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# **Evaluation of BHUTAN WFP Country Strategic Plan 2019-2023**

Terms of reference

**February 2022**

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# 1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. 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. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.1. INTRODUCTION

3. 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 performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

## 1.2. CONTEXT

### General overview

4. The Kingdom of Bhutan is a landlocked country in the Eastern Himalayas. The country has a population of over 771,600 with around 46.8 percent of female population and 60 percent of the population under the age of 25. It is estimated that around 41.6 percent of the population live in urban areas. In 2019, the overall life expectancy was 71.4 years for men and 72.2 years for women.<sup>1</sup>

5. The Government of Bhutan became a democratic constitutional monarchy in 2008, where His Majesty the King is the Head of State and the Prime Minister is the Head of Government.<sup>2</sup> Since then, Bhutan has conducted three national elections and democratically formed a government.

6. Guided by the national concept of “Gross National Happiness”, Bhutan’s strong economic growth, investments in health and education and peaceful transition to a democratic constitutional monarchy have resulted in a reduction in the prevalence of poverty from 23.2 percent to 8.2 percent in little over a decade<sup>3</sup>, however, variations in multidimensional poverty across Dzongkhags and between rural and urban populations remain (see Figure 1).<sup>4</sup> After having successfully met the least development countries (LDCs) graduation criteria in two United Nations triennial reviews of 2015 and 2018, Bhutan is set to graduate from the group of LDCs in 2023.<sup>5</sup>

7. Bhutan has been less affected by the COVID-19 pandemic, thanks to stringent containment measures and speedy vaccinations with over 90 percent of the eligible population fully vaccinated by August 2021. As of September 23, 2021, there have been 2599 confirmed cases, and the number of fatalities has remained at three.<sup>6</sup> Nevertheless, the economic and social effects of the pandemic are significant. The border closure had important negative consequences for the economy, especially the tourism sector, and non-hydro industrial activities were adversely impacted by foreign labour shortages and trade disruptions with India, Bhutan’s largest trading partner.<sup>7,8</sup> While the 2020 Gross Domestic Product (GDP) growth projection for Bhutan was 6.9 percent, at the end of 2020 negative growth of -6.1 percent was recorded and in particular

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<sup>1</sup> World Bank Data, Bhutan

<sup>2</sup> Royal Government of Bhutan, The Constitution of the Kingdom of Bhutan.

<sup>3</sup> World Bank Data, Bhutan

<sup>4</sup> National Statistics Bureau Royal Government of Bhutan: Bhutan Multidimensional Poverty Index 2017

<sup>5</sup> ESCAP. MPFD Working Paper on Graduation of Bhutan from the group of least developed countries: Potential implication and policy imperatives

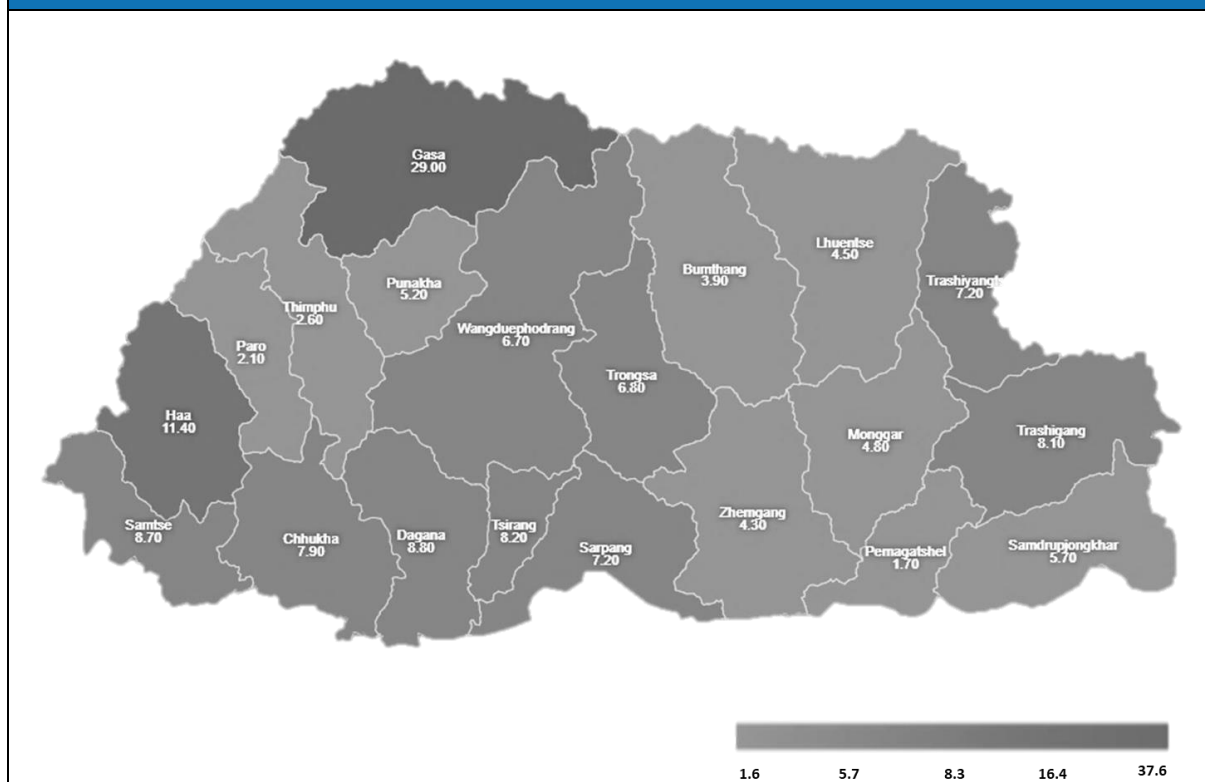
<sup>6</sup> World Bank. Bhutan Overview: Development news, research, data

<sup>7</sup> United Nations System in Bhutan. 2020. UN Socioeconomic Response Plan 2020.

<sup>8</sup> UNDP in Bhutan. 2020. Rapid Socio-Economic Impact Assessment of COVID-19 on Bhutan's Tourism Sector

youth unemployment, a long-standing concern, reached an all-time high of 22.6 percent as compared to 11.9 percent in 2019.<sup>9 10</sup>

**Figure 1: Population below multidimensional poverty line in % (2017)**



Source: National Statistics Bureau Royal Government of Bhutan. Bhutan Multidimensional Poverty Index (MPI), 2017.

8. The Government launched a significant social program (Relief Kidu), the equivalent of a stimulus package, for struggling businesses and individual citizens who lost their job and the United Nations Country Team (UNCT) developed a UN Bhutan COVID-19 Socio-Economic Response Plan (SERP) to complement and support as much as possible government response plans.<sup>11</sup>

### National policies and the Sustainable Development Goals (SDGs)

9. When the international community adopted the SDGs in September 2015, Bhutan was identified as an SDG priority country, or an “early mover” for the implementation of the SDGs together with several other countries in the Asia-Pacific region. Bhutan’s development framework as implemented through its Five-Year Plans (FYP) is based on the principles of Gross National Happiness (GNH) and the 11<sup>th</sup> Five Year Plan (FYP) presented high levels of synergy with the SDGs and a strong foundation for their integration and implementation.<sup>12</sup>

10. In November 2018, the Royal Government of Bhutan embarked on its 12th FYP with the objective of ‘Just, Harmonious and Sustainable Society through Enhanced Decentralization’. Planned to end in October 2023, the 12th FYP is also Bhutan’s transition strategy for the country’s graduation from the group of LDCs.<sup>13</sup> The 12th FYP is guided by the development philosophy of GNH and its nine domains and 17 National Key Result Areas (NRKA) are closely aligned with the SDGs. Priorities include reducing poverty and inequality

<sup>9</sup> World Bank Data. Bhutan

<sup>10</sup>Gross National Happiness Commission Royal Government of Bhutan. 2021. Transformations for Sustainable Development in the 21st Century - Bhutan’s Second Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development. United Nations High-Level Political Forum 2021.

<sup>11</sup> United Nations System in Bhutan. 2020. UN Socioeconomic Response Plan 2020-updated.

<sup>12</sup> Gross National Happiness Commission Royal Government of Bhutan. 2021. Transformations for Sustainable Development in the 21st Century - Bhutan’s Second Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development. United Nations High-Level Political Forum 2021.

<sup>13</sup> Royal Government of Bhutan.12th Plan Mid-Term Review Report

(NRKA 3), ensuring food and nutrition security (NKRA 8), promoting gender (NRKA 10), and creating productive and gainful employment (NRKA 11).<sup>14</sup>

11. Bhutan presented two Voluntary National Review (VNR) Reports on the implementation of SDGs to the UN High Level Political Forum in July 2018 and 2021 respectively.<sup>15</sup> During the first VNR, the country reported being well on track on all SDGs highlighting significant reductions in poverty rates, economic growth, as well as progress on education and health outcomes. The second VNR focused on the impact of the COVID-19 pandemic on Bhutan's progress towards implementing the SDGs and lessons from the pandemic, which among others include the need for long-term, transformative and green solutions for its food system and preparedness for disasters and future pandemics.<sup>16</sup>

### Food and nutrition security

12. Bhutan faces the triple burden of malnutrition with co-existence of undernutrition, micronutrient deficiencies and overnutrition. While the nutritional status of children has improved over the years with wasting and underweight prevalence reduced to 4 and 9 percent respectively, stunting has been persistent at 21 percent and overweight/obesity is emerging and increasing among Bhutan's population with 11.4 percent of Bhutanese obese and 33.5 percent overweight.<sup>17</sup> Noncommunicable diseases (NCD) linked to the rise in overnutrition and related unhealthy consumption behaviours have rapidly increased and are accounting for 69 percent of Bhutan's disease burden and 71 percent of deaths caused by hypertension, cardiovascular diseases, cancer and diabetes. The latest National Nutrition Survey (2015) revealed that stunting is concentrated in Eastern Bhutan, at a considerably higher rate of 29.1 percent. The prevalence of stunting is higher in rural areas at 26.1 percent compared to 16 percent in urban areas.<sup>18</sup>

13. Micronutrient deficiencies remain a major public health concern. Anaemia, a proxy indicator for micronutrient deficiencies, has seen a significant drop from 80.6 percent in 2003 to 43.8 percent in 2015 among children and from 54.8 percent to 36.1 percent among women of reproductive age in the same period.<sup>19</sup> With a prevalence of anaemia among children above 40 percent, it nevertheless remains a severe public health concern. More than 1 in 5 preschool aged children and 17 percent of pregnant women are deficient in Vitamin A and several outbreaks of Vitamin B deficiencies have been reported among school aged children (5-19 years) over the years.<sup>20</sup>

14. According to the Literature Review on Food and Nutrition Security in Bhutan (RFNS), food insecurity affects rural households more than urban ones and varies among geographic locations depending on remoteness, economic activities, landholdings and productivity.<sup>21</sup> Rural households have much less diverse diets than urban households, and diets that are less rich in iron and micronutrients. Dietary diversity seems to be linked to wealth, with households in higher wealth quintiles having substantially more diverse diets than households in the poorer quintiles. In 2015, 8 percent of households in Bhutan had "poor" or "borderline" diets measured by the Food Consumption Score (FCS).<sup>22</sup>

15. Bhutan is a food-deficit country and highly dependent on food imports, especially from neighbouring countries.<sup>23</sup> According to the 2017 Bhutan Living Standards Survey, purchased food items account for at least 80 percent of the total consumption expenditure of households in Bhutan.<sup>24</sup>

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<sup>14</sup> Among others the following policies were approved in the 12th plan: The National Gender Equality Policy 2019, the Climate Change Policy of the Kingdom of Bhutan 2020, and the Policy to Accelerate Mother and Child Health Outcome-1000 Days Plus 2020 with the National Education Policy among the major draft policies under review.

<sup>15</sup> Royal Government of Bhutan. An integrated web-based dashboard to Enhance Wellbeing of All (DEWA), to monitor Bhutan's progress towards achieving SDGs target, GNH Index and 12th Plan targets)

<sup>16</sup> Royal Government of Bhutan. Summary of Key Messages from Bhutan's Second VNR Report on the SDGs

<sup>17</sup> WFP. WFP's support to Nutrition in Bhutan (2019-2023)

<sup>18</sup> United Nations System in Bhutan. 2018. Common Country Analysis (Bhutan).

<sup>19</sup> Nutrition Programme Department of Public Health Ministry of Health Bhutan. 2015. Bhutan Nutrition Survey.

