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# Evaluation of Nepal WFP Country Strategic Plan 2019-2023

Terms of reference

# Table of Contents

<b>Table of Contents</b> .....	<b>2</b>
<b>1. Background</b> .....	<b>4</b>
1.1. Introduction .....	4
1.2. Context .....	4
<b>2. Reasons for the evaluation</b> .....	<b>12</b>
2.1. Rationale.....	12
2.2. Objectives .....	12
2.3. Stakeholder Analysis .....	13
<b>3. Subject of the evaluation</b> .....	<b>13</b>
3.1. Subject of the Evaluation .....	13
3.2. Scope of the Evaluation .....	25
<b>4. Evaluation approach, methodology and ethical considerations</b> .....	<b>26</b>
4.1. Evaluation Questions and Criteria .....	26
4.2. Evaluation Approach and Methodology.....	28
4.3. Evaluability assessment .....	29
4.4. Ethical Considerations.....	31
4.5. Quality Assurance.....	32
<b>5. Organization of the evaluation</b> .....	<b>33</b>
5.1. Phases and Deliverables .....	33
5.2. Evaluation Team Composition .....	33
5.3. Roles and Responsibilities .....	35
5.4. Security Considerations .....	35
5.5. Communication .....	36
5.6. Proposal.....	36
<b>Annexes</b> .....	<b>37</b>
<b>Annex 1: Nepal, Map with WFP Offices in 2021</b> .....	<b>37</b>
<b>Annex 2: Nepal Fact Sheet</b> .....	<b>38</b>
<b>Annex 3: Timeline</b> .....	<b>41</b>
<b>Annex 4: Preliminary Stakeholder analysis</b> .....	<b>44</b>
<b>Annex 5: Evaluability assessment</b> .....	<b>48</b>
<b>Annex 6: WFP Nepal presence in years pre-Country Strategic Plan</b> .....	<b>50</b>
<b>Annex 7: Line of sight</b> .....	<b>53</b>
<b>Annex 8: Key information on beneficiaries and transfers</b> .....	<b>55</b>
<b>Annex 9: Communication and Knowledge Management plan</b> .....	<b>61</b>
<b>Annex 10: Template for evaluation matrix</b> .....	<b>66</b>
<b>Annex 11: Approved Country Strategic Plan document</b> .....	<b>69</b>
<b>Annex 12: Key recommendations of past WFP Evaluations</b> .....	<b>70</b>

**Annex 13: Terms of Reference for the Country Strategic Plan Evaluation’s Internal Reference Group (IRG)75**

**Annex 14: Composition of the Nepal Country Strategic Plan Evaluation’s Internal Reference Group (IRG)78**

**Annex 15: Bibliography ..... 79**

**Annex 16: Acronyms..... 81**

# 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. 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. Nepal is a landlocked country in South Asia with an area of 147,516 km<sup>2</sup>. The country is mainly situated in the Himalaya mountains and covers parts of the Indo-Gangetic Plain. It borders China to the north and India to its other latitudes (see Annex 1).
5. The country has a population of approximately 29.1 million of which 51.04 percent are female<sup>1</sup>. Sixty-six percent of the people falls under the age bracket of 15-64 years; and another 28.1 percent are under 15 years old.<sup>2</sup> The life expectancy at birth in Nepal is 71 years (women 72; men 69) (2019)<sup>3</sup>. The adolescent birth rate per 1000 females is 63<sup>4</sup> and the fertility rate is 1.8<sup>5</sup>.
6. The growth of urban population is steep (3.9 percent in 2020) and currently urban population accounts for 21 percent of the overall population<sup>6</sup>.
7. Around three quarters of the country's population speaks the official language, Nepali, as their first or second language. In capital city Kathmandu and other major cities, English is starting to be widely spoken.
8. After 28 years of political instability with 27 governments in power, the 2015 constitution established a federal democratic republic. The current minority government took office in August 2021 following months of instability.

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<sup>1</sup> Nepal National Planning Commission Central Bureau of Statistics. National Census 2021 at <https://censusnepal.cbs.gov.np/Home/Details?tpid=5&dcid=3479c092-7749-4ba6-9369-45486cd67f30&tfsid=17> Accessed on 21/02/2022.

<sup>2</sup> UNFPA World Population Dashboard, *Nepal*. 2021. Accessed on 04/01/2022.

<sup>3</sup> World Bank Data, *Nepal*. 2019. Accessed on 04/01/2022.

<sup>4</sup> WHO Data, *Nepal*. 2018. Accessed on 04/01/2022.

<sup>5</sup> UNFPA World Population Dashboard, *Nepal*. 2021. Accessed on 04/01/2022.

<sup>6</sup> World Bank Data, *Nepal*. 2020. Accessed on 04/01/2022.

9. Nepal has significantly reduced poverty rates and in 2020 it reached a status as lower-middle income country.<sup>7</sup> <sup>8</sup> However, as a consequence of the Covid-19 pandemic, both Gross Domestic Product (GDP) and GNI declined in 2021.
10. The population vulnerable to multidimensional poverty is estimated at 17.8 percent, while approximately 4.9 percent suffer from severe multidimensional poverty.<sup>9</sup> Rural/urban disparities related to poverty are very significant (rural poverty rate 28 percent; urban 12.3 percent) and also exist among provinces, with Karnali province reporting the highest percentage of people living in multi-dimensional poverty (39.5 percent) followed by Sudurpashchim Province (25.3 percent) and Province 2 (24.2 percent).<sup>10</sup>
11. In 2019, Nepal's Human Development Index (HDI) value stood at 0.602, ranking the country 142 out of 189 countries as a medium human development category.<sup>11</sup> The GINI coefficient measuring (in)equality stood at 39.5 in 2018<sup>12</sup>, fairly similar to other Southern Asian countries. Inequalities in Nepal are frequently caste and ethnicity based.
12. Around 84.6 percent of the country's total working population is employed in the informal sector, with women's share in the informal economy (90.5 percent) being higher than men's (81.1 percent)<sup>13</sup>. Almost half of the country's households has a member who is either working overseas or has returned<sup>14</sup>. Nepal's strong reliance on remittances that amount to 24 percent of the gross domestic product<sup>15</sup> renders it very vulnerable to fluctuations in currency values.

