bhutan Country Office – Svante Helms
- Evaluation Manager - M&E Officer – Udaya Sharma
- Member – Regional Evaluation Officer – Yumiko Kanemitsu
- Member – Activity Owner – Binai Lama
- Member – Activity Owner – Dungkar Drukpa
- Member, Outcome Manager – Kencho Wangmo
- Member - Procurement Officer / Digitalisation and Supply Chain – Temmy Tanubrata

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) 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 decentralized evaluations.

The overall purpose of the evaluation reference group 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.

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

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- 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 or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition

Country office	Name
Core members: <ul style="list-style-type: none"> • Evaluation Chair – Head of Office • Evaluation Manager – CO M&E Officer • Member – 2 Programme officers directly in charge of agriculture portfolio in the CO • Member – 1 Programme officer, Outcome Manager of the Activity in the CO 	Svante Helms Udaya Sharma Dungkar Drukpa Binai Lama Kencho Wangmo/Phuntsho Wangmo Temmy Tanubrata
Regional bureau	Name
Core members: <ul style="list-style-type: none"> • Regional Evaluation Officer • Regional Monitoring Advisor • Regional Gender Adviser • WFP Regional Climate Change Officer • WFP Regional School Feeding Officer • WFP Regional Nutrition Advisor 	Yumiko Kanemitsu/Stuart Coupe Luna Kim Julieheather MACDONALD Katuscia Fara Chitraporn VANASPONGSE Anusara Singhkumarwong
External representatives (Government, UN agencies, Donors)	Name
<ul style="list-style-type: none"> • Chief Programme Officer, Department of Agriculture, Ministry of Agriculture and Forests • Chief Programme Officer, Department of Agriculture Marketing and Cooperatives, Ministry of Agriculture and Forests • Chief Programme Officer, School Health and Nutrition Division, Ministry of Education • Assistant Representative, FAO Bhutan 	Namgay Thinley Yonten Gyamtsho Desang Dorji Chadho Tenzin

Annex 5: Communication and Knowledge Management Plan

Internal (WFP) Communications Plan

When <i>Evaluation phase</i>	What- <i>Communication product/information</i>	To whom- <i>Target group or individuals / position (e.g. country office staff, technical staff etc)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager etc)</i>	How (in what way) <i>Communication means (e.g. meeting, interaction, written report, email etc.)</i>	Why-Purpose of communication <i>(e.g. solicit comments, seek approval, share findings for organizational learning)</i>
Planning	Tentative time and scope of evaluation	Country Office staff	Programme staff	EM	During the annual performance planning session	To ensure evaluation is reflected in work plans for the office as well as PACE for involved staff including the evaluation manager
Preparation/ TOR	Draft TOR	Key stakeholders through the Evaluation Reference Group, Country Office management and programme staff	Management and programme teams (nutrition, agriculture and DRM teams)	Evaluation manager on behalf of the evaluation committee	Email	To get comments
	Final TOR	Key stakeholders through the Evaluation Reference Group Country Office management and programme staff	Management and programme teams (nutrition, agriculture and DRM teams) Procurement/HR officer	EM	Email	-Inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones. -informs the support staff on the selected option for contracting team
Inception	Draft Inception report	Key stakeholders through the Evaluation Reference Group	Management and programme teams (nutrition, agriculture and DRM teams)	Evaluation manager on behalf of the evaluation committee	Email	To get comments and validation of findings

When <i>Evaluation phase</i>	What- <i>Communication product/information</i>	To whom- <i>Target group or individuals / position (e.g. country office staff, technical staff etc)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager etc)</i>	How (in what way) <i>Communication means (e.g. meeting, interaction, written report, email etc.)</i>	Why-Purpose of communication <i>(e.g. solicit comments, seek approval, share findings for organizational learning)</i>
		Country Office management and programme staff				
	Final Inception Report	Key stakeholders through the Evaluation Reference Group Country Office management and programme staff -relevant support staff	Management and programme teams (nutrition, agriculture and DRM teams) Procurement/Admin/HR staff	Evaluation manager	Email	Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc. -informs the support staff (especially administration) of required logistical support
Data collection	Debriefing power-point	Country office management and programme staff	Management and operation/technical levels	EM in coordination with Evaluation Team leader	Email	Allow reflection on the preliminary findings before the scheduled debriefing.
Data Analysis and Reporting	Draft Evaluation report	Key stakeholders through the Evaluation reference Group Country Office management and programme staff	Management and technical levels	Evaluation manager, on behalf of the evaluation committee	Email	Request for comments on the draft report
	Final evaluation Report	Key stakeholders through the Evaluation reference Group Country	All levels -Users of WFPgo	Evaluation manager on behalf of the evaluation committee	Email	Informing internal stakeholders of the final main product from the evaluation