<sup>20</sup> WFP's support to Nutrition in Bhutan (2019-2023)

<sup>21</sup> College of Natural Resources, Royal University of Bhutan. 2018. Literature Review on Food and Nutrition Security in Bhutan. (Not available online.)

<sup>22</sup> Nutrition Programme Department of Public Health Ministry of Health Bhutan. 2015. Bhutan Nutrition Survey.

<sup>23</sup> United Nations System in Bhutan. 2018. Common Country Analysis (Bhutan).

<sup>24</sup> National Statistics Bureau Royal Government of Bhutan. Bhutan Living Standards Survey Report, 2017

## Agriculture

16. Bhutan's Second Voluntary National Review Report highlights as a key concern the need to increase the currently 3 percent of total land area that is utilized for agriculture considering that the sector supports food security and livelihoods of more than half the population.<sup>25</sup> Agricultural production is low and primarily based on subsistence agriculture. Agriculture, forestry, and fishing contributed 15.8 percent to the country's GDP in 2019.<sup>26</sup>

17. Challenges that affect agricultural production include natural hazards, declining productivity, human-wildlife conflict, insufficient irrigation, farm labour shortages as well as lack of access to technology and suitable financial products. Climate change is expected to hit agricultural productivity hard in the coming years leading to changes in water availability, soil fertility and increased incidence of pests and disease.<sup>27</sup> Moreover, 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.<sup>28</sup>

## Climate change and vulnerability

18. Bhutan is highly vulnerable to the adverse effects of climate change. Since 2000 rises in temperature have been recorded, about 11°C in summer and 2°C in winter, and forecasters expect temperatures in the Himalayan region to increase by three times as much as the global average. Such temperature increases can have significant impacts on local livelihoods and infrastructure such as hydropower turbines, roads and irrigation systems through changing precipitation patterns and an accelerated rate of snow and glacier melts.<sup>29</sup> Given the country's socioeconomic dependence on agriculture, water resources and forests, the impacts of climate change have potential to undermine development efforts and threaten Bhutan's overall poverty reduction efforts.<sup>30</sup>

19. While recent earthquakes have had less impact on Bhutan than neighbouring countries, the Himalayan region is one of the most at-risk regions for earthquake disasters globally and recent research has shown that very large earthquakes have occurred in Bhutan in the past.<sup>31</sup> The 2015 earthquake in Nepal has further raised awareness of potential impacts of earthquakes and the need for enhanced emergency preparedness and response.<sup>32</sup>

## Education

20. Bhutan has made remarkable progress in achieving the target of universal primary education, with primary school enrolment at 90.1 percent in 2018 and gender parity reached in primary education. Secondary school enrolment as net percent of secondary school-age children was 70.2 percent in 2018 and the percentage of girls enrolled in secondary education (76.5 percent) was higher than that of boys (64.1 percent). Around 2 percent of the school-going-age children are out of school. Of these, a significant percentage are children with disability.<sup>33</sup> While increase in school enrolment indicates improved access, it does not indicate the actual progress in terms of education quality. Issues of quality and inclusiveness remain in the education sector. At tertiary level, gender parity has yet to be achieved, indicating that additional measures have to be instituted to frame and implement solutions for girls' participation.<sup>34</sup>

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<sup>25</sup> Gross National Happiness Commission Royal Government of Bhutan. 2021. Transformations for Sustainable Development in the 21st Century - Bhutan's Second Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development. United Nations High-Level Political Forum 2021.

<sup>26</sup> World Bank Data. Bhutan

<sup>27</sup> IFAD in Bhutan

<sup>28</sup> Ministry of Agriculture and Forests. 2013. Agricultural Marketing Policy of Bhutan.

<sup>29</sup> WFP. 2019. Bhutan country strategic plan (2019–2023)

<sup>30</sup> IFAD in Bhutan

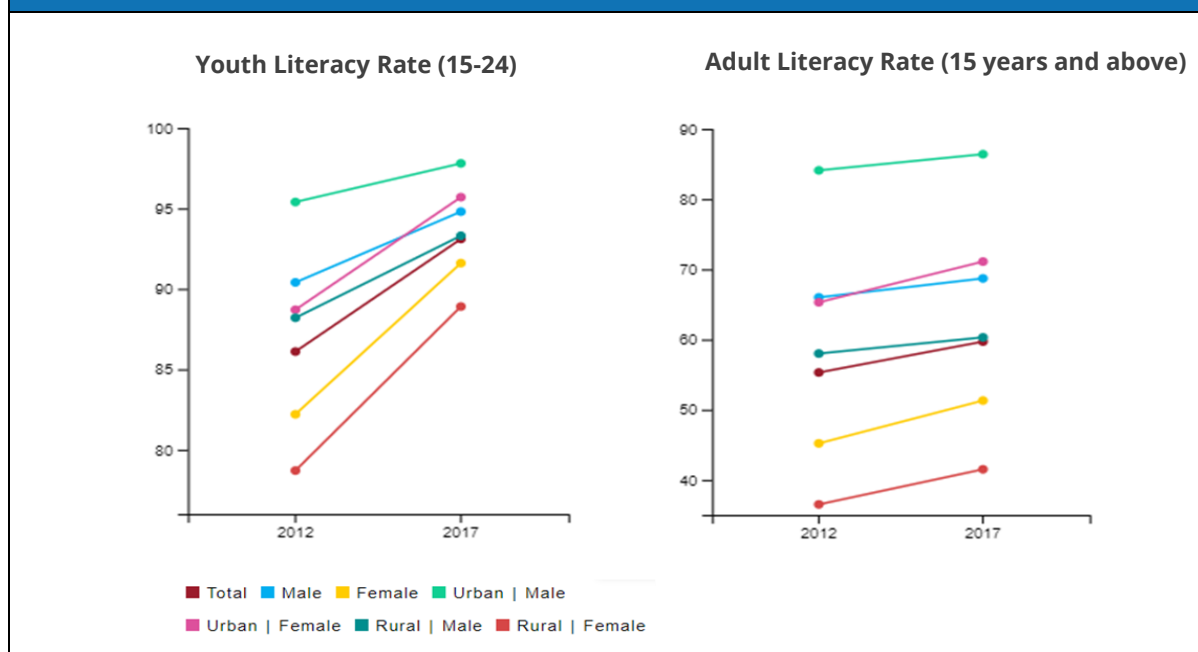
<sup>31</sup> Robinson, T. R., Rosser, N. & Walters, R. J. 2019. The Spatial and Temporal Influence of Cloud Cover on Satellite-Based Emergency Mapping of Earthquake Disasters.

<sup>32</sup> WFP. 2020. Bhutan Earthquake Impact Planning (Equip). Modelling the impacts from potential future earthquakes.

<sup>33</sup> UNICEF in Bhutan. Every Child Learns

<sup>34</sup> WFP. 2019. Bhutan country strategic plan (2019–2023)

**Figure 2: Bhutan youth and adult literacy rates**



Source: National Statistics Bureau Royal Government of Bhutan. Bhutan Living Standards Survey, 2017.

21. The adult literacy rate among the population 15 years and above has increased over the past years reaching 66.6 percent in 2019 with substantial differences between women (57.1 percent) and men (75.2). Literacy rates are higher among the younger age groups and the difference between male and female youth literature rate is less pronounced than in the entire population 15 years and above.<sup>35</sup>

### Gender

22. In 2019 the female Human Development Index (HDI) for Bhutan was 0.626 in contrast with 0.679 for males, resulting in a value of 0.921 on the Gender Development index, placing the country in group 4 (countries with medium to low equality in HDI achievements between women and men) by absolute deviation from gender parity in HDI. Bhutan has a Gender Inequality Index (GII) value of 0.421, ranking it 99 out of 162 countries in the 2019 index.<sup>36</sup>

23. Women’s representation in the political and decision-making spheres is very low, with only 15.3 percent of parliamentary seats held by women in 2019.<sup>37</sup> The considerable gender disparity at executive levels in government is often explained by the fact that the first cohort of Bhutanese sent to school five decades ago were mostly boys.<sup>38</sup>

24. While according to UN Women only 31.2 percent of indicators needed to monitor the SDGs from a gender perspective are available, according to the Bhutan Multiple Indicator Survey (MICS) 2010, Gender-Based Violence (GBV), including domestic violence, was prevalent with nearly one in four ever-married women aged 15-49 having experienced some form of domestic violence involving their husbands. The proportion of girls married before age 18 was 26 percent and before age 15 at 6.2 percent, indicating that practices of early and in some cases forced marriages continue.<sup>39</sup> Domestic violence and protection issues have reportedly increased with COVID-19 pandemic.<sup>40</sup>

<sup>35</sup> National Statistics Bureau Royal Government of Bhutan. Bhutan Living Standards Survey Report, 2017

<sup>36</sup> UNDP. The Next Frontier: Human Development and the Anthropocene Briefing note for countries on the 2020 Human Development Report

<sup>37</sup> Idem

<sup>38</sup> Bhutan Multiple Indicator Survey 2010.

<sup>39</sup> United Nations System in Bhutan. 2018. Common Country Analysis (Bhutan).

<sup>40</sup> Gross National Happiness Commission Royal Government of Bhutan. 2021. Transformations for Sustainable Development in the 21st Century - Bhutan’s Second Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development. United Nations High-Level Political Forum 2021.



## Migration, refugees and internally displaced people

25. As of December 2021, the number of Bhutanese refugees in Nepal is reported as 6,365 individuals while no data is available on refugees or internally displaced people within Bhutan.<sup>41</sup> The country hosted an estimated 52,000 migrants in 2017, many of them manual workers from India, who cross the border to work in Bhutan's expanding construction sector, accounting for about 6.5 percent of Bhutan's population.<sup>42</sup>

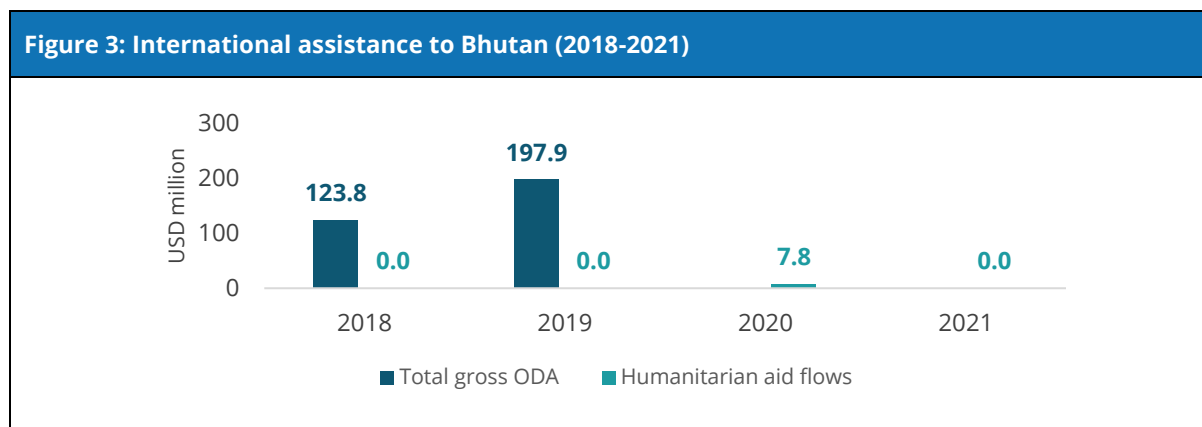
26. The Covid-19 pandemic has led to an increased number of returnees from overseas, estimated at around 3,000 Bhutanese who lost their jobs abroad due to the pandemic.<sup>43</sup> Internal migration and urbanization are on the rise in Bhutan, partially due to mounting difficulties of working in agriculture which particularly led to men leaving rural areas in search of off-farm employment opportunities.<sup>44</sup>

## Humanitarian protection

27. In light of the increasing numbers of young Bhutanese, including children, being exposed to and experiencing various protection issues, a particular need exists to ensure the wellbeing of young Bhutanese and to develop their potential. While Bhutan has progressed greatly in terms of legal and policy frameworks for protection systems in the country, the absence of effective multi-sectoral coordination constrains their full implementation. This is further exacerbated by constraints at all levels in terms of knowledge and capacity, including gaps in institutional monitoring, accountability and human resources to ensure holistic care and protection for children and adolescents/youth in Bhutan.<sup>45</sup>

## International development assistance

28. During the period 2018-2019, Bhutan received a yearly average of USD 160.85 million gross official development assistance (ODA). The proportion of net ODA per Gross National Income (GNI) increased from 4.8 to 7.9 percent.<sup>46</sup> The top five average official development assistance funding sources between 2018-2019 were the Asian Development Bank (ADB), the World Bank (International Development Assistance), Japan, European Union Institutions and Australia (Figure 3). In 2020 Bhutan received USD 7.8 million humanitarian assistance. The main humanitarian donors have comprised in Japan, the ADB, The COVID-19 Humanitarian Thematic Fund, Denmark, and the UN COVID-19 Response and Recovery Fund.



