

# Evaluation of Egypt WFP's Transitional Interim Country Strategic Plan and Country Strategic Plan (2018-2023)

## Summary Terms of Reference



SAVING  
LIVES  
CHANGING  
LIVES

*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 evaluation will cover all WFP activities (including cross-cutting results) from January 2018 to March 2022 under WFP Transitional Interim Country Strategic Plan (T-ICSP) and Country Strategic Plan (CSP) for Egypt. The T-ICSP covered the first six months of 2018, while the CSP was approved by the Executive Board in June 2018 for five years (July 2018-June 2023). Similar to the T-ICSP, the CSP pursues five Strategic Outcomes (SO) as follows - SO1: Food-insecure and most vulnerable children and families in targeted areas of Egypt have access to food all year round; SO2: Food insecure refugees, displaced populations and host communities in Egypt have access to adequate food all year round; SO3: Targeted populations in Egypt have improved nutritional status by 2030; SO4: Vulnerable smallholder farmer and Bedouin communities in targeted governorates of Egypt have resilient livelihoods by 2030; and, SO5: The Government of Egypt has enhanced capacity to target and assist vulnerable populations, and share its experience with selected countries to achieve Zero Hunger by 2030.

The CSP originally intended to support 1,473,000 beneficiaries but this number was increased to 2,111,000, through two successive budget revisions under SO2 and SO4 to reflect the increase in the number of refugees and support vulnerable households whose livelihoods have been negatively affected by the COVID-19 pandemic.

The Country Portfolio Budget for the CSP as originally approved by the EB was USD 454 million which increased to USD 586.4 million through four budget revisions.

The evaluation will assess WFP contributions to the T-ICSP and 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 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, sustainability as well as connectedness, and 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 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 June 2023.

### 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 T-ICSP/CSP are 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 T-ICSP/CSP address 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 T-ICSP/CSP in light of changing context, national capacities and needs; and to what extent the T-ICSP/CSP are 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 T-ICSP/CSP strategic outcomes in Egypt?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the T-ICSP/CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the T-ICSP/CSP are likely to be sustainable; and whether the T-ICSP/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 T-ICSP/CSP outputs and strategic outcomes?** 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 performance and the extent to which it has made the strategic shift expected by the T-ICSP/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 T-ICSP/CSP. It will also assess the extent to which the T-ICSP/CSP led to: the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; 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 T-ICSP/CSP.

## **Scope, methodology and ethical considerations**

The units of analysis are the T-ICSP (January - June 2018) and the CSP (July 2018- June 2023) as approved by the Executive Board as well as subsequent budget revisions. The evaluation will cover all of WFP activities (including cross-cutting results) for the period January 2018 to March 2022. The evaluation will also look at how the T-ICSP and the CSP build on or depart from the previous country programme and assess if the strategic shifts envisaged in 2017 have 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 the developments related to the COVID19 pandemic, the inception mission will be conducted remotely. Depending on how the global and country context evolve, data collection may be conducted either fully or partially through in-country field work. The final Stakeholder Workshop may be held either in Cairo or virtually.

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 Egypt CSPE (food security, livelihoods, climate change and capacity strengthening).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Hansdeep Khaira, Evaluation Officer, in the WFP Office of Evaluation. He 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.

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.

The Deputy Director of Evaluation will approve the final versions of all 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 beneficiaries, government, donors, NGO 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 and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in April 2022 to inform the new CSP design process. A country stakeholder workshop will be held in July 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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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:** November 2021- February 2022

**Data collection:** March 2022

**Remote Debriefing:** April 2022

**Reports:** May - September 2022

**Stakeholder Workshop:** July 2022

**Executive Board:** June 2023