When <i>Evaluation phase</i>	What- <i>Communication product/information</i>	To whom- <i>Target group or individuals / position (e.g. country office staff, technical staff etc)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager etc)</i>	How (in what way) <i>Communication means (e.g. meeting, interaction, written report, email etc.)</i>	Why-Purpose of communication <i>(e.g. solicit comments, seek approval, share findings for organizational learning)</i>
		office management and programme, and other staff -Global WFP				-Making the report available publicly
Dissemination & Follow-up	Draft Management Response to the evaluation recommendations	CO Programme and M&E staff Senior Regional Programme Advisers	Management and technical level, depending on subject of evaluation	Evaluation manager, on behalf of the evaluation committee	Email Virtual sessions	Communicate the suggested actions on recommendations and elicit comments Discuss the country office's action to address the evaluation recommendations
	Final management Response	-Staff in the country office -Global WFP	- All levels -Users of WFPgo	Evaluation manager	Email, plus shared folders Posting report and MR on WFPgo	-Ensure that all relevant staff are informed on the commitments made on taking actions -Make MR accessible across WFP

External Communications Plan

When <i>Evaluation phase plus month/year</i>	What <i>Communication product (e.g. TOR, inception report, Final Report etc)</i>	To whom- <i>Target organization or individuals/position (e.g. NGO partner, head of government ministry, donor representative)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager)</i>	How <i>Communication means (e.g. meeting, interaction, etc.)</i>	Why <i>Purpose of communication (e.g. solicit comments, share findings for accountability)</i>
Planning	Tentative time and scope of evaluation	Government counterparts, NGO partner, UN agency partners, donors	Strategic + Operational	-Head of Country office	Email and during a regular coordination meeting	To confirm the intention to learn/account for results for the subject
Preparation	Draft TOR	Key stakeholders Through the Evaluation reference Group; and directly to stakeholders not represented in the ERG	Operational/ Technical	Evaluation manager	Email;	To seek for review and comments on TOR
	Final TOR	Key stakeholders Through the Evaluation reference Group; and/or directly	Strategic + Operational/ Technical	Evaluation Manager	Email;	Informing stakeholders of the overall plan, purpose, scope and timing of the evaluation; and their role
Inception	Draft Inception report	Key stakeholders through the Evaluation reference Group;	Operational/ technical	Evaluation manager	Email and discussions	To seek for review and comments on draft Inception report
	Final Inception Report	Key stakeholders through the Evaluation reference Group;	Strategic + Operational/ Technical	Head of Country Office	Email; plus discussions during scheduled coordination meetings as appropriate	Informing stakeholders of the detailed plan of the evaluation; and their role including when they will be engaged

When <i>Evaluation phase plus month/year</i>	What <i>Communication product (e.g. TOR, inception report, Final Report etc)</i>	To whom-Target organization or individuals/position (e.g. NGO partner, head of government ministry, donor representative)	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager)</i>	How <i>Communication means (e.g. meeting, interaction, etc.)</i>	Why <i>Purpose of communication (e.g. solicit comments, share findings for accountability)</i>
Data collection and analysis debrief	Debriefing power-point	Key stakeholders through the Evaluation reference Group;	Technical/operational	Evaluation manager	Email	Invite the stakeholders to the external debriefing meeting, to discuss the preliminary findings
Reporting	Draft Evaluation report	Key stakeholders through the Evaluation reference Group;	- management and technical levels	Evaluation manager, on behalf of the evaluation committee	Email	Request for comments on the draft report
	Final evaluation Report	-Key stakeholders through the Evaluation reference Group; -General public	All levels -Users of WFP.org -Users of partners websites	-Evaluation manager; plus the head of subject being evaluated	Email -Posting report on WFP.org -Posting on partners websites	Informing all key stakeholders of the final main product from the evaluation -Making the report available publicly
Dissemination & Follow-up	Draft Management Response to the evaluation recommendations	-Key stakeholders through the Evaluation reference Group;	Management and technical level, depending on subject of evaluation and their responsibility in taking the action	Evaluation manager, on behalf of the evaluation committee	-Email, -and/or an organized face-to-face session	- communicate the suggested actions on recommendations and elicit comments, especially on actions required by external stakeholders
	Final Management response	-General public	-Users of WFP.org	Evaluation manager -Focal point at the partner	-Posting report on WFP.org	-Making the MR available publicly