Note: No ODA Data available yet for 2020 and 2021

Source: OECD website, UN-OCHA FTS, data extracted on 29th Oct, 2021

<sup>41</sup> UNHCR - Refugee Statistics

<sup>42</sup> UN DESA. 2017. International Migration report

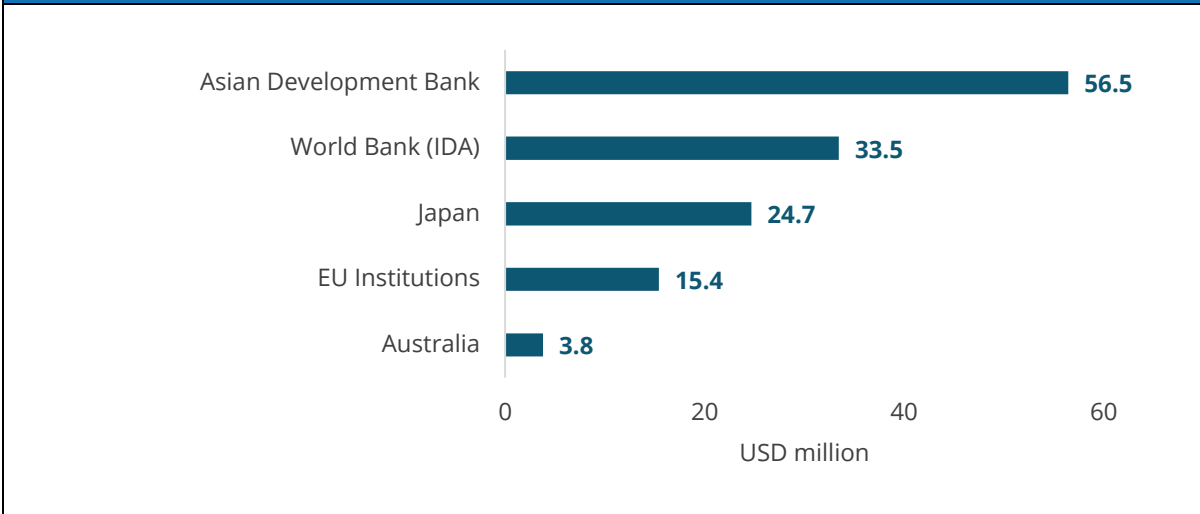
<sup>43</sup> World Bank in Bhutan. Supporting Youth-led Entrepreneurship in Rural Bhutan

<sup>44</sup> United Nations System in Bhutan. 2018. Common Country Analysis (Bhutan).

<sup>45</sup> Idem

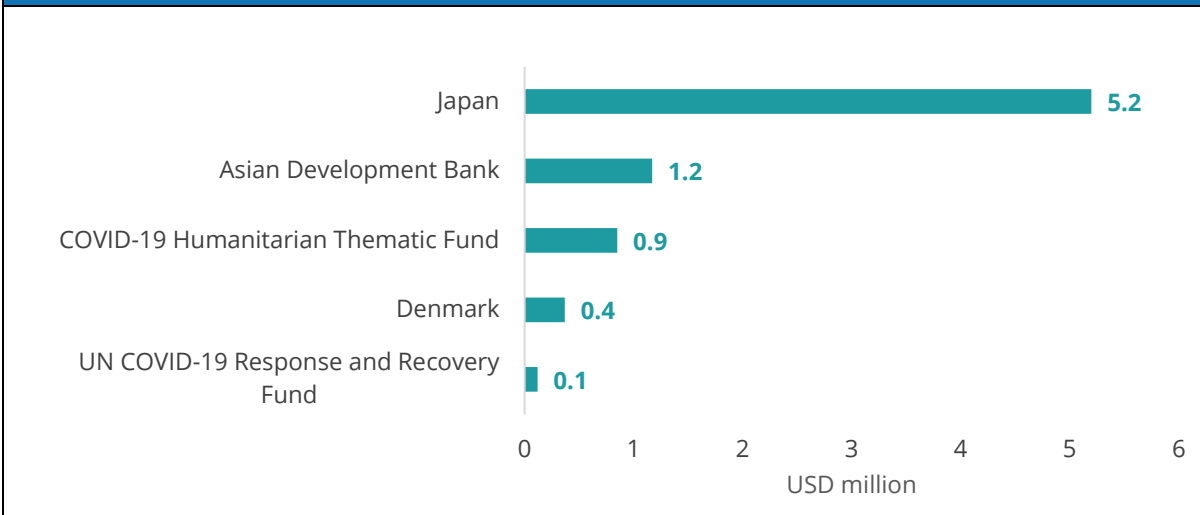
<sup>46</sup> World Bank Data. Bhutan

**Figure 4: Top five donors of gross official development assistance for Bhutan, 2018-2019 years average, USD million**



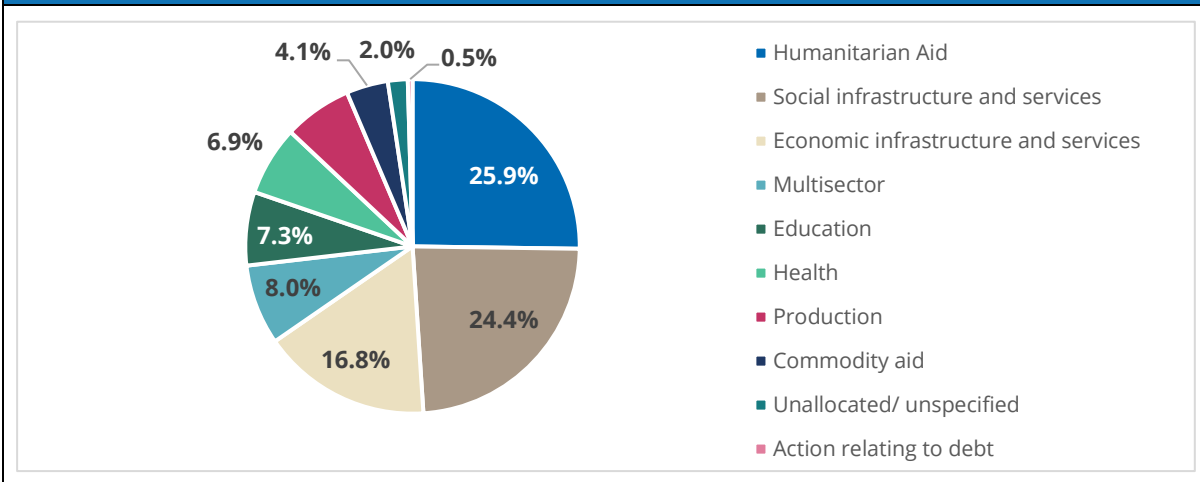
Source : OECD.stat data extracted on 29th Oct, 2021

**Figure 5: Top five donors of humanitarian assistance for Bhutan, 2020, USD million**



Source: UN OCHA – FTS (Accessed on 29th Oct, 2021)

**Figure 6: Bhutan: ODA by sector, 2018-2019 average**



Source: OECD/DAC website data extracted on 29th Oct 2021

## United Nations Sustainable Development Partnership Framework

29. The United Nations Sustainable Development Partnership Framework for Bhutan (UNSDPF) covers the period 2019-2023 and leverages the expertise, capacity and resources of the United Nations to support the Government's priorities.

30. The UNSDPF is aligned with national development priorities and has identified four outcome areas as pillars of the strategic framework for United Nations (UN) cooperation:

- Outcome One: Enhanced access to and use of reliable and timely data for inclusive and evidence-based policy and decision making;
- Outcome Two: Vulnerable and unreached people access and receive quality health, nutrition, protection, education, water, sanitation and hygiene services;
- Outcome Three: National stakeholders strengthened to provide equal opportunities for all, particularly women, and vulnerable groups; and
- Outcome Four: Bhutan's communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss as well as economic vulnerability.

31. Under the overall goal of the United Nations to support "A Just, harmonious and sustainable Bhutan where no one is left behind" between 2019-2023, these four outcomes will help implement the 2030 Agenda in Bhutan and directly support the RGoB's 12th Five Year Plan and ten of its 17 National Key Result Areas. The UN aims to mobilize and invest an estimated USD 120 million to achieve results in four outcome areas, by 2023.<sup>47</sup>

32. In May 2020, the UNCT prepared the UN Bhutan COVID-19 SERP aiming to complement the UN assistance to the country in view of the effects of the pandemics.<sup>48</sup> At the time the SERP was updated in August 2020, a total of USD 1.77 million had been repurposed to the COVID-19 response and USD 7.25 million additional resources had been mobilized.<sup>49 50</sup>

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<sup>47</sup> United Nations System in Bhutan. 2018. United Nations Sustainable Development Partnership Framework for Bhutan 2019-2023

<sup>48</sup> United Nations System in Bhutan. 2020. UN Socioeconomic Response Plan 2020

<sup>49</sup> United Nations System in Bhutan. 2020. UN Socioeconomic Response Plan Update 2020

<sup>50</sup> After the SERP Update in August 2020 a large share of the UNSDPF budget has been reprioritized in order to align with the RGoB COVID-19 response. The progress on SERP funding was no longer tracked subsequently but rather reported as part of the UNSDPF funding situation.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

33. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval at EB.2 in November 2023.

### 2.2. OBJECTIVES

34. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Bhutan; and 2) provide accountability for results to WFP stakeholders.

### 2.3. STAKEHOLDER ANALYSIS

35. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Bangkok and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Bhutan, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

36. In addition to working with the Government and other United Nations agencies in order to “deliver as one”, the Bhutan CO has focused on brokering new South-South partnerships with government partners and private sector in particular expanding partnerships for coordinated assistance to Bhutan’s agricultural sector. Following the COVID-19 outbreak, WFP partnered with the World Bank to support the Government in its food security response and the Economic Contingency Plan (ECP), in which the Agriculture Stimulus Package has been given national priority to increase Bhutan’s agriculture production, food security and resilience in the wake of COVID-19.<sup>51</sup>

37. Under strategic outcome 1, WFP works with the Ministries of Education, Agriculture and Forests, and Health, the School Feeding and Nutrition Technical Committee and core government agencies such as the Gross National Happiness Commission and the Ministry of Finance. WFP Bhutan has developed a joint task force on fortification with the Ministry of Agriculture and Forests and members from the Ministries of Education and Health, Bhutan Agriculture and Food Regulatory Authority (BAFRA) and the Food Corporation of Bhutan. In 2020 WFP signed a new partnership agreement with the Tarayana Foundation, Bhutan’s biggest civil society organisation, to carry out nutrition community outreach. In addition to working with the RGoB, WFP has built partnerships with the World Bank, the International Fund for Agricultural Development (IFAD), the Food and Agriculture Organization (FAO), the International Trade Centre (ITC) and the United Nations Development Programme (UNDP) to help Bhutan in enhancing food and nutrition self-sufficiency and agriculture sector transformation.

38. Under strategic outcome 2, WFP partners with the Department of Disaster Management (DDM) under the Ministry of Home and Cultural Affairs, the National Statistics Bureau and civil defence and civil society organizations. The CO has further deepened its partnership with the Japan International Cooperation Agency and reinforced its partnership with the World Bank in building resilience to climate change and

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<sup>51</sup> WFP. 2020. WFP’s support to Climate Resilient Agriculture and Food Systems in Bhutan (2019-2023).

disasters. WFP has also continued deepening its relationship with the universities of Newcastle and Durham in the United Kingdom for the completion of the Earthquake Impact Assessment Modelling Study and for the continuation of research on Glacial Lake Outburst Floods in Bhutan.

39. WFP Bhutan developed a new partnership between the Bhutan Chamber of Commerce and Industries and the Confederation of Indian Industries supporting South-South cooperation. The partnership focuses on capacity strengthening, policy dialogue and exchange of best practices in agriculture, post-harvest management, nutrition and food safety.

