

Evaluation of India WFP Country Strategic Plan 2019-2022

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 India (2019-2022) centers around three Strategic Outcomes focusing on technical assistance and capacity strengthening, with no provision of food or cash transfer. Under the CSP, WFP India aims to enhance the efficiency and effectiveness of the national three food-based safety nets programmes through capacity and systems strengthening of the government, national non-governmental organizations (NGOs) and civil society organizations (CSOs) in supply chain optimization, support to smallholders, food fortification and technology, food security and analysis, social behaviors change communications, women's empowerment and gender transformative approaches, and, in all phases of disaster preparedness, response and climate change adaptation.

The overall budget of the India CSP approved by the Executive Board in November 2018 was USD 20.02 million. As of April 2021, total funding amounted to US\$11.42, which corresponds to 57% of the overall needs. The bulk of resources have been allocated under SO2 (31%), followed by SO1 (26%) and SO3 (20%), all addressing the root causes focus area. No budget revisions have taken place to date.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also analyze the WFP partnership strategy, and focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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

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 user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2022.

Key evaluation questions

The evaluation will address 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 India?

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 other equity

considerations) and wider equity and inclusion issues. It will also assess the extent to which the achievements of the CSP are likely to be sustainable.

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

The evaluation will assess whether outputs were delivered within the intended timeframe; the extent to which the provision of technical assistance was appropriately aimed at enhancing the coverage and targeting of the interventions of the Government of India; the cost-efficient provision of technical 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; the development of appropriate partnerships and collaborations; 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 Country Strategic Plan, approved by the WFP Executive Board in November 2018.

The evaluation covers all WFP activities (including cross-cutting results and wider equity and inclusion issues) for the period January 2019-September 2021. For the country capacity strengthening activities that have been initiated during the previous CSP (2015–2018) and continue in the current CSP, the evaluation will also assess their respective achievements.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, 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 recent developments related to the COVID-19 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. Should the contextual and security situation allow it, a final learning workshop will be held in New Delhi.

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 India CSPE (including government capacity strengthening, social protection and supply chain, nutrition, support to smallholder farmers, climate change adaptation, disaster risk management and mitigation, gender equality and inclusion, and South-South and triangular cooperation).

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Federica Zelada, 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 HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as government, donors, partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau in Bangkok and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in December 2021 to inform the new CSP design process. A country stakeholder workshop will be held in March 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: November 2021

Debriefing: December 2021

Reports: January 2021 – May 2022

Stakeholder Workshop: March 2022

Executive Board: November 2022