When	What	To whom- <i>Target organization or individuals/position (e.g. NGO partner, head of government ministry, donor representative)</i>	What level	From whom	How	Why
<i>Evaluation phase plus month/year</i>	<i>Communication product (e.g. TOR, inception report, Final Report etc)</i>		<i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager)</i>	<i>Communication means (e.g. meeting, interaction, etc.)</i>	<i>Purpose of communication (e.g. solicit comments, share findings for accountability)</i>
			-Users of partners websites	organizations	-Posting on partners websites	

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Annex 7: Acronyms

ACR	Annual Country Report
CO	Country Office
CSP	Country Strategic Plan
DoA	Department of Agriculture
DAMC	Department of Agriculture Marketing & Cooperatives
EM	Evaluation Manager
EPR	Emergency Preparedness and Response
ERG	Evaluation Reference Group
EQ	Evaluation Question
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FGD	Focus Group Discussion
GEWE	Gender equality and women's empowerment
GNHC	Gross National Happiness Commission
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
ITC	International Trade Centre
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KOICA	Korea International Cooperation Agency
M&E	Monitoring and Evaluation
MoAF	Ministry of Agriculture and Forests
MoE	Ministry of Education
NGO	Non-governmental Organisation
OEV	Office of Evaluation
RBB	Regional Bureau Bangkok
RNR	Renewable Natural Resources
RSD	Renewable Natural Resources Statistical Division
SO	Strategic Objective
SPR	Standard Project Reports
TOR	Terms of Reference
UNCT	United Nations Country Team

UNDP	United Nations Development Programme
UNSDPF	United Nations Strategic Development Partnership Framework
UNDSS	United Nations Department of Safety and Security
WFP	World Food Programme

Annex 8: Summary of planned Activities, Outputs and Outcomes for CSP Activity 1

The following outlines the planned activities, outputs and outcomes of the KOICA funded Activity 1 intervention as agreed in late 2018. It can be used as the basis for the formulation of a retrospective intervention logic, to be developed in the Evaluation Inception phase, for Activity 1 and associated 'add-on' agriculture contributions requested by Government and agreed with the UNCT.

Planned activities (January 2019- June 2021)

- Support Agriculture production under Economic Contingency Plan (ECP)
- Support Agriculture production of nutritious crops including winter vegetables, facilitate post-harvest management and value addition, towards achieving self-sufficiency and import substitution
- Facilitate linking of farmers and farmer groups to Markets (schools, institutions, local & national markets) and provide value chains support to link agricultural primary production to agribusinesses (storing, processing, and marketing)
- Supply marketing equipment (post-harvest, processing, value addition) & packaging materials
- Construct produce collection sheds
- Support to Post harvest research and Post-harvest extension test kits, post-harvest equipment such as storage, dryers, and packaging materials
- Support Department of Agriculture Marketing and Cooperatives (DAMC) in marketing of Agriculture produce through the Mini Dry port, aligned with COVID-19 responsive marketing protocol
- Build Government agency capacities in production, postharvest handling and marketing
- Setup a digital platform to improve the RNR monitoring & reporting system resulting in inclusive data, and improved dissemination of RNR information including upscaling of successful models and field practices
- Inter-agency coordination and knowledge sharing among development partners in Bhutan.

Planned outputs as per CSP, KOICA project document and UNSDPF are as below:

- Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition
- Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support
- Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of Farmers supported/trained
- Number of infrastructure works implemented, by type
- % of women's participation in FBO
- Number of FBOs producing for school meals market
- Number of members of FBOs producing for school meals market (job creation) by gender (% of women's participation in FBOs)
- Number of local farmer groups linked to schools/institutes
- National Renewal Natural Resource (RNR) statistical and M&E system strengthened with capacity to report on RNR statistics including farmer income, job creation and production volume by commodities.

Planned outcomes:

- Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems
- Value and volume of smallholder sales through WFP-supported aggregation systems
- Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer
- Farmer household income (BTN)
- Job creation (by gender) through FBO activities linked to schools
- Percentage of perishable food in the National School Nutrition Programme procured from local farmers