40. Key donors of WFP Bhutan are the Republic of Korea, Canada, Australia, Japan Association of WFP, and the RS Group (River Star Foundation). Under the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (MPTF) WFP mobilized funds with United Nations Development Programme (UNDP) for assistance to the agriculture sector.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

41. **Historical background of Bhutan Operation:** WFP has been present in Bhutan since 1974. Since then the Royal Government of Bhutan (RGoB) school feeding programme, with WFP support, has substantially scaled up from supporting children at boarding schools to focusing on increasing primary and lower-secondary school enrolment and attendance – especially of girls. Since 2008, WFP has gradually handed over its caseload to the government’s National School Feeding Program. As of 2019, the Government of Bhutan has complete ownership, including funding and management of the program.

42. WFP was operating in Bhutan under the framework of a Development Project (DEV 200300) from 2014 to 2017. A **mid-term Operation Evaluation of the Development Project** was conducted in 2015 and was timed to ensure that findings can support the transition towards a fully nationally-owned and managed school feeding programme and guide the CO on possible actions required to successfully handover the programme to the Government by 2018. The Operation Evaluation concluded that there was no clear evidence to indicate relevance of school feeding activities to education outcomes, and limited evidence of relevance to nutrition outcomes. It pointed out high transaction costs with regard to the handover of schools to RGoB, an overly ambitious capacity development plan as well as targeting shortcomings. Among other recommendations, the evaluation advised the CO to undertake a study of nutritional needs of school children and the nutritional composition of the school meals to inform food basket composition and to develop guidance on school feeding menu and food preparation. The evaluation also recommended to undertake a situational analysis to establish a stronger rationale and medium-term vision for school feeding in Bhutan, develop a practical School Feeding Technical Committee (SFTC) handover strategy and action plan, and to make adjustments in the commodity procurement system and CO staffing to strengthen the effective implementation of the handover.<sup>5253</sup> The development of the current Bhutan CSP was also informed by other regional and global evaluations, including a 2017 regional synthesis of operation evaluations in Asia and the Pacific.<sup>54</sup>

43. As a transition between the Development Project and the current CSP, between January and December 2018, WFP operated in Bhutan through a **transitional interim CSP (T-ICSP)**.<sup>55</sup> The T-ICSP was based on the Development Project which originally had been approved for the period 2014-2018 and was conceived as a continuation of the DEV. The shift from the DEV to the T-ICSP hence did not imply strategic changes. The T-ICSP had a total budget of USD 1,220,857 and aimed at reaching 12,000 direct beneficiaries through food transfers during its 12 months duration. In particular, the T-ICSP aimed at assisting the Government in achieving two strategic outcomes and 4 activities as listed in Table 1.

**Table 1: Bhutan T-ICSP (2018), Overview of Strategic Outcomes and Activities**

Focus Area	Strategic Outcomes	Activities
<b>Root Causes</b>	<b>SO 1:</b> School-aged children in vulnerable areas have sustainable access to food by 2019	<b>Activity 1:</b> Provide nutritious meals to vulnerable school-aged children to ensure equitable access to education.
		<b>Activity 2:</b> Provide technical assistance to the Government of Bhutan to enhance critical aspects of school meals management.
<b>Root Causes</b>	<b>SO 2:</b> Support the Government of Bhutan in achieving the SDGs by 2030	<b>Activity 3:</b> Provide policy and technical assistance to the Government of Bhutan to scale up fortification in the country.
		<b>Activity 4:</b> Strengthen the Government of Bhutan’s capacity in emergency preparedness.

Source: IRM analytics, data extracted on 03rd Nov 2021

<sup>52</sup> WFP. 2016. WFP Operation Evaluation - Bhutan Development Project 200300 Improving Children’s Access to Education

<sup>53</sup> WFP. 2019. A midterm evaluation of WFP’s Operation (2014-2018)

<sup>54</sup> WFP. 2017. Operation Evaluations Series, Regional Synthesis 2013-2017: Asia and the Pacific Region. Office of Evaluation.

<sup>55</sup> WFP. 2018. Transition Interim Country Strategic Plan Bhutan (2018)

44. Approved by the EB in January 2019, the **CSP 2019-2023** supports the achievement of Sustainable Development Goals 2 and 17 through WFP’s Strategic Results 2 (end malnutrition) and 5 (capacity strengthening) and contributes to the achievement of Sustainable Development Goal 4, on quality education. Activities are implemented in partnership with the Royal Government of Bhutan, UN agencies and other development partners including private sector organizations.

45. The current portfolio of activities builds on extensive consultations and was informed by the RFNS<sup>56</sup> conducted in 2018 which identified five main drivers of food insecurity and malnutrition: diet and food habits; availability of data; inequalities; limited job opportunities; demographic shifts and urbanization; climate change and natural disasters. The recommendations building upon the identified gaps are in line with the priorities outlined in the strategic framework for the 12<sup>th</sup> five-year plan, the GNH framework and the findings of the Voluntary National Review. They broadly refer to improving dietary and health habits among school-age children and in communities, linking farmers’ cooperatives to large markets such as school feeding programmes and local markets, raising awareness of the negative impacts of climate change on food security and promoting climate-resilient livelihoods and adaptation measures, promoting stakeholder collaboration by facilitating access to multisector evidence-based data for context specific planning and targeting.

46. The CSP was designed around two Strategic Outcomes (SOs) and three activities. All SOs and specific activities outlined in the CSP document and their respective links with the SOs are listed in Table 2. As a major strategic change under the CSP, WFP has discontinued its provision of in-kind food assistance and is instead engaging with the RGoB through a multi-stakeholder, holistic, systems-oriented approach to the strengthening of institutional capacities with a view to assisting the Government in its scale up and transformation of school feeding. Moreover, WFP is assisting the Government in developing a national Social Behaviour Change strategy to improve dietary and health practices of school children and in strengthening its regulatory frameworks and compliance mechanisms for fortified foods. It also supports the alignment of international and national emergency coordination structures and the development of contingency plans.<sup>57</sup> The CO Line of Sight and an overview of outputs are presented Annex 7 and Annex 8. As of November 2021, no budget revisions have been undertaken.

**Table 2: Bhutan CSP (2019-2023), Overview of Strategic Outcomes and Activities**

Focus Area	Strategic Outcomes	Activities
<b>Root Causes</b>	<b>SO 1:</b> School-age children, women and vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023	<p><b>Activity 1:</b> 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.</p> <p><b>Activity 2:</b> 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.</p>
<b>Resilience Building</b>	<b>SO 2:</b> 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.	<b>Activity 3:</b> 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.

Source: IRM analytics, data extracted on 03rd Nov 2021

<sup>56</sup> College of Natural Resources, Royal University of Bhutan. 2018. *Literature Review on Food and Nutrition Security in Bhutan*. (Not available online.)

<sup>57</sup> WFP. 2019. Country Strategic Plan Bhutan (2019 – 2023)

47. **Beneficiaries:** Given WFP Bhutan’s strategic shift to capacity strengthening only, no beneficiaries are planned to receive food or cash transfers under the CSP. The country office plans to assist about 9,000 smallholder farmers through capacity strengthening interventions. In 2021 the CO reported reaching 78.4 percent (1,959) of the planned 2,500 beneficiaries via capacity strengthening activities.<sup>58</sup> As indirect beneficiaries (tier 3), the support to national stakeholders could affect around 172,000 people, the support for national initiatives under activity 1 may benefit more than 2,800 staff members of schools and district and central agencies and a total of 160,000 schoolchildren. Under activity 2, 80,000 schoolchildren are expected to benefit from WFP’s support as well as 250 staff members of various government agencies working on emergency preparedness and response under activity 3.<sup>59</sup>

48. **Gender and Accountability to Affected Persons (AAP):** The Gender and Age Marker of the CSP rates 3, i.e. it fully integrates gender. The CSP commits to applying gender-transformative approaches in supporting the Government to scale up and transform school feeding into a national school nutrition programme and to promote gender-transformative programmes and policies through the implementation and monitoring of the CSP. Gender analyses is expected to be systematically integrated into analyses, assessments, research and related work and gender considerations were intended to be integrated into all programme, policy, and capacity strengthening initiatives.<sup>60</sup>

49. **Requirement and funding:** The Country Portfolio Budget (CPB) of the Bhutan CSP approved by the EB was USD 8,94 million, spread across the main budget items and outcome. Activity 1 (school feeding) and 2 (technical assistance to national school feeding programme) absorb 82 percent of the total budget, while Activity 3 capacity strengthening for emergency preparedness absorbs 18 percent respectively (see table 3).

Table 3: CSP 2019-2023 Cumulative financial overview (USD)						
Focus Area	Strategic Outcome	Activity	Needs-based plan USD	% on total	Allocated resources USD	% against NBP
Root causes	SO 1	Act.1	4,953,136	68%	4,503,528	91%
		Act.2	1,036,229	14%	183,509	18%
	Sub-total SO1		5,989,365	82%	4,687,037	78%
Resilience Building	SO 2	Act. 3	1,277,908	18%	458,554	36%
	Sub-total SO2		1,277,908	18%	458,554	36%
Total operational costs			7,267,273	100	5,145,591	71%
Total direct support costs			1,129,020	-	473,804	-
Total indirect support costs			545,759	-	243,386	-
<b>Grand total cost</b>			<b>8,942,052</b>	<b>-</b>	<b>5,862,781</b>	<b>66%</b>

Source: IRM analytics data as at 02<sup>nd</sup> Feb, 2022

50. As of February 2022, the funding level over the total CSP budget was 66 percent of total Needs Based Plan (NBP), equivalent to USD 5.86 million.<sup>61</sup> Out of all activities, Activity 1 (school feeding) has the highest funding level, currently at 91 percent of the NBP while Activities 3 and 2 are currently funded at 36 percent and 18 percent of NBP requirements respectively. Additionally, the Country office reported mobilizing internal funds amounting to 529,660 towards the end of the year outside the country portfolio budget, The funds when added to the country portfolio indicate the CSP funding levels at 72 percent.

<sup>58</sup> The corporate Guidance Note on Estimating and Counting Beneficiaries“ recommends counting individuals receiving capacity strengthening as direct/tier 1 beneficiaries. The CO started reporting smallholder farmers receiving trainings as tier 1 from 2021. The source for the quoted planned and actual beneficiaries is COMET Report CMR020 extracted on Feb 2<sup>nd</sup>, 2022.

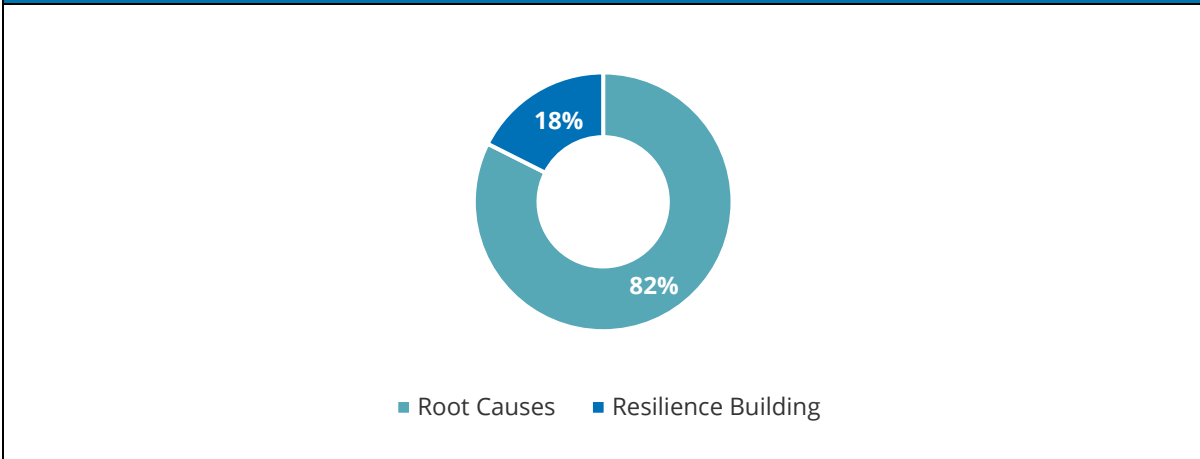
<sup>59</sup> WFP. 2019. Country Strategic Plan Bhutan (2019 – 2023)

<sup>60</sup> Idem

<sup>61</sup> WFP. Resource Situation for WFP CSP Bhutan (2019-2014) as of 3<sup>rd</sup> Nov 2021.