### National policies and the SDGs

13. The Government of Nepal places a strong emphasis on reducing poverty and food insecurity and has promoted policies and programmes explicitly targeting poverty reduction, nutrition, quality education, and sustainable family agriculture while enhancing emergency preparedness on the short and long term. The so-called 14<sup>th</sup> Plan, the first national plan to adopt the Sustainable development Goals (SDGs), was launched little after the 2015 Constitution of Nepal had come into effect. The more recently released 15<sup>th</sup> Plan (2019/20-2023/24) has continued mainstreaming the SDGs. For 2024, the country aims to have a per capita income of USD 1,595, a literacy rate of 95 percent (15 years and above) and 60 percent of the population covered by basic social security. According to the country's long-term vision, by the end of 2034, Nepal should have graduated to a middle-income country<sup>16</sup>.
14. Multiple sectorial policies, strategies and plans reinforce these and other social commitments (see sections below).

### Food and nutrition security

15. Nepal's Global Hunger Index score improved from 36.8 ("very serious") in 2000 to 19.1 ("moderate") in 2021<sup>17</sup>. However, to date, still 6 out of 7 provinces in Nepal have a moderately high prevalence of insufficient food consumption ( ). Food security in Nepal is associated with physical access constraints (mountains) and disasters, and in particular affects women, certain ethnic and lower caste groups.

<sup>7</sup> World Bank Data, *Nepal*. 2020. Accessed on 04/01/2022.

<sup>8</sup> The UN Committee for Development Policy has recommended for Nepal's graduation from the Least Developed Country (LDC) category with preparatory period of five years. This means that the graduation of Nepal would be effective in 2026.

<sup>9</sup> UNDP, *Statistical Update*. 2018. Accessed on 04/01/2022.

<sup>10</sup> OPHI, UNDP and UNICEF, *Nepal Multidimensional Poverty Index*. 2021. Accessed on 04/01/2022.

<sup>11</sup> UNDP, *Human Development Report*. 2020. Accessed on 04/01/2022.

<sup>12</sup> A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

<sup>13</sup> Tanushree Agrawal, *Impact Of COVID-19 On SMEs From A Gender Lens*. Nepal Economic Forum, 6 September 2021. Accessed on 04/01/2022.

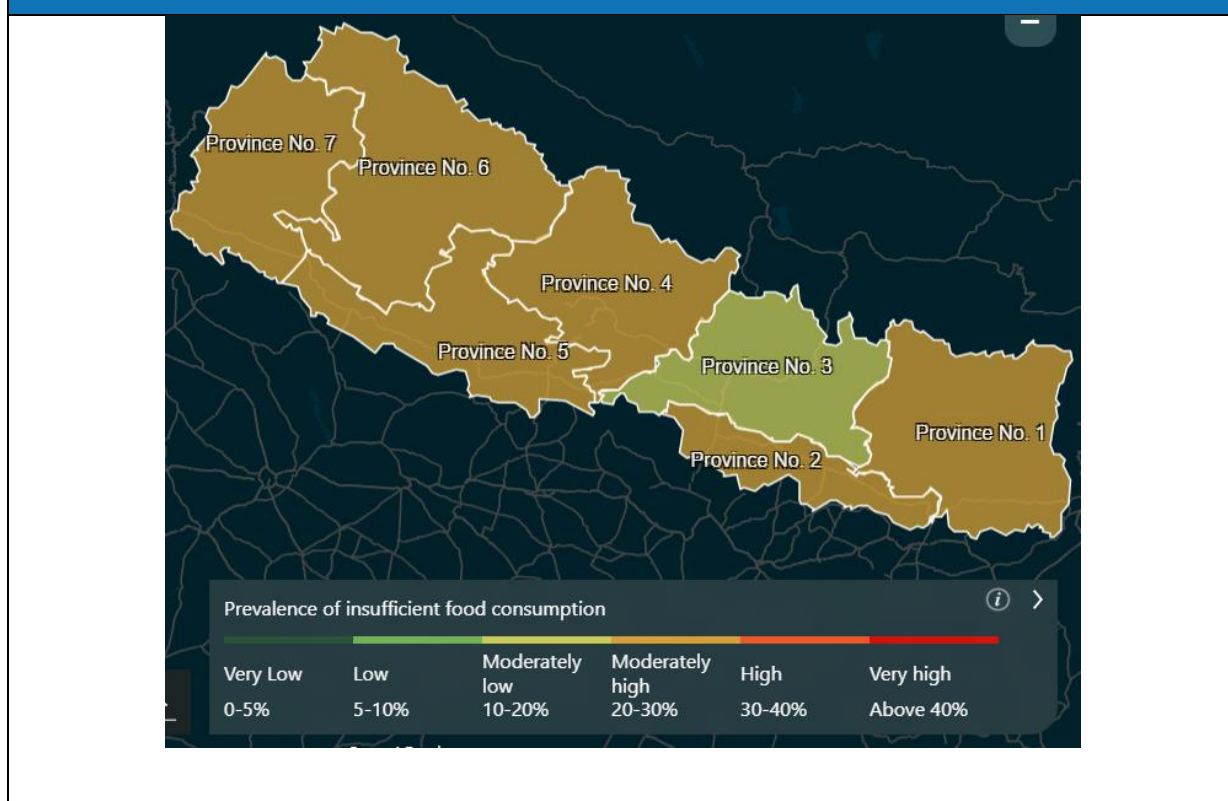
<sup>14</sup> IOM, *Migration in Nepal, a Country Profile*. 2019. Accessed on 04/01/2022.

<sup>15</sup> World Bank Data, *Nepal*. 2020. Accessed on 04/01/2022.

<sup>16</sup> Aarjan Rupakheti, *Key Highlights from Nepal's long term economic vision (FY2020 – FY2044) and Nepal's 15th five-year plan (FY2020 -FY2024)*. Nepal Economic Forum. 1 March 2021. Accessed on 04/01/2022.

