



# Evaluation of Kyrgyzstan WFP Country Strategic Plan 2018-2022

## Summary Terms of Reference

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

### Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for Kyrgyzstan (2018-2022) approved by the Executive Board in November 2017 had originally four Strategic Outcomes (SO) focusing on the root causes of malnutrition and food insecurity; building communities' resilience to shocks and climate change; and institutional capacity strengthening. In 2020, following the outbreak of the COVID-19 pandemic, WFP introduced a fifth SO focused on crisis response and early recovery to support the vulnerable populations affected by crisis. The five SOs are defined as follows:

- **SO 1:** Vulnerable populations including schoolchildren have access to safe, adequate and nutritious food all year round.
- **SO 2:** Vulnerable and food insecure smallholders, in particular women, in the most vulnerable geographic areas of the Kyrgyz Republic have enhanced livelihoods and increased resilience to shocks to better support food security and nutrition needs all year round.
- **SO 3:** Food-insecure communities in areas that are highly vulnerable to climate change have strengthened food systems and are more resilient to shocks all year round.
- **SO 4:** Government institutions at central and decentralized level have strengthened capacities for comprehensive food security and nutrition management by 2030.
- **SO 5:** Vulnerable populations in Kyrgyzstan are supported to meet their food security and nutrition needs to enable their early recovery during and in the aftermath of crisis.

The originally approved CSP budget amounted to USD59.3 million for a total of 968,912 direct beneficiaries over five years. With rising needs due to COVID-19, the budget was increased to USD61.9 million to allow WFP to reach an additional 233,122 people.

The evaluation will assess WFP contributions to CSP SOs, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the

outcome level, including any unintended consequences. It will also analyze the WFP partnership strategy, and focus on adherence to humanitarian principles, protection, accountability to affected populations gender equality, and wider equity and inclusion issues. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as coverage.

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and present an opportunity for national, regional and corporate learning. The primary users of the evaluation will be the WFP Country Office and its stakeholders to inform the design of the new CSP. The evaluation report will be presented at the Executive Board session in November 2022.

### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?** The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs, in particular in response to the COVID-19 pandemic; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Kyrgyzstan?** The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting priorities (humanitarian

principles, protection, accountability to affected populations, gender equality and wider equity/inclusion considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes in Kyrgyzstan?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?** The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

## Scope, methodology and ethical considerations

The unit of analysis is the CSP as approved by the WFP Executive Board and subsequent budget revisions. The evaluation covers all WFP activities (including cross-cutting results and wider equity and inclusion issues) for the period 2017 - August 2021. The longer time frame (beyond the start of the CSP) allows to assess the CSP development and associated decision-making processes and if the envisaged strategic shift has taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement. In light of developments related to the COVID19 pandemic, the inception phase will be conducted remotely. During the data collection phase, in case of international travel restrictions, national evaluation team members not affected by travel restrictions will conduct the in-country fieldwork, while international team members will conduct data collection remotely. A final stakeholder workshop will be held in Bishkek or remotely.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Kyrgyzstan CSPE (including school meals, nutrition, capacity strengthening, social protection, climate change and resilience building, gender equality and empowerment of women, humanitarian principles and protection and accountability to affected populations).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Giulia Pappalepore, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer in the WFP Office of Evaluation. The Deputy Director of Evaluation will approve the final versions of all evaluation products.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

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

## Communication

Preliminary findings will be shared with WFP stakeholders at country, regional and HQ levels during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in November 2021 to inform the new CSP design process. A stakeholder workshop will be held in January 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders. Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

**Inception Phase:** July – September 2021

**Data collection:** September – October 2021

**Remote Debriefing:** November 2021

**Reports:** November 2021 - March 2022

**Stakeholder Workshop:** January 2022

**Executive Board:** November 2022