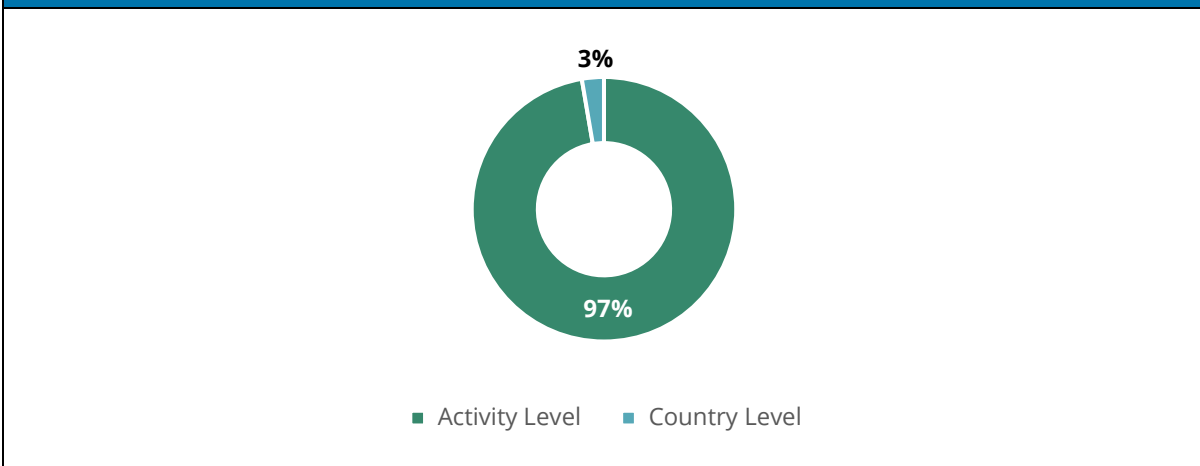
**Figure 7: Bhutan CPB (2019-2023): breakdown of needs-based plan by focus area**



Source: IRM analytics, data extracted on 02<sup>nd</sup> Feb, 2022

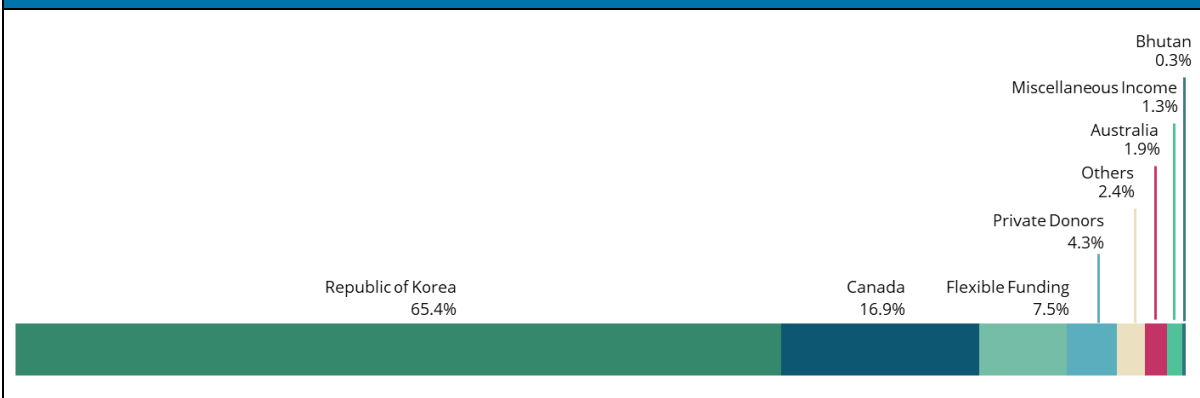
51. **Main donors:** As illustrated in Figure 9, main donors contributing to the CSP include the Republic of Korea at 65.4 percent, Canada at 16.9 percent, followed by flexible funding at 7.5 percent, private donors at 4.3 percent and Australia with 1.9 percent. Finally, as illustrated in Figure 8, 97 percent of confirmed contributions are earmarked at activity level and 3 percent at country level and 0 percent at the Strategic Outcome level for the CSP.

**Figure 8: Bhutan CPB (2019-2023): directed multilateral contributions by earmarking level**



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 10<sup>th</sup> Feb, 2021

**Figure 9: Funding Sources of the CSP (2019-2023)**

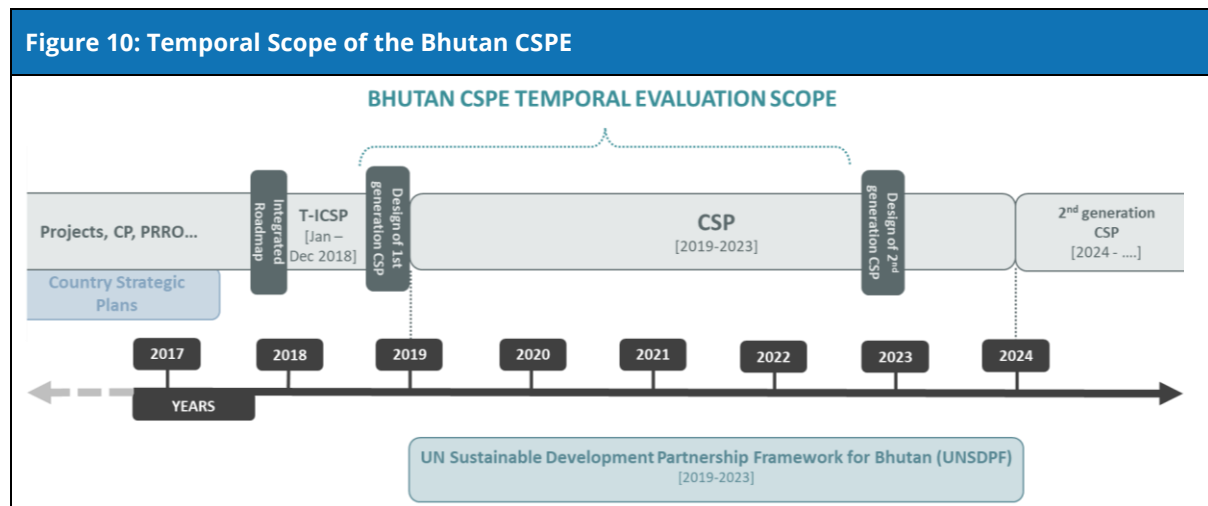


Source: WFP FACTory, data extracted on 10<sup>th</sup> Feb, 2022

52. **Staffing:** As of November 2021, the country office has 21 staff, of which 54 percent are female. Almost two thirds of the staff are long-term employees (62 percent) and the CO currently has 5 international staff. WFP operates out of the country office in Thimphu.

### 3.2. SCOPE OF THE EVALUATION

53. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2019 to 2022. It will also cover the CSP design period in 2018; in particular the shift from direct implementation to the provision of technical assistance made between the T-ICSP and the CSP. The evaluation will look at how the country strategic plan builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP EB, as well as any subsequent approved budget revisions.



54. In view of the ongoing undertaking of a decentralized evaluation on WFP support to national policy development and pilot agriculture and food systems activities linking smallholder farmers to Government provision of nutritious foods under its national school and wider institutional feeding programmes, findings on SO1 (related to WFP's support smallholder farmers and expanded portfolio across the agriculture value chain) will be informed by that decentralized evaluation and additional data collection in this area will focus on the period subsequent to the decentralized evaluation data collection. The CSPE will further build upon the performance assessment and findings of the ongoing Mid-term review of the CSP.<sup>62</sup>

55. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

56. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how budget adjustments and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

<sup>62</sup> WFP. 2021. 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

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

57. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the subquestions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 pandemic.

<b>EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country as well as natural disasters and the effects of climate change to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Bhutan?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDPF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
<b>EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable benefit from the programme?"

3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

58. The evaluation will adopt standard United Nations Evaluation Group (UNEG) and The Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

59. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the CSP and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and subquestions.

60. Themes / lines of enquiry which could be of particular interest to this CSPE identified at ToR stage are:

- How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the CSP?
- How effective and sustainable was WFP's strategic shift from direct implementation up until the T-ICSP to strengthening capacities of national and sub-national institutions under the CSP?
- To what extent has WFP maintained or broadened its operational partnerships, coordination, and knowledge sharing and how effective were these partnerships?

## **4.2. EVALUATION APPROACH AND METHODOLOGY**

61. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021) and of the recently approved Strategic Plan 2022-2025, with a focus on supporting countries to end hunger (SDG 2).

62. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

63. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

64. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

65. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

66. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation subquestions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

67. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the country strategic plan was designed
- Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

68. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

69. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

70. In view of the on-going pandemic situation, a timely decision will be made on how the inception mission and the data collection mission will be conducted out of the following proposed modalities: remote, in-country or hybrid (i.e. national consultants conducting interviews in-country and those team members affected by international travel restrictions conducting interviews remotely whilst providing guidance to national consultants). Should the contextual situation allow it, the aim would be to hold the final stakeholder workshop in Bhutan. In all cases, the evaluation will draw fully on all available secondary sources, including ongoing or previous evaluations and reviews, relevant thematic studies and monitoring data made available by the CO.

### 4.3. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

71. Several issues could have Implications for the conduct of the CSPE. Common evaluability challenges may relate to:

- Limitations in data availability, related to the absence of baselines and or limited availability of monitoring data. In particular, after the onset of the Covid-19 crisis, process and outcome monitoring activities may have been scaled down significantly;
- Data access issues, in particular limitations in physical access to (some of the) internal and external stakeholders in particular access to affected populations will be substantially reduced due to the Covid-19 pandemic;
- Relatively vague definitions of the expected outcomes, or outputs;
- The validity and measurability of indicators;
- Travel restrictions related to the Covid-19 pandemic and their implications for the coverage of field visits during the main mission
- The time frame covered by the evaluation. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

72. The Bhutan CSP logical framework (as of November 2021) includes 9 outcome indicators, 28 output indicators, and 3 cross-cutting indicators. The assessment of data availability for targets and baseline/follow-up values for outcome and output indicator shows some gaps in reporting that may pose challenges to measuring progress towards expected results. Annex 5 presents a detailed assessment of data availability for each indicator.

73. The timing of the evaluation presents an opportunity and challenges for evaluability. On the one hand, timing it in the penultimate year of the cycle enhances its utility by feeding into new programming. On the other, timing the evaluation one year before the end of the cycle has implications for the completeness of results reporting and the possibility to assess achievement of endline outcome and output targets.

74. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment which will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. The in-depth evaluability assessment will further develop the analysis of data availability, quality and gaps, as well as of any other issue that may influence evaluability, including logistic and security considerations as appropriate. The detailed evaluability assessment will have to inform the fine tuning of the evaluation scope and the choice of appropriate evaluation methods. The evaluation team is moreover expected to critically assess how best to proceed with data collection and stakeholder engagement in view of Covid-19 related developments.

75. The CSPE will be able to draw on findings from the 2016 WFP Operation Evaluation - Bhutan Development Project 200300 Improving Children's Access to Education: A midterm evaluation of WFP's

Operation (2014-2018), the Operation Evaluations Synthesis 2015-2016 Partnerships for the future<sup>63</sup>, and the 2017 regional synthesis of operation evaluations in Asia and the Pacific.<sup>64</sup> The 2021 WFP Strategic evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals<sup>65</sup> and the 2021 Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations<sup>66</sup> moreover provide evidence relevant to this CSPE. The evaluation will also be informed by the RFNS<sup>67</sup> and the national Audit of Bhutan's school feeding programme from 2016.<sup>68</sup> The findings of the ongoing CSP Mid-Term Review and the Decentralized Evaluation of WFP's support to smallholder farmers and expanded portfolio across the agriculture value chain in Bhutan from January 2019 to June 2021 will furthermore inform the CSPE.