<sup>17</sup> Global Hunger Index, *Nepal*. 2021. Accessed on 04/01/2022.

Figure 1: Nepal, Food insecurity situation (Dec 2021)



Source: <https://hungermap.wfp.org>

16. The Global Nutrition Report 2021<sup>18</sup> indicates that no progress has been achieved towards national targets for acute malnutrition (wasting) in Nepal. Twelve percent (13.5 percent boys and 10.4 percent girls) of children under 5 suffered from wasting in 2020. Progress is also lacking in terms of breastfeeding, with only 62 percent of children aged 0 to 5 months being exclusively breastfed. Nepal is 'on course' to meet the target for stunting, but 30 percent of children under 5 years of age are still affected<sup>19</sup>, which is higher than the average for the Asia region (21.8 percent). The percentage for overweight children is reported at 2 percent<sup>20</sup>.

17. Micronutrient deficiencies, in particular anaemia, are a major health issue in Nepal, especially among infants, children, and pregnant women with low socio-economic status, insufficient food intake and poor dietary habits. Anaemia prevalence has increased since 2006. In 2017, about 69 percent of children six to twenty-three months and 53 percent of children under five were reported to suffer from anaemia<sup>21</sup>. Anaemia among women aged 15 to 49 years was 41% in 2016, an increase of 6% since 2006. However, anaemia among pregnant women decreased by 2% over the same timeframe.<sup>22</sup>

18. The food security of all Nepali citizens became enshrined in the 2018 Right to Food and Food Sovereignty Act, presenting an opportunity to include Sustainable Development Goal (SDG) 2 (Zero Hunger) in national policies, budgets and sub-national plans.

19. The key document for improving maternal and child nutrition in Nepal is the Multi-Sector Nutrition Plan (MSNP) II (2018-2022), including national aspirations to reduce stunting to 24 percent by 2025.

<sup>18</sup> The Global Nutrition Report 2021 is a multi-stakeholder initiative, consisting of a Stakeholder Group, Independent Expert Group and Report Secretariat. Accessed at 13/01/2022

<sup>19</sup> UNICEF, *State of the World Children 2021*. Accessed on 04/01/2022.

<sup>20</sup> *Idem*

<sup>21</sup> Nepal National Planning Commission, *Towards Zero Hunger in Nepal*, 2018.

<sup>22</sup> *Idem*

## Agriculture

20. Nepali agriculture occupies around 29 percent of the total land area<sup>23</sup>, represents 25 percent of the GDP (2018)<sup>24</sup>, and employed 64.3 percent of all workers in 2019<sup>25</sup>. Agriculture in Nepal is predominantly subsistence based. Smallholder farmers produce up to 80 percent of the food consumed in the country.<sup>26</sup>
21. In terms of the composition of agricultural produce, 75.1 percent of the agriculture GDP is generated by cereal (i.e., mainly paddy, maize and wheat) and livestock (i.e., production of milk, meat, eggs and wool)<sup>27</sup>. Production of fruits and vegetables is limited, and seasonality and prices are an underlying cause for their limited consumption<sup>28</sup>.
22. Agriculture is regarded as a key cornerstone within the 15th Plan; and Nepal's Agriculture Development Strategy (2015-2035) integrates a Food and Nutrition Security Plan of Action (2014-2024), that aims to reduce hunger, malnutrition and poverty among the poorest households by improving sustainable agricultural-based livelihoods.

## Natural disasters and climate change

23. Nepal continues to rank among the most disaster-affected countries in the world in terms of mortality, cost and number of events. Seismologists warn for possible earthquakes in the future with larger magnitudes than the devastating ones of 2015.
24. The country ranks 10 (out of 176 countries) in the Climate Change Index (2010-19)<sup>29</sup>. Climate change has intensified the occurrence of flooding and landslides during the annual monsoon season, especially in the country's southern plains and also has increased drought and soil erosion. Mountainous regions are also at risk of retreating glaciers and erratic rainfall patterns.
25. The impact of climate change is compounded by Nepal's social vulnerability, such as its dependence on subsistence farming. Recent studies by the Asian Development Bank suggest that Nepal faces losing 2.2 percent of its annual GDP due to climate change by 2050.<sup>30</sup>
26. Nepal's Disaster Risk Management Act, 2017, is the country's first act to recognize sudden-onset natural disasters, drought, famine and epidemics as disasters and includes provisions on disaster risk reduction. Two years after, in 2019, Nepal enacted a National Climate Change Policy.

## Education

27. The Net Enrolment Rate (NER) in Nepal's primary education reached 97.2 percent in 2018/19. The overall literacy rate of the population was measured at 67.9 percent in the same year, while it was 92 per cent for people between 15-24<sup>31</sup>. The Gender Parity Index (GPI) in enrolment for primary schools was 1.06 against the target of 1.01 in 2019<sup>32</sup>, meaning that there were more girls in primary schools than boys.
28. Albeit overall progress, poor quality of education prevails and inequity in access persist<sup>33</sup>. Key barriers to enrolment and attendance include poverty, social exclusion, disability, migration, child labour, social norms and gender bias.

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<sup>23</sup> FAO, <https://www.fao.org/countryprofiles/index/en/?iso3=NPL>, accessed on 5/1/2022

<sup>24</sup> Government of Nepal, *National Economic Census 2018 Analytical Report Food and Beverage Industry*. 2021.

<sup>25</sup> World Bank, *Employment in agriculture (% of total employment) (modelled ILO estimate)*. 2019.

<sup>26</sup> Nepal's Tibhuvan University, *Nepal at the edge of sword with two edges: the COVID-19 pandemics and Sustainable Development Goals*, 2021

<sup>27</sup> Government of Nepal, *National Economic Census 2018 Analytical Report Food and Beverage Industry*. 2021.

<sup>28</sup> Wageningen University, *Scoping study on fruits and vegetables; results from Nepal*. 2021

<sup>29</sup> German Watch, *Global Climate Index*. 2021

<sup>30</sup> World Bank Climate Change Knowledge Portal accessed on 5/1/2022 at <https://climateknowledgeportal.worldbank.org/country/nepal>

<sup>31</sup> UNDP, *Human Development Report*. 2018.

<sup>32</sup> Government of Nepal, National Planning Commission, *National Review of Sustainable Development Goals*. 2020.

<sup>33</sup> UNICEF, <https://www.unicef.org/nepal/education>. Accessed at 13/01/2022

29. The National Framework for Education 2030 and the School Sector Development Plan (SSDP) (2016-2023) together govern the national commitment to increase school enrolment and retention among all population groups; and to enhance gender equality in education. They consider school meals as a cross-cutting tool for the achievement of those goals, as well as for improved nutrition and health.
30. Positive recent developments related to school meals in Nepal include the Free and Compulsory Basic Education Act of 2018, which guarantees school meals for children in areas with low Human Development Index scores, by means of the expansion of the school meal budget to cover an additional 720,000 students.

### **Gender and inclusion**

31. With a Gender Inequality Index value of 0.452, Nepal ranks a high 110th out of 162 countries<sup>34</sup>. According to the Nepal Voluntary National Review 2020, the main challenge towards ensuring gender equality in social and economic life is the prevalence of the patriarchal social ethos. Besides gender, caste and class and their intersections are cause of discrimination.
32. Women face multiple obstacles as food producers, with inadequate access to land, extension services, financial services and markets. The restricted mobility and low literacy and overall education levels of women and girls in rural areas hamper women and girls' ability to exercise their rights. Opposition to girls' education and traditions such as early marriage still exist.
33. To address this situation, Nepal's system of gender-responsive budgeting and the President's Women Empowerment Program were founded to contribute towards improved gender equality.
34. A national Human Rights for Persons with Disabilities Act of 2017 contains provisions for persons with disabilities to access basic services. Several other programmes have been established to promote inclusion of those left behind, like the Prime Minister's Employment Programme, the Poverty Alleviation Fund; and the country's Social Security scheme which targets marginal communities and vulnerable population groups.

### **Migration, refugees and internally displaced people**

35. According to UNHCR, Nepal in 2020 hosted nearly 20,000 refugees, mostly Tibetans, followed by Bhutanese, with arrival dates in 1959 and in the early 1990s respectively. While the Bhutanese refugees are bound to live within camps in Jhapa and Morang districts of eastern Nepal, the Tibetans are free to stay where they prefer.

### **Nepal and the Covid-19 pandemic**

36. Two waves of the Covid-19 pandemic (March 2020 and April 2021) caused a national lockdown; an overwhelmed health care system and closure of schools. By the end of 2021, in Nepal a total of 827,763 people had been infected by the Covid-19 pandemic, with a death rate of almost 1.4 percent (11,588 people<sup>35</sup>).
37. According to UN Women<sup>16</sup>, the closure of schools not only affected children but also increased the overall domestic drudgery for women who had to give up their paid jobs. Furthermore, socio-economic consequences of the pandemic made many women susceptible to gender-based violence (GBV): the Asia Foundation reported a 2.7 percent increase in GBV during the first wave alone<sup>36</sup>.
38. In October 2021, when WFP and the Government of Nepal undertook the 5th round of a household survey measuring the impact of the Covid-19 pandemic, 33.2 percent of households reported a reduction in

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<sup>34</sup> UNDP, *Human Development Report*. 2020.

<sup>35</sup> Ministry of Health and Population of Nepal, *COVID-19 dashboard*. Data extracted on 29 December 2021.

<sup>36</sup> The Asia Foundation, *Covid-19 Violence Dashboard Shows Nepal's "Shadow" Pandemic*. Accessed at 13/01/2022

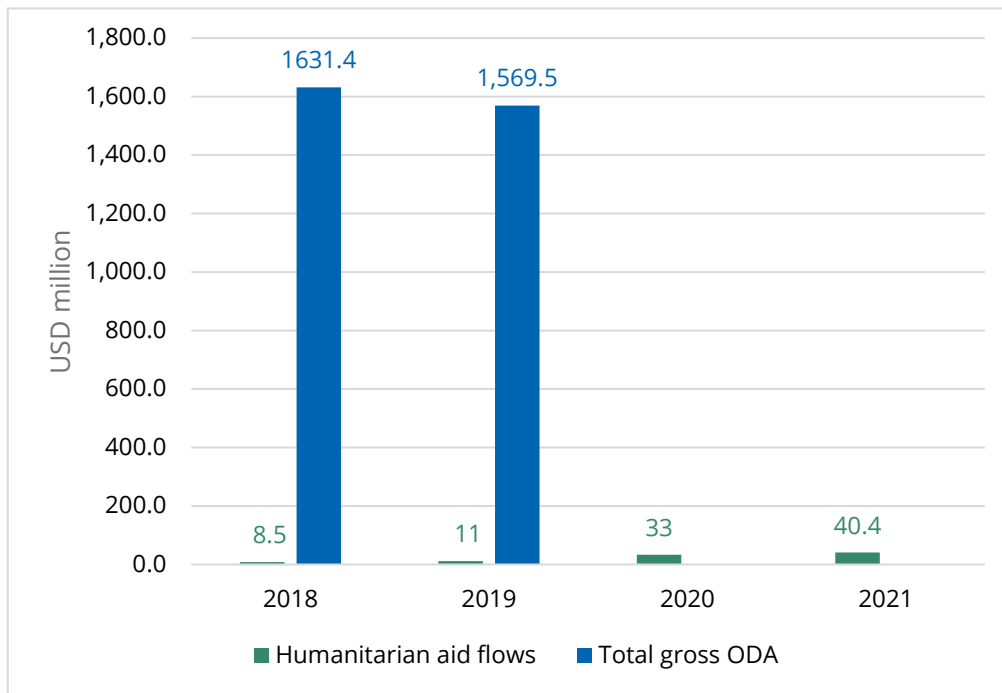


income and 5.4 percent job loss attributed to the pandemic. A relatively higher proportion of job loss and income reduction was found among households having persons with disability and chronic illness.<sup>37</sup>