Annex 9: CSP Logical Framework

	Description	WINGS / Short Description	Category
Logframe (version 2.0) Type: csp-based	Bhutan (2019 Jan - 2023 Dec)		
Strategic Goal 1	Support countries to achieve zero hunger		SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Strategic Objective 2	Improve nutrition		
Strategic Result 2	No one suffers from malnutrition (SDG Target 2.2)	No one suffers from malnutrition	SDG Target: 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
Strategic Result 2 National SDG Target	<ul style="list-style-type: none"> • 12th FYP, National Key Result Areas 6, 8, 10 • National School Nutrition and Health Strategy (draft) • The Multisectoral National Action Plan for the Prevention and Control of NCDs (2015-2020) • Food and Nutrition Security Policy of the Kingdom of Bhutan, 2014 		
Strategic Outcome 01	School-age children, women and vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023	Improved nutrition for target groups	2.3: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations
Outcome Indicator 2.3.18	Dietary Diversity Score		
Outcome Indicator 2.3.19	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		
Outcome Indicator 2.3.20	Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)		
Outcome Indicator 2.3.25	Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems		
Outcome Indicator 2.3.27	Value and volume of smallholder sales through WFP-supported aggregation systems		
Outcome Indicator 2.3.29	Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer		
Outcome Indicator 2.3.31	SABER School Feeding National Capacity (new)		
Activity 01	Assist the Government in its transition to a national school nutrition programme based on an integrated approach to school feeding that connects school feeding with nutrition education, school health and school agriculture and embeds gender, environmental and social safeguards across all activities, strengthened supply chains and school nutrition infrastructure optimization.	01 School Nutrition Programme	CSI: Institutional capacity strengthening activities

Output C	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		C: Capacity development and technical support provided
Output Indicator C.4*	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator C.5*	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator 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 (new)		
Output Indicator C.8.	Number of food security and nutrition monitoring reports produced with WFP Support		
Output Indicator C.8*	USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)		
Output E*	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		E*: Social and behaviour change communication (SBCC) delivered
Output Indicator E*.4	Number of people reached through interpersonal SBCC approaches		
Output Indicator E*.5	Number of people reached through SBCC approaches using media		
Output F	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		F: Purchases from smallholders completed
Output Indicator F.1	Number of smallholder farmers supported/trained		
Output L	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		L: Infrastructure and equipment investments supported
Output Indicator L.1	Number of infrastructure works implemented, by type		
Output M	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		M: National coordination mechanisms supported

Output Indicator M.1	Number of national coordination mechanisms supported		
Output N*	Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.		N*: School feeding provided
Output Indicator N*.5	Number of schools with infrastructure rehabilitated or constructed		
Activity 02	Provide technical assistance to the Government and the national food production and trade sectors to ensure that sound policies are in place and ensure quality and safety of fortified foods, especially rice, throughout their supply chains.	02 Policy for fortified food	CSI: Institutional capacity strengthening activities
Output C	Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.		C: Capacity development and technical support provided
Output Indicator C.4*	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator C.5*	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator 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 (new)		
Output Indicator C.8*	USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)		
Output L	Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.		L: Infrastructure and equipment investments supported
Output Indicator L.1	Number of infrastructure works implemented, by type		
Output M	Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.		M: National coordination mechanisms supported
Output Indicator M.1	Number of national coordination mechanisms supported		
Strategic Goal 2	Partner to support implementation of the SDGs		SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
Strategic Objective 4	Support SDG implementation		

Strategic Result 5	Countries have strengthened capacity to implement the SDGs (SDG Target 17.9)	Countries have strengthened capacity to	SDG Target: 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
Strategic Result 5 National SDG Target	<ul style="list-style-type: none"> • 12th FYP, National Key Result Areas 6, 9 • National Disaster Risk Management Framework 		
Strategic Outcome 02	Government has strengthened capability to address food security and nutrition challenges and prepare for and respond to crises, including those resulting from climate change, by 2023.	Emergency preparedness and response	5.1: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations
Outcome Indicator 5.1.14	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		
Outcome Indicator 5.1.3	Emergency Preparedness Capacity Index		
Activity 03	Provide the Government with gender-informed and vulnerability-focused capacity strengthening relevant to its management of national emergency resources, development, enhancement and testing of national emergency response plans and coordination systems, through WFP's leadership of the emergency logistics and communications sectoral working group.	03 Emergency preparedness and response	CSI: Institutional capacity strengthening activities
Output C	Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.		C: Capacity development and technical support provided
Output Indicator C.4*	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator C.5*	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		
Output Indicator 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 (new)		
Output Indicator C.7*	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)		
Output Indicator C.8*	USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)		
Output G	Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to		G: Linkages to financial resources and insurance services facilitated

	minimize losses and improve food security in times of need.		
Output Indicator G.7*	Number of tools developed to strengthen national systems for forecast-based early action		
Output H	Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.		H: Shared services and platforms provided
Output Indicator H.2	Number of WFP-led clusters operational, by type		
Output L	Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.		L: Infrastructure and equipment investments supported
Output Indicator L.1	Number of infrastructure works implemented, by type		
Output M	Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.		M: National coordination mechanisms supported
Output Indicator M.1	Number of national coordination mechanisms supported		

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