## National Data

76. On a scale from zero to a hundred, Bhutan scored 60 in the 2020 World Bank Statistical Capacity Index.<sup>69</sup> This is a moderate score, below the average for South Asia which is 69.8. The National Population projections – 2017-2047<sup>70</sup> are based on the Population and Housing Census of Bhutan conducted in 2017<sup>71</sup> and the Economic Census of Bhutan 2018-2019.<sup>72</sup> The latest Bhutan Living Standard Survey report was published in 2017<sup>73</sup> while the Labour Survey Report was last published in 2020.<sup>74</sup> The Ministry of Agriculture and Forests has been consistently publishing annual national statistics on agriculture with the latest one available from 2020.<sup>75</sup> In 2020 the National Statistics Bureau published The Vital Statistics Report, but the data was presented for only two of the 10 primary vital events including data on live births and deaths.<sup>76</sup>

77. As part of the Voluntary National Reviews in 2018 and 2020 the Gross National Happiness Commission conducted an assessment of progress against the SDG indicators and reported 52 percent of SDG indicators either fully or partially adopted in the national plans. There are gaps in providing reliable and credible information resulting from a weak statistical system as reported by the RGoB in its mid-term review of the 11<sup>th</sup> FYP the RGoB and for two thirds of the 244 indicators of the SDGs no data or only partial data is currently available in Bhutan. The national statistical system is fragile due to a lack of human resources, limited coordination, data weaknesses, and the absence of a legal framework for statistical interventions.<sup>77</sup>

## 4.4. ETHICAL CONSIDERATIONS

78. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

79. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Bhutan CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. In addition to signing a pledge of ethical conduct in

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<sup>63</sup> WFP. Operation Evaluations Synthesis 2015-2016 Partnerships for the future.

<sup>64</sup> WFP Office of Evaluation. 2017. Operation Evaluations Series, Regional Synthesis 2013-2017: Asia and the Pacific Region.

<sup>65</sup> WFP. 2021. Strategic evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals.

<sup>66</sup> WFP. 2021. Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations

<sup>67</sup> College of Natural Resources, Royal University of Bhutan. 2018. Literature Review on Food and Nutrition Security in Bhutan. (Not available online.)

<sup>68</sup> Royal Government of Bhutan. National Audit of Bhutan's school feeding programme from 2016

<sup>69</sup> World Bank Statistical Capacity Indicator Dashboard

<sup>70</sup> National Statistics Bureau Royal Government of Bhutan. 2019. Population Projections Bhutan 2017-2047

<sup>71</sup> National Statistics Bureau Royal Government of Bhutan. 2017. Population and Housing Census report

<sup>72</sup> National Statistics Bureau Royal Government of Bhutan. 2018. Economic Census of Bhutan

<sup>73</sup> National Statistics Bureau Royal Government of Bhutan. Bhutan Living Standards Survey Report, 2017

<sup>74</sup> National Statistics Bureau Royal Government of Bhutan. Labour Force Survey reports 2018-2020

<sup>75</sup> National Statistics Bureau Royal Government of Bhutan. Agriculture Statistics reports 2017-2020

<sup>76</sup> National Statistics Bureau Royal Government of Bhutan. Vital Statistics Report 2020

<sup>77</sup> United Nations Sustainable Development Partnership Framework for Bhutan 2019-2023

evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

#### **4.5. QUALITY ASSURANCE**

80. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

81. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.

82. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.



# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

83. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively. The Bhutan UNSDPF evaluation is planned to be conducted in 2022 as well as evaluations of other UN agency's country programmes.<sup>78</sup>

Table 4: Summary timeline – key evaluation milestones		
MAIN PHASES	TIMELINE	TASKS AND DELIVERABLES
1. Preparation	January 2022 February / March 2022 March 2022	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	April 2022 May 2022 July 2022	HQ briefing Inception mission Inception report
3. Data collection	July / August 2022	Evaluation mission, data collection and exit debriefing
4. Reporting	September / October 2022 October 2022 October 2022 December 2022 January / February 2023	Report drafting Commenting process Stakeholder workshop Final evaluation report Summary evaluation report
5. Dissemination	March– October 2023 November 2023	Management response and Executive Board preparation Wider dissemination

## 5.2. EVALUATION TEAM COMPOSITION

84. The CSPE will be conducted by a gender balanced team of three evaluation consultants, with a good balance between international and national consultants including 1 researcher with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Dzongkha) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation report writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have solid experience in the evaluation of multilateral organizations in the UN System and knowledge of the WFP food and technical assistance modalities. Solid understanding of the Bhutan context is also required within the team.

<sup>78</sup> UN agencies that have planned their country programme/strategic plan evaluations for Bhutan in 2022: UNDP, UNFPA, UNICEF

**Table 5: Summary of evaluation team and areas of expertise required**

AREAS	SPECIFIC EXPERTISE REQUIRED
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team management, coordination, planning, ability to resolve problems</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning, including related to institutional capacity strengthening activities</li> <li>• Specialization in capacity strengthening and social protection and expertise in at least one of the following areas: food assistance and nutrition, agriculture, emergency preparedness and response, gender analysis</li> <li>• Relevant knowledge and experience in Bhutan or similar context and of key players within and outside the UN System; strong, experience in evaluating country programmes, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time</li> <li>• Fluency and excellent writing skills in English</li> </ul>
<b>Nutrition and agriculture</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise and experience to evaluate WFP's technical assistance to the national school feeding programme and the transformation into a national school nutrition programme which constitutes the largest activity within the CSP portfolio</li> <li>• Capacity to assess support to smallholder farmers and farm-to-school linkages for more diverse school feeding and a strengthened local economy building upon the findings of the ongoing decentralized evaluation<sup>79</sup></li> <li>• Experience with nutrition-related social and behaviour change communication (SBCC) and food fortification</li> <li>• Proven track record of participation in evaluation teams evaluating this subject, in a similar context</li> </ul>
<b>Institutional Capacity Strengthening</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise to assess capacity strengthening for the establishment of a fully integrated national school nutrition programme, that connects school feeding to nutrition education, school health and school agriculture</li> <li>• Experience in assessing assistance to the Government and the national food production and trade sectors ensuring sound policies and the quality and safety of fortified foods, especially rice, throughout their supply chains</li> <li>• Technical expertise to assess WFP's vulnerability-focused capacity strengthening relevant to the development, enhancement and testing of national emergency response plans and coordination systems</li> <li>• Proven track record of participation in evaluation teams evaluating this subject, in a similar context.</li> </ul>
<b>Emergency preparedness and response</b>	<ul style="list-style-type: none"> <li>• Strong technical knowledge in emergency preparedness activities and response plans in particular relating to natural disasters resulting from climate change but also topography and geotectonic movements</li> <li>• Experience in assessing emergency preparedness and response capacity strengthening activities including emergency logistics trainings and simulation exercises</li> <li>• Solid understanding of the interconnected challenges posed by climate change, food insecurity, and poverty</li> <li>• Proven track record of participation in evaluation teams in relation to the above described subjects, in a similar country context.</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research as well as knowledge of nutrition and agriculture, expertise in assessing capacity strengthening and technical assistance activities</li> </ul>

<sup>79</sup>WFP. 2021. 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

	<ul style="list-style-type: none"> <li>Ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking</li> </ul>
<b>Other technical expertise needed in the team</b>	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> <li>Programme efficiency</li> <li>Gender equality and empowerment of women</li> <li>Humanitarian Principles and Protection</li> <li>Accountability to Affected Populations</li> </ul> <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

### 5.3. ROLES AND RESPONSIBILITIES

85. This evaluation is managed by the WFP Office of Evaluation. Soo Mee Baumann has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. The Director of Evaluation, Andrea Cook, will provide second-level quality assurance and will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.

86. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Bhutan; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Udaya Sharma has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

### 5.4. SECURITY CONSIDERATIONS

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

### 5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

88. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A

communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## **5.6. THE PROPOSAL**

89. The evaluation will be financed through the country portfolio budget.

90. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.

91. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annexes

## Annex 1: Bhutan, Map with WFP Offices in 2021



Source: WFP GIS unit

## Annex 2: Bhutan Fact Sheet

	Parameter/(source)	2018	2020	Data source	Link
<b>General</b>					
1	Human Development Index (1)	0.649	0.654 (2019)	UNDP Human Development Report 2019 & 2020	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
<b>Demography</b>					
2	Population total (2)	754,396	771,612	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
3	Population, female (% of total population) (2)	47.0	46.8	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
4	Percentage of urban population (1)	40.9	41.6 (2019)	UNDP Human Development Report 2019 & 2020	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
5	Total population by age (0-4) (6)	2010:2019: 57,474		United Nations Statistics Division (UNSD)	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
6	Total population by age (5-9) (6)	2010:2019: 62,991		UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
7	Total population by age (10-14) (6)	2010:2019: 68,952		UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
8	Total Fertility rate, per women (10)	1.9	1.9	UNFPA	<a href="https://www.unfpa.org/data/world-population-dashboard">https://www.unfpa.org/data/world-population-dashboard</a>
<b>Economy</b>					
9	GDP per capita (current USD) (2)	3,243	3,122	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
10	Income inequality: Gini coefficient (1)	37.4 (2010 - 2018)	Not reported	UNDP Human Development Report	<a href="http://www.hdr.undp.org/en/content/human-development-">http://www.hdr.undp.org/en/content/human-development-</a>

				2019 & 2020	indices-indicators-2018-statistical-update
11	Foreign direct investment net inflows (% of GDP) (2)	0.1	0.5 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
12	Net official development assistance received (% of GNI) (4)	4.8	Not reported	OECD/DAC	<a href="https://public.tableau.com/views/OECDDACaidataglancebyrecipient_new/Recipients?:embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no">https://public.tableau.com/views/OECDDACaidataglancebyrecipient_new/Recipients?:embed=y&amp;:display_count=yes&amp;:showTabs=y&amp;:toolbar=no?&amp;:showVizHome=no</a>
13	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	2.3	Not reported	SDG Country Profile	<a href="https://country-profiles.unstatshub.org">https://country-profiles.unstatshub.org</a>
14	Agriculture, forestry, and fishing, value added (% of GDP) (2)	15.9	15.8 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Poverty</b>					
15	Population vulnerable to/near multidimensional poverty (%) (1)	17.7	17.7	UNDP Human Development Report 2018 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
16	Population in severe multidimensional poverty (%) (1)	14.7	14.7	UNDP Human Development Report 2018 & 2019	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
<b>Health</b>					
17	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	250 (2017)	Not reported	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
18	Healthy life expectancy at birth (2)	71.5	71.8 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
19	Prevalence of HIV, total (% of population ages 15-49) (2)	0.2	0.2	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
20	Current health expenditure (% of GDP) (2)	3.1	Not reported	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>

Gender					
21	Gender Inequality Index (1)	99	99 (2019)	UNDP Human Development Report 2019 & 2020	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
22	Proportion of seats held by women in national parliaments (%) (2)	14.9	14.9	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
23	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	59.3	59.5 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
24	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	64.4	64.0 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
Nutrition					
25	Prevalence of moderate or severe food insecurity in the total population (%) (7)	not reported	not reported	The State of Food Security and Nutrition report 2017 and 2020	<a href="http://www.fao.org/publications/sofi/en/">http://www.fao.org/publications/sofi/en/</a>
26	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	6 (2013–2018)	6	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
27	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	34 (2013–2018)	22	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
28	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	8 (2013–2018)	5	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
29	Mortality rate, under-5 (per 1,000 live births) (2)	29.6	28.5 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
Education					
30	Adult literacy rate (% ages 15 and older) (1)	66.6	not reported	UNDP Human Development Report	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>



				2019 & 2020	
31	Population with at least secondary education (% ages 25 and older) (1)	27.6	not reported	UNDP Human Development Report 2019 & 2020	<a href="http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update">http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update</a>
32	Adjusted primary school enrolment, net percent of primary school-age children, 2017	90.1	not reported	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
33	Secondary school enrolment, net percent of secondary school-age children, 2017	70.2	not reported	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) United Nations High Commissioner for Refugees; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) World Health Organization; (9) SDG Country Profile; (10) UNFPA

## Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by Director of Evaluation (DoE) and circulated for comments to CO and to LTA firms	DoE	12 January 2022
	Comments on draft ToR received	CO	26 January 2022
	Proposal deadline	LTA	2 March 2022
	LTA proposal review	EM	3 – 16 March 2022
	Final revised ToR sent to WFP stakeholders	EM	18 February 2022
	Contracting evaluation team/firm	EM	31 March 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	4 – 25 April 2022
	HQ & Regional Bureau (RB) inception briefing	EM & Team	19 – 29 April 2022
	Inception briefings	EM + TL	2-6 May 2022
	Submit draft inception report (IR)	TL	27 May 2022
	OEV quality assurance and feedback	EM	30 May – 3 June 2022
	Submit revised IR	TL	9 June 2022
	IR review	EM	13 June 2022
	IR clearance to share with CO	DoE	26 June 2022
	EM circulates draft IR to CO for comments	EM	30 June – 5 July 2022
	Submit revised IR	TL	6 July 2022
	IR review	EM	8 July 2022
	Seek final approval by QA2	EM	12 July 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	13 July 2022
Phase 3 - Data collection, including fieldwork <sup>80</sup>			
	In country / remote data collection	Team	25 July – 12 August 2022
	Exit debrief (ppt)	TL	12 August 2022
	Preliminary findings debrief	Team	26 August 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	9 September 2022
	OEV quality feedback sent to TL	EM	19 September 2022
Draft 1	Submit revised draft ER to OEV	TL	26 September 2022
	OEV quality check	EM	3 October 2022
	Seek clearance prior to circulating the ER to IRG	DoE	6 October 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	7-21 October 2022
	Consolidate WFP comments and share with team	EM	25 October 2022
	Stakeholder workshop (in country or remote)		26-28 October 2022