39. The household survey also reported that the food security levels in October 2021 had returned close to pre-Covid levels, after a light decrease in October 2020

### International development assistance

**Figure 2: International assistance to Nepal (2019-2021)**



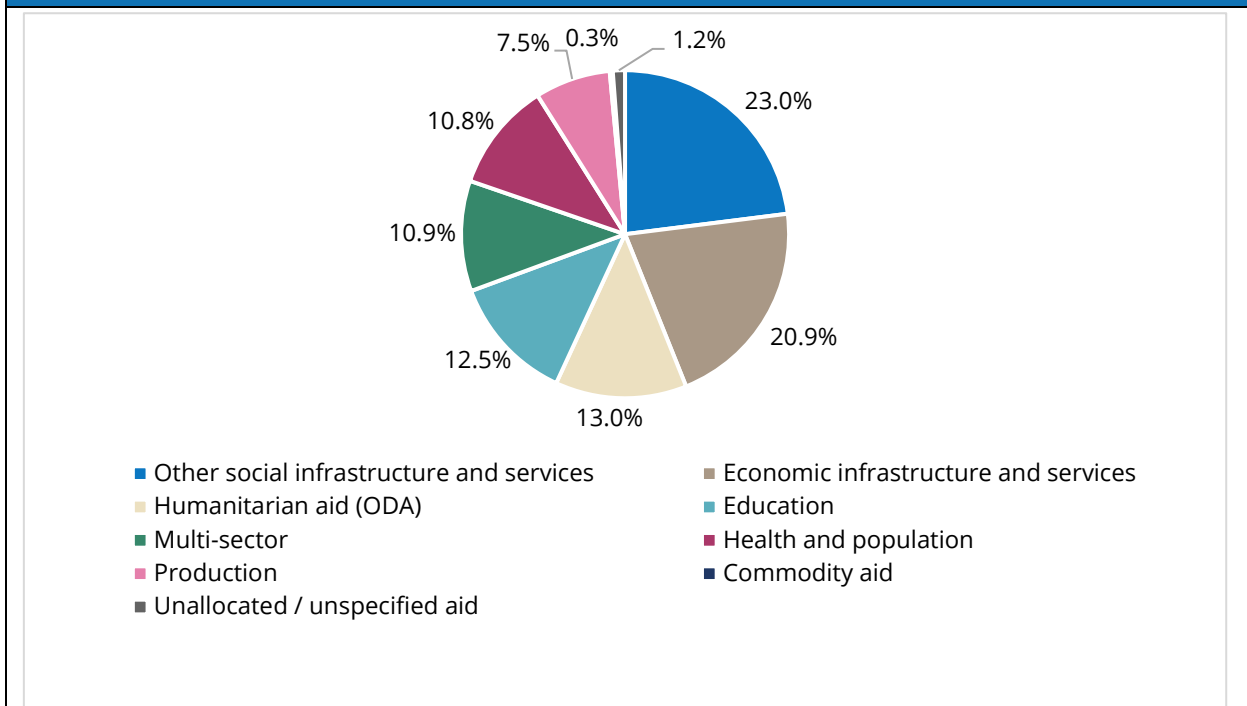
Source: OECD website, data extracted on 02/12/2021.

Note: ODA data not yet available for 2020 and 2021.

40. Official Development Assistance (ODA) revenues as a percentage of the GNI reached an amount of about USD 1,569.5 million in 2019 (**Error! Reference source not found.**). ODA related to social investments accounted for a significant share, of on average (i.e., between 2018-2019) 12.5 percent for education; 10.8 percent for health and population and 23 percent for other social infrastructure and services. On average 13 percent of ODA during the same years was allocated for humanitarian aid.

<sup>37</sup> Idem

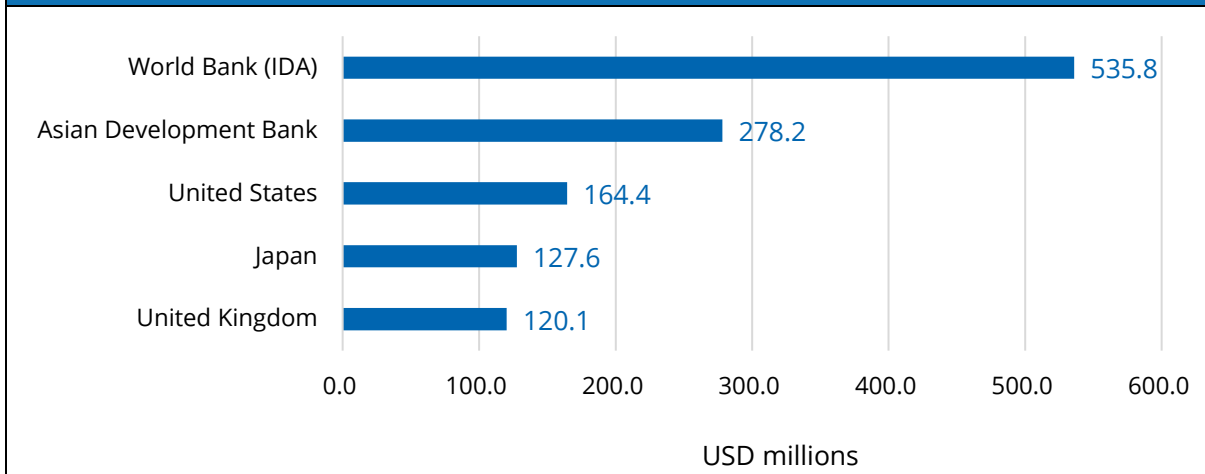
**Figure 3: Nepal: ODA by sector, 2018-2019 average**



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm> (Accessed on 02/12/2021)

41. The top five donors providing ODA to Nepal between 2018-2019 were the World Bank, the Asian Development Bank, the United States, Japan; followed by the United Kingdom (4).

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

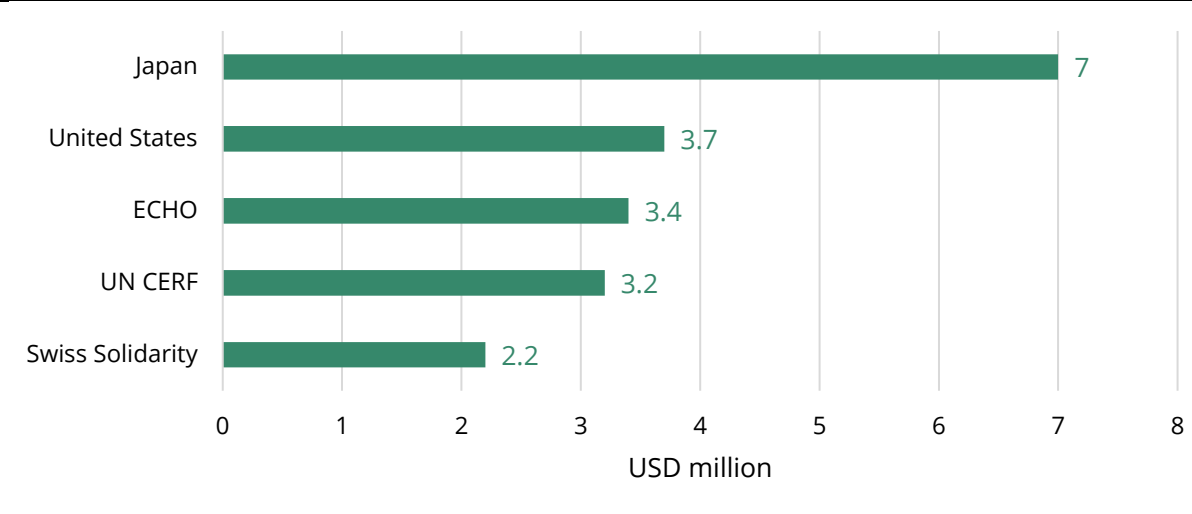


Source: OECD-DAC, UN OCHA – FTS (Accessed on 02/12/2021)

42. Major emergencies played part in recent years, including recurrent (almost yearly) floods and landslides in the monsoon season; as well as the Covid-19 pandemic<sup>38</sup>. Japan has by far been the largest contributor of humanitarian assistance to Nepal between 2018- late 2021, followed by the United States and ECHO. Donations channelled through UN CERF and contributed by Swiss Solidarity have been recorded as the fourth and fifth largest sources of international humanitarian assistance respectively (see figure 5).

<sup>38</sup> Foreign contributions to address the impact of the Covid-19 pandemic where of different kind and often were accounted for under ODA sectors other than 'humanitarian aid'.

**Figure 5: Top five donors of humanitarian assistance for Nepal, 2018-2021 average, USD million**

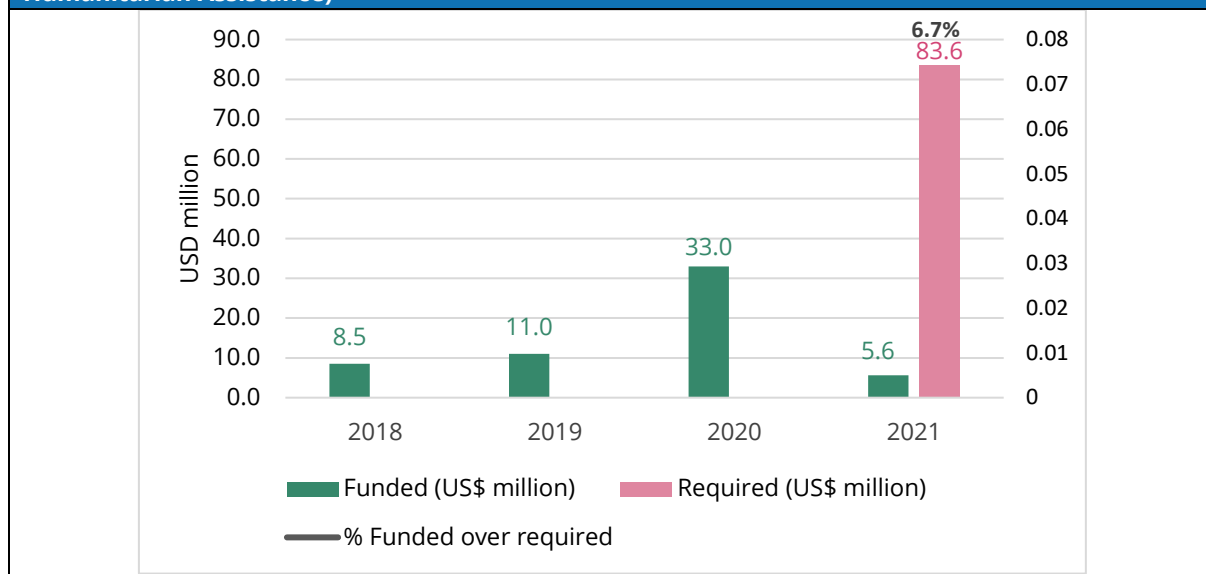


Source: OECD-DAC, UN OCHA – FTS (Accessed on 02/12/2021)

43. With the impact of the Covid-19 pandemic, humanitarian aid flows tripled after 2019, amounting to USD 33 million in 2020 and increasing further in 2021 (2). However, the OCHA-coordinated Nepal COVID-19 Response Plan 2021 by the end of 2021 was only funded for 6.7 percent (USD 5.6 million). Another USD 34.8 million of Covid-19 pandemic related contributions were received outside the plan<sup>39</sup>.

<sup>39</sup> OCHA. Data extracted on 29 December 2021.

**Figure 3: Nepal: Funding against response plans and appeals (2018-2021) (sub-component of total Humanitarian Assistance)**



Source: OCHA FTS website, data extracted on 03/12/2021

Note: no data reported on response plans for 2018-2020.