<sup>80</sup> Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

Draft 2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	3 November 2022
	Review D2	EM	11 November 2022
	Review D2 by DoE	DoE	18 November 2022
Draft 3	Submit final draft ER to OEV	TL	28 November 2022
	Review D3	EM	10 December 2022
	Seek final approval by DoE	DoE	6 January 2023
	Draft summary evaluation report	EM	January 2023
	Seek SER validation by TL	EM	January 2023
	Seek DoE clearance to send SER	DoE	January / February 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	February 2023
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	March 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	April - October 2023
	Presentation of summary evaluation report to the EB	DoE	November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

## Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, Head of Programme, staff from Programme, Partnership, RAM, and other sectors as relevant
<b>Regional Bureau</b>	The Bangkok Regional Bureau (RBB) has an interest in learning from the evaluation results as these can inform regional plans and strategies.	RBB staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional Vulnerability Assessment and Mapping (VAM) Advisor, and other(s)
<b>HQ Divisions and Senior Management</b>	HQ Divisions and Technical Units such as programme and policy, capacity strengthening, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety nets and social protection, partnerships, supply chain, and	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and	Evaluation focal points in HQ Divisions as relevant, including from Technical Assistance and Country Capacity Strengthening Service

	governance have an interest in lessons relevant to their mandates.	comment on the draft ER, and management response to the CSPE.	
<b>WFP Executive Board</b>	The Executive Board members have an accountability role, but also an interest in potential wider lessons from Bhutan's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the Executive Board session to inform Board members about the performance and results of WFP activities in Bhutan.	Executive Board member delegates
<b>External stakeholders</b>			
<b>Affected population / Beneficiary Groups</b> disaggregated by gender and age (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP	As the ultimate recipients of food/cash and other types of assistance, such as capacity strengthening, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.	To be further developed at inception
<b>National and local government institutions</b> including from the Ministries of Education, Agriculture and Forests, and Health, the School Health Steering Committee and core government agencies such as the Gross National Happiness Commission and the Ministry of Finance, BAFRA and the Food Corporation of	The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both at central and field level.  Interviews will cover policy and technical issues and Government staff will be involved in the feedback sessions.	Political and technical staff; teachers, community outreach services

<p>Bhutan, the Department of Disaster Management under the Ministry of Home and Cultural Affairs, the National Statistics Bureau and civil defence and civil society organizations.</p>			
<p><b>UN Country Team and Other International Organizations</b></p> <p>including from the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), UN Women, the World Bank, the International Fund for Agricultural Development (IFAD) among others.</p>	<p>UN agencies and other partners in Bhutan have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>The UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes.</p> <p>The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies. The CO will keep UN partners informed of the evaluation’s progress.</p>	<p>Senior Management, UN Resident Coordinator, UN Agencies’ Representatives</p>
<p><b>Donors</b> - including the Republic of Korea, Canada, Australia, Japan Association of WFP, the RS Group (River Star Foundation), the South Asian Association for Regional Cooperation.</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and whether WFP’s work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination</p>	<p>Representatives from main donors</p>
<p><b>Cooperating partners and NGOs</b>, including the Tarayana Foundation Bhutan’s biggest civil society organisation</p>	<p>WFP’s cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the</p>	<p>Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.</p>	<p>Representatives from cooperating partners and NGOs</p>

	implications of the evaluation results.		
<b>Private sector, civil society and Academia</b> , including the Universities of Newcastle and Durham in the United Kingdom, the Bhutan Chamber of Commerce and Industries and the Confederation of Indian Industries, industry experts from companies such as Big Bazaar, Spencer's and Cargill, and the Association of Official Analytical Collaboration, India	Current or potential partners from the private sector, the civil society and Academia may have an interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.	Representatives from private sector, civil society and Academia

# Annex 5: Evaluability assessment

Table 1: Analysis of results reporting in Bhutan annual country reports 2018-2021					
		ACR 2018	ACR 2019	ACR 2020	ACR 2021
<b>Outcome indicators</b>					
	Total number of indicators in applicable logframe	4	9	9	9
Baselines	Nr. of indicators with any baselines reported	2	7	7	7
Year-end targets	Nr. of indicators with any year-end targets reported	2	4	7	7
CSP-end targets	Nr. of indicators with any CSP-end targets reported	2	4	7	7
Follow-up	Nr. of indicators with any follow-up values reported	2	4	7	7
<b>Cross-cutting indicators</b>					
	Total number of indicators in applicable logframe	1	3	3	3
Baselines	Nr. of indicators with any baselines reported	1	1	0	1
Year-end targets	Nr. of indicators with any year-end targets reported	1	1	0	1
CSP-end targets	Nr. of indicators with any CSP-end targets reported	1	1	0	1
Follow-up	Nr. of indicators with any follow-up values reported	1	1	0	1
<b>Output indicators</b>					
	Total number of indicators in applicable logframe	14	28	28	28
Targets	Nr. of indicators with any targets reported	10	16	27	25
Actual values	Nr. of indicators with any actual values reported	10	14	18	22

Table 2: Outcome Indicator Checklist T-ICSP 2018				
Strategic outcome	Indicator	2018		
		Baseline	Target	Follow up
01- School-aged children in vulnerable areas have sustainable access to food by 2019	Enrolment Rate	✓	✓	✓
	Retention Rate	✓	✓	✓
	Zero Hunger Capacity Scorecard	✗	✗	✗
02- Support the Government of Bhutan in achieving the SDGs by 2030	Zero Hunger Capacity Scorecard	✗	✗	✗



**Table 3: Outcome Indicator Checklist CSP 2019-2021**

Strategic outcome	Indicator	2019			2020			2021		
		Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up
01- School-age children, women and vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023(SDG2)	Dietary Diversity Score	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	✓	✗	✗	✓	✓	✓	✓	✓	✓
	Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	✓	✗	✗	✓	✓	✓	✓	✓	✓
	SABER School Feeding National Capacity	✗	✗	✗	✗	✗	✗	✗	✗	✗
	Value and volume of smallholder sales through WFP-supported aggregation systems	✓	✗	✗	✓	✓	✓	✓	✓	✓
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 Capacity Index	✗	✗	✗	✗	✗	✗	✗	✗	✗
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	✓	✓	✓	✓	✓	✓	✓	✓	✓

Note: The data for 2021 is subject to change upon finalization of ACR 2021

## **Preliminary assessment of data availability for targets and baseline/follow-up values for outcome and output indicator:**

As a result of a preliminary assessment the following gaps in reporting of results were identified.<sup>81</sup>

### CSP Annual Country Report 2020:

- Outcome indicator values under Strategic Outcome 1:
  - SABER School Feeding National Capacity
- Output indicator values under Strategic Outcome 1:
  - Number of kitchens or cook areas rehabilitated/constructed
- Outcome indicator values under Strategic Outcome 2:
  - Emergency Preparedness Capacity Index
- Output indicator values under Strategic Outcome 2:
  - Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (male and female)
  - Number of forecasting tools developed
- Cross Cutting Indicators
  - Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)
  - Proportion of targeted people receiving assistance without safety challenges (new)
  - Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

### CSP Annual Country Report 2019:




- Outcome indicator values under Strategic Outcome 1:
  - SABER School Feeding National Capacity
  - 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
- Output indicator values under Strategic Outcome 1:
  - Number of people reached through interpersonal SBCC approaches (male and female)
  - Number of people reached through SBCC approaches using mass media (i.e. national TV programme)
  - Number of people reached through SBCC approaches using social media (i.e. twitter, facebook)
  - Number of farmers that benefit from farmer organizations ' sales to home-grown school meals programme and other structured markets
  - Number of government counterparts trained
  - Number of infrastructure works implemented
  - Number of kitchens or cook areas rehabilitated/constructed

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<sup>81</sup> This assessment is based on the currently available 2018 and 2019 COMET and ACRs data.

- USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support
- Outcome indicator values under Strategic Outcome 2:
  - Emergency Preparedness Capacity Index
- Output indicator values under Strategic Outcome 2:
  - USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support
  - Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (male and female)
  - Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action
  - Number of WFP-led clusters operational
  - Number of infrastructure works implemented
- Cross Cutting Indicators
  - Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)
  - Proportion of targeted people receiving assistance without safety challenges (new)

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

		2015	2016	2017	2018
<b>Bhutan relevant events</b>		Nepal Earthquake (Gorkha)	Government launched a 'central schools' providing 3 meals to boarding students	Include key events in the country in the relevant year	Parliamentary Elections, Launch of 12 <sup>th</sup> National Five Year Plan
<b>WFP interventions</b>	Bhutan DEV -200300 (2014-2018) but later realigned to T-ICSP in 2018	Activity Type: Country Capacity Strengthening; School Meal programme Total requirements: 8,579,519 later revised to 7,574,068 Total contributions received: 6,050,123 Funding: 79.9%			
	ICSP/ T-ICSP				Activity Type: Country Capacity Strengthening; School Meal programme Total requirements: 1,215,704 Total contributions received: 1,283,357 Funding: 105.6%
<b>Outputs at country office level</b>	Food distributed (MT) 	1,857	1,344	1,150	
	Cash distributed (USD) 	n/a	n/a	n/a	
	Actual beneficiaries (number) 	24,437	19,092	15,951	

Source: WFP System for Project Approval Archive, Annual Standard Project Report 2015, 2016, 2017, 2018, 2019 data compiled on [05/11/2021]

# Annex 7: Line of sight

Country strategic plan Bhutan 2019-2023, line of sight	
SR 2- End malnutrition (SDG Target 2.2)	SR 5 – Capacity Strengthening (SDG Target 17.9)
<b>ROOT CAUSES</b>	<b>RESILIENCE BUILDING</b>
<b>OUTCOME 1:</b> School age children, women and particularly vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023	<b>OUTCOME 2:</b> Royal Government of Bhutan has strengthened capabilities to address food security and nutrition challenges, and prepare for and respond to crises, including those resulting from climate change, by 2023
<b>OUTPUTS:</b>	<b>OUTPUTS:</b>
<ul style="list-style-type: none"> <li>Targeted primary and secondary school age children, including adolescent girls, [Tier 2] benefit from healthy diets consisting of diverse foods [SR 1], gender-transformative nutrition education programmes and health services provided to both boys and girls in order to improve their nutrition, combat NCDs [SDG 3], and enhance school performance [SDG 4] [SR 2]</li> <li>People [Tier 3] benefit from RGoB's increased capacity to monitor the safety and quality of fortified foods, to ensure that their basic food and nutrition needs are met [SR 2]</li> </ul>	<ul style="list-style-type: none"> <li>Food insecure and other vulnerable people [Tier 3] benefit from RGoB's enhanced knowledge on vulnerability, emergency logistics and use of best practices for supply chain systems (storage of – decentralized – strategic grain reserves) minimizing losses and to improve their food security in times of need [SR 1, SR 5, SR 8]</li> </ul>
<p>ACTIVITY 1: Provide assistance to RGoB to transition to a National School Nutrition Programme based on the Integrated Approach, including nutrition education, school health and school agriculture, and in addition to supply chain and school nutrition infrastructure optimization [activity category 9; modality: CS]</p>	<p>ACTIVITY 3: Provide gender-informed and vulnerability focussed capacity strengthening to RGoB to manage national emergency resources and develop, enhance and test national emergency response plans and coordination systems, and lead the emergency logistics and communications sectoral working group [activity category 9; modality: CS]</p>
<p>ACTIVITY 2: Provide technical assistance to RGoB and the national food production and trade sectors to ensure that sound policy is in place and to address quality and safety assurance throughout the supply chain of fortified foods, especially rice [activity category 9; modality: CS]</p>	