### United Nations Sustainable Development Cooperation Framework

44. The United Nations Sustainable Development Cooperation Framework (UNSDCF) in Nepal covers the period 2018-2022. The UNSDCF aligns with Nepal's 14<sup>th</sup> Plan and has identified four outcome areas: sustainable and inclusive economic growth; social development; resilience, disaster risk reduction and climate change; and governance, the rule of law and human rights.
45. WFP committed to contribute to all outcome areas, except for outcome area two on social development. WFP figures as one out of twenty UN agencies/programmes in the UNSDCF's indicative budget of USD 643,309,106 and put its name behind a share of 17 percent out of the total budget.
46. A summative evaluation report of the UNSDCF is expected to be published in the first quarter of 2022.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

47. 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". The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations, in time for the design of the new CSP – scheduled for WFP Executive Board (EB) approval in November 2023.

### 2.2. OBJECTIVES

48. 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 Nepal; and 2) provide accountability for results to WFP stakeholders.

## 2.3. STAKEHOLDER ANALYSIS

49. The evaluation will seek the views of, and be useful to, a broad range WFP stakeholder. It will present an opportunity for national, regional and corporate learning.
50. Internally, key evaluation stakeholders comprise the country office in Nepal, the regional bureau (RB) in Bangkok (RBB), Headquarters divisions and the WFP Executive Board. A selection of WFP staff – agreed upon with RBB – will be part of an **Internal Reference Group (IRG)** to share inputs on learning needs and intended uses of the evaluation results. Annexes 13 and 14 respectively present the IRG's Terms of Reference and suggested composition.
51. Externally, WFP interacts with its beneficiaries; with the Government of Nepal such as the National Planning Commission, Ministries relevant to WFP's mandate and the National Disaster Risk Reduction and Management Authority; civil society institutions, in particular national and international NGOs that function as WFP's cooperating partners; international development actors, such as UN sister agencies and international financial institutions; the academia including Oxford Policy Management and national universities; donors, like the US Government, United Kingdom and Japan; and private sector entities. As appropriate, OEV and the evaluation team will inform them of the evaluation and identify their interests during the inception phase; seek their views on WFP's strategy and performance during the data collection phase; and communicate and discuss evaluation results during the reporting and dissemination phase.
52. The CSPE will seek to engage with WFP beneficiaries receiving entitlements and participating in complementary activities, household members, local government representatives, cooperating partners etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups including refugees and people with disabilities amongst others.
53. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

54. WFP has been operating in Nepal since 1963, under a variety of operation types. In 2017, the last year before WFP corporately started applying its new programmatic structure, WFP Nepal implemented a) direct assistance to flood affected populations under two emergency operations (EMOP); b) direct assistance to refugees from Bhutan and to vulnerable earthquake affected communities under two protracted relief and recovery operations (PRRO); and c) implemented activities under a country programme (CP), including livelihoods support; school feeding; chronic malnutrition prevention for expecting mothers and children under 23 months; and country capacity Strengthening (CCS) activities (see Annex 6).
55. In January 2018, Nepal started implementing a Transitional Interim CSP (T-ICSP), which was replaced by the five-year CSP 2019-2023 after its approval in the second session of WFP's EB in 2018.
56. The T-ICSP provided a continuation of previous operations and focused on providing direct assistance to Bhutanese refugees; pregnant and lactating women (PLW) and children under 2; vulnerable smallholder farmer households and schoolchildren. It also included a dedicated outcome related to CCS for emergency preparedness and response (EPR); and mainstreamed CCS activities for school feeding and nutrition ( ).

Table 1: Nepal T-ICSP (2018), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
<b>SO 1:</b> School-Aged children in food insecure and remote rural areas have sustainable access to food by 2022.	<b>Activity 1:</b> Provision of school meals and strengthening capacity.
<b>SO 2:</b> Refugees from Bhutan in eastern Nepal maintain access to adequate food.	<b>Activity 2:</b> Support refugees from Bhutan to maintain access to food.
<b>SO 3:</b> Children 6-23 months old, Pregnant and Lactating Women and Girls (PLWG) and other vulnerable persons in Nepal have improved nutritional status by 2030.	<b>Activity 3:</b> Support the Government to design and implement programmes for the prevention of malnutrition.
<b>SO 4:</b> Improved availability of pro-smallholder public goods and services in vulnerable communities in central and western Nepal by 2030.	<b>Activity 4:</b> Enhance resilience and improve adaptation to shocks and to the effects of climate change.
<b>SO 5:</b> Capacities of national and local authorities are enhanced to prepare for and respond to food insecurity and emergencies by 2030.	<b>Activity 5:</b> Strengthen local gov't capacity at sub-district level.
	<b>Activity 6:</b> Strengthening EPR capacity and Development of National Disaster Response Platforms.
	<b>Activity 7:</b> Strengthen capacity for food security monitoring and analysis.
	<b>Activity 8:</b> Ensure business continuity to enable WFP to respond to a catastrophic disaster by establishing safe facilities.

Source: IRM analytics, data extracted on 08/12/2021.

### Evidence for CSP design

57. During 2017-2018, WFP Nepal began the development of a five-year CSP (2019-2023). Following practices of many other COs, WFP commissioned a review *“Towards Zero Hunger, a strategic review of Food security and Nutrition, 2018”* led by the Government's National Planning Commission. It aimed at assessing the overall food security and nutrition situation of the country and identifying the options to achieve zero hunger by 2030. In response to the recommendations of the review, Government and other stakeholders formulated actions to be undertaken. WFP committed to collaborate for 7 of them (        );

Table 2: Areas of WFP collaboration as indicated in the Action Plan of <i>Towards Zero Hunger, a strategic review of Food security and Nutrition, 2018</i>
(a) Expand/scale up food/cash for work programmes with guaranteed annual minimum employment days targeting vulnerable households in food insecure communities and hard to reach geographies
(b) Formulate Regulation to accelerate implementation of Right to Food and Food Sovereignty Act
(c) Maintain buffer stocks of basic food items in strategic locations to use in incidences of severe food shortages or natural disasters
(d) Scale up school feeding programmes in early childhood development centres
(e) Expand utilization of small rivers/rivulets for irrigation purposes
(f) Enhance the capacity of the local government to deliver agricultural extension services targeting small holders, women, and disadvantaged groups
(g) Expand investment in other rural infrastructure, including roads, cold storage, distribution facilities, and “hubs” to connect rural farmers to urban markets

58. A decentralized end-term evaluation of WFP's PRRO in Earthquake Affected Districts (April 2016-December 2018) also provided an important input into the CSP formulation. Four of its recommendations related to enhanced planning and monitoring by a) formulating an impact pathway; b) compiling local service mapping; c) defining exit plans as well as by d) moving towards a flexible logical framework. Another recommendation advised to implement activities under a cost-sharing model with local government.

59. A WFP internal Nutrition Review (2017)<sup>40</sup> and a Gender Equality and Social Inclusion (GESI) (2017) analysis offered further learning to feed into the CSP. The former highlighted the importance of Mother and Child Health Care activities and considered available evidence had to be better used, feeding into nutritional

<sup>40</sup> WFP Nepal, *Nepal – A Nutrition Strategy Review for WFP*. 2017

approaches. It also recommended the accelerated promotion of rice fortification. The GESI analysis called for barriers for women, girls and excluded vulnerable groups to be lifted in WFP's future undertakings.

### CSP design

60. The CSP intended to re-position WFP Nepal on new focus areas, commencing the transition from direct assistance to technical support for institutional strengthening of government institutions. The document introduces support for policy coherence as a strategic change (consistent with SDG Target 17.14) and profiles this under SO 5, in addition to SO4, dedicated to CCS (see Table 3).

61. The CSP also committed to keep supporting emergency preparedness and response: SO1 envisages the provision of food assistance (including specialized nutritious foods) and SO6 was added in December 2020 for WFP to provide logistical and cash-based transfer management services to other humanitarian actors in situations of emergency.

62. Nutrition specific and nutrition sensitive approaches in the CSP are brought together under its SO2. Among various safety nets that WFP aims to support under this SO, is the school meal programme; whilst it also includes CCS activities in relation to rice fortification. Finally, disaster risk reduction under SO3 integrates climate change adaptation.

<b>Table 3: Nepal CSP (2019-2023), Overview of Strategic Outcomes and Activities</b>	
<b>Strategic Outcomes</b>	<b>Activities summary descriptions</b>
<b>SO 1:</b> Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks.	<b>Activity 1:</b> Provide food assistance for targeted, shock affected people, and specialized nutritious foods and related services to treat and prevent malnutrition in children under 5, pregnant and lactating women/girls.
<b>SO 2:</b> Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025.	<b>Activity 2:</b> Support the strengthening of national nutrition-sensitive social safety nets and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition.
	<b>Activity 3:</b> Provide a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the National Social Protection Framework.
	<b>Activity 4:</b> Provide technical support to the Government to develop a rice fortification policy framework and supply chain system for social safety nets.
<b>SO 3:</b> Vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030.	<b>Activity 5:</b> Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies.
<b>SO 4:</b> The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.	<b>Activity 6:</b> Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises.
	<b>Activity 7:</b> Provide technical assistance to the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance structure.
<b>SO 5:</b> Government efforts towards achieving Zero Hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.	<b>Activity 8:</b> Provide technical assistance and support evidence generation to enhance rights-based food security and nutrition plans, policies, regulatory frameworks and service delivery.
	<b>Activity 9:</b> Provide on demand service provision in order to support effective humanitarian response.

**SO 6:** Humanitarian and development partners have access to reliable common services by the end of 2023.

**Activity 10:** Provide on-demand cash-based transfer management support to partners to enable them to provide efficient cash transfer services to the affected population

*Source: IRM analytics, data extracted on 08/12/2021.*

*Note: figures with the T-ICSP and CSP's result chains or 'line of sight' is available in Annex 7 of this document.*



63. The CSP was allocated a Gender Marker at level 3 and indicated mainstreaming gender sensitive approaches and activities.

64. Two important initiatives implemented under the umbrella of the T-ICSP and CSP have been subject to decentralized evaluations in 2019/20: The McGovern-Dole International Food for Education and Child Nutrition Program<sup>41</sup> and the Joint Rural Women Economic Empowerment (JRWEE) programme, a global initiative jointly implemented with IFAD, FAO and UN Women<sup>42</sup>. The evaluations committed WFP to attend to their recommendations (see Annex 12) from 2021 onwards.

### Beneficiaries and transfers

65. WFP Nepal under the T-ICSP assisted 420,146 beneficiaries, equalling 89 percent of the planned number of 472,861 beneficiaries.

66. Under the CSP, programmatic requirements have fluctuated over time, as reflected by four budget revisions (BRs).

<b>Budget Revision:</b>	<b>Approved in:</b>	<b>Main modifications to original plan:</b>
BR 1	October 2019	No strategic changes; rectification of beneficiary numbers by decreasing figures under SO2*, 3* and 4*, and increasing numbers under SO5*.
BR2	March 2020	No strategic changes; scale-up of SO 1* and 4*.
BR3	January 2021	Scale-up of SOs 1*, 2*, 3* and 4; and addition of a new SO6 (service delivery), mainly to attend to logistical interagency needs arising from the Covid-19 pandemic.
BR 4	December 2021	Scale-up of activities under SO2* and 4*; and addition of activity 10 under SO6 for the provision of cash management services to agencies.

*\*=with implications for numbers of beneficiaries and transfers*

67. For the entire CSP duration, factoring in the four BRs, the CO plans to assist 3,251,154 direct beneficiaries. Albeit the intention to scale-up interventions and the increase of financial requirements approved under the BRs (see paragraph 70), total revised planned beneficiary numbers have not increased over time yet reflect 1,800,868 less beneficiaries than originally envisaged in the CSP document. This relates to major calculation errors in the original CSP document, overestimating the planned number of beneficiaries with over 3 million (see Annex 8 for details). BR1 rectified the mistake.