Source: WFP SPA website

# Annex 8: Output Results

Table 1: T-ICSP Output Results 2018				
Output Indicator	Detailed Indicator	Unit	Target	Actual
Strategic Outcome 1: School-aged children in vulnerable areas have sustainable access to food by 2019.				
Activity 1: Provide nutritious meals to vulnerable school-aged children to ensure equitable access to education.				
Output A: Food, including fortified foods, and non-food items, distributed in sufficient quantity and quality and in a timely manner to targeted schools.				
Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	Days	25	25
Number of institutional sites assisted	Number of schools assisted by WFP	school	165	164
Quantity of non-food items distributed	Value of non-food items distributed	US\$	85,000	89,180
Activity 02: Provide technical assistance to the Government of Bhutan to enhance critical aspects of school meals management.				
Output C: National school feeding policies and frameworks are in place.				
National school feeding policies and frameworks are in place	National school feeding policies and frameworks are in place	Activity	1	1
Output C: Technical support provided to enhance management of school feeding.				
Number of technical support activities provided	Number of technical assistance activities provided	Unit	5	5
Strategic Outcome 2: Support the Government of Bhutan in achieving the SDGs by 2030				
Activity 03: Provide policy and technical assistance to the Government of Bhutan to scale up fortification in the country.				
Output C: Country capacity strengthened for regional and local sourcing of fortified food and infrastructure and technology transferred to enable domestic production of fortified food.				
Number of technical support activities provided	Number of technical assistance activities provided	Unit	4	9

Output C: Regulatory framework and quality control mechanism established to regulate the national production and import of fortified food.				
Number of capacity development activities provided	Number of national response plans developed with WFP support	Policy	2	2
Activity 04: Strengthen the Government of Bhutan's capacity in emergency preparedness.				
Output C: Contingency plan created for multiple emergency scenarios and tested during simulation exercise.				
Number of technical support activities provided	Number of mobile storage tents/units made available	Unit	3	3
Number of technical support activities provided	"Number of people trained	Individual	200	191

Source: WFP COMET data extracted on 01/12/2021 and ACR 2018

Table 2: CSP Output Results 2019-2021									
	Indicator	Modality	Unit	2019		2020		2021	
				Target	Actual	Target	Actual	Target	Actual
Strategic Outcome 1: School-age children, women and vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023									
Activity 1: 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.									
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.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.4*.1: Number of government/national partner staff receiving technical assistance and training.	Institutional capacity strengthening activities	Individual	147	148	175	70	175	311

C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	6	6	7	7	7	7
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	8	5	4	3	5	8
C.8*: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.	C.8*.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.	Institutional capacity strengthening activities	US\$	50,000	0	350,000	0	830,000	333,853
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*.4*.: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches. (male)	Institutional capacity strengthening activities	Number	0	0	2,250	0	7,125	0
	E*.4.2: Number of people reached through interpersonal SBCC approaches. (female)	Institutional capacity strengthening activities	Number	0	0	2,250	0	7,125	0
E*.5*.: Number of people reached through SBCC approaches using media	E*.5.1: Number of people reached through SBCC approaches using mass media (i.e. national TV programme).	Institutional capacity strengthening activities	Individual	0	0	12,000	0	12,000	0
	E*.5.2: Number of people reached through SBCC approaches using social media (i.e. twitter, facebook)	Institutional capacity strengthening activities	Individual	0	0	4,500	0	21,375	260,000



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.1*.: Number of smallholder farmers supported/trained	F.1.27: Number of farmers that benefit from farmer organizations ' sales to home-grown school meals programme and other structured markets.	Institutional capacity strengthening activities	Number	0	0	2,500	502	2,500	1,959
	F.1.62: Number of government counterparts trained.	Institutional capacity strengthening activities	Number	0		20	15	20	40
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.1*.: Number of infrastructure works implemented, by type	L.1.1: Number of infrastructure works implemented.	Institutional capacity strengthening activities	Unit	0	0	10	0	17	11
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.1*.: Number of national coordination mechanisms supported	M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	Unit	2	2	2	2	2	2
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*5: Number of schools with infrastructure rehabilitated or constructed	N*.5.1: Number of kitchens or cook areas rehabilitated/constructed	Institutional capacity strengthening activities	Individual						

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.

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.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.4*.1: Number of government/national partner staff receiving technical assistance and training.	Institutional capacity strengthening activities	Individual	30	48	50	78	50	32
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	5	5	5	3	4	3
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	1	2	4	4	2	2
C.8*: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.	C.8*.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.	Institutional capacity strengthening activities	US\$	0	0	15,000	0	0	0

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.1*: Number of infrastructure works implemented, by type	L.1.1: Number of infrastructure works implemented.	Institutional capacity strengthening activities	Unit	1	0	1	0	2	1
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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.1*: Number of national coordination mechanisms supported	M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	Unit	1	1	1	2	2	2
Strategic Outcome 2: 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.									
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.									
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.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.4*.1: Number of government/national partner staff receiving technical assistance and training.	Institutional capacity strengthening activities	Individual	139	94	115	95	150	180
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.	C.5*.1: Number of technical assistance activities provided.	Institutional capacity strengthening activities	Unit	6	4	6	3	7	7
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support.	C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	3	3	4	3	3	4
C.7*: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support.	C.7*.1: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support	Institutional capacity strengthening activities	Number	1	1	1	1	1	1
C.8*: USD value of assets and infrastructure handed over to national	C.8*.1: USD value of assets and infrastructure handed over to national	Institutional capacity	US\$	0	0	30,000	189,000	0	0

stakeholders as a result of WFP capacity strengthening support.	stakeholders as a result of WFP capacity strengthening support.	strengthening activities							
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 minimize losses and improve food security in times of need.									
G.7: Number of tools developed to strengthen national systems for forecast-based early action	G.7.1: Number of forecasting tools developed.	Institutional capacity strengthening activities	Tool	1	2	0	0		
G.7*: Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action.	G.7.1: Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action	Institutional capacity strengthening activities	%	0	0	33	16	33	16
G.9: Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks.	G.9.1 Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (male)	Institutional capacity strengthening activities	Individual						
G.9: Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks.	G.9.2: Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (female)	Institutional capacity strengthening activities	Individual						
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.2*: Number of WFP-led clusters operational, by type.	H.2.1: Number of WFP-led clusters operational.	Institutional capacity strengthening activities	Unit	0	0	2	0	2	1
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.1*: Number of infrastructure works implemented, by type	L.1.1: Number of infrastructure works implemented.	Institutional capacity	Unit	0	0	2	3	2	1

		strengthening activities								
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.1*: Number of national coordination mechanisms supported	M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	Unit	2	2	3	2	3	2	

Source: WFP COMET data extracted on 01/12/2021 for 2019 and 2020 and on 10/02/2022 for 2021.

Note: The data for 2021 is subject to change upon finalization of ACR in 2021

# Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft (dates are tentative and subject to change)
Preparation	Comms in ToR	<ul style="list-style-type: none"> <li>Evaluation Team</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM/CM		January 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo; WFP.org</li> </ul>	EM		February 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo</li> </ul>	EM		June 2022
Data Collection	Exit debrief	<ul style="list-style-type: none"> <li>CO staff &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>PPT, meeting support</li> </ul>	EM/ET		August 2022
Reporting	Stakeholder workshop using the EvaluVision approach	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/national and local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Workshop, meeting</li> <li>Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	October 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>WFP EB/Governance/Management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP Technical Staff and Practitioners</li> <li>Donors/Countries</li> <li>Partners/Civil society/Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>Evaluation Network platforms (UNEG, Active Learning Network for Accountability and Performance (ALNAP))</li> </ul>	EM	CM	February – April 2023

			<ul style="list-style-type: none"> <li>• Newsflash</li> </ul>			
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Board website (for SERs and MRs)</li> </ul>	EM/EB	CM	March – April 2023
Dissemination	Management response	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Country/Regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web (WFP.org, WFPgo)</li> <li>• KM channels</li> </ul>	EB	EM	April – September 2023
Dissemination	ED Memorandum	<ul style="list-style-type: none"> <li>• ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM	DE	June – October 2023
Dissemination	Talking Points/Key messages	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation</li> </ul>	EM	CM	June – October 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation</li> </ul>	EM	CM	June – October 2023
Dissemination	Report communication	<ul style="list-style-type: none"> <li>• Evaluation management Group (EMG)</li> <li>• Division Directors, Country Offices and evaluation specific stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM	DE	June – October 2023
Dissemination	Video	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> </ul>	CM	EM	November 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	CM	EM	November 2023
Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society/Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM	November 2023

CM: OEV Communications team

# Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?</b>					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

# **Annex 11: Approved Country Strategic Plan document**

Bhutan Transitional ICSP (January-December 2018) | World Food Programme (wfp.org)

Bhutan Country Strategic Plan (2019-2023) | World Food Programme (wfp.org)

# Annex 12: Proposed members of the Internal Reference Group and Terms of Reference

## A. Terms of Reference for the Internal Reference Group (IRG)

### 1. Background

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

### 2. Purpose and guiding principles of the IRG

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

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

### 3. Roles

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

The IRG's main role is as follows:

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

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

### 4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the

regional bureau level<sup>82</sup> (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

## B. Proposed IRG membership for Bhutan CSPE

<b>Bhutan Country Office</b>	
Country Director	<b>Svante HELMS</b>
Programme Policy Officer	<b>Dungkar DRUKPA</b>
Programme Policy Officer / CSPE focal point	<b>Udaya SHARMA</b>
<b>Bangkok Regional Bureau</b>	
Senior Rice Fortification Advisor for Asia and Pacific Region	<b>Arvind BETIGERI</b>
Senior Climate Services and DRR Advisor	<b>Katiuscia FARA</b>
<b>HQ</b>	
Country Capacity Strengthening Unit	<b>Daniel DYSSEL</b>
Programme Policy Officer - Country Capacity Strengthening, SBP School Based Programmes	<b>Soha HAKY</b>

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<sup>82</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

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# Annex 14: Acronyms

<b>AAP</b>	Accountability to Affected Persons
<b>ACR</b>	Annual Country Report
<b>ADB</b>	Asian Development Bank
<b>ALNAP</b>	Active Learning Network for Accountability and Performance
<b>BAFRA</b>	Bhutan Agriculture and Food Regulatory Authority
<b>CBT</b>	Cash based transfer
<b>CO</b>	WFP Country Office
<b>COMET</b>	Country Office Tool for Managing Programmes Effectively
<b>CPB</b>	Country Portfolio Budget
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DDM</b>	Department of Disaster Management
<b>DoE</b>	Director of Evaluation
<b>ECP</b>	Economic Contingency Plan
<b>EB</b>	Executive Board
<b>FAO</b>	Food and Agriculture Organization
<b>FCS</b>	Food Consumption Score
<b>FYP</b>	Five-Year Plan
<b>GBV</b>	Gender-Based Violence
<b>GDP</b>	Gross Domestic Product
<b>GNH</b>	Gross National Happiness
<b>GNI</b>	Gross National Income
<b>GII</b>	Gender Inequality Index
<b>HDI</b>	Human Development Index
<b>HQ</b>	WFP Headquarters

<b>IFAD</b>	International Fund for Agricultural Development
<b>IRG</b>	Internal Reference Group
<b>LDCs</b>	Least developed countries
<b>MICS</b>	Multiple Indicator Survey
<b>MPI</b>	Multidimensional Poverty Index
<b>MPTF</b>	Multi-Partner Trust Fund
<b>NBP</b>	Needs Based Plan
<b>NGO</b>	Non-Governmental Organization
<b>NRKA</b>	National Key Result Area
<b>ODA</b>	Official Development Assistance
<b>OECD/DAC</b>	The Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>PHQA</b>	Post-Hoc Quality Assessment
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>RB</b>	Regional Bureau
<b>RBB</b>	Bangkok Regional Bureau
<b>REO</b>	Regional Evaluation Officer
<b>RFNS</b>	Literature Review on Food and Nutrition Security
<b>RGoB</b>	Royal Government of Bhutan
<b>SDG</b>	Sustainable Development Goals
<b>SER</b>	Summary Evaluation Report
<b>SERP</b>	Socio-Economic Response Plan
<b>SFTC</b>	School Feeding Technical Committee
<b>SO</b>	Strategic Outcome
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group

<b>UNFPA</b>	United Nations Population Fund
<b>UNSD</b>	United Nations Statistics Division
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSDPF</b>	United Nations Sustainable Development Partnership Framework
<b>VAM</b>	Vulnerability Assessment and Mapping
<b>VNR</b>	Voluntary National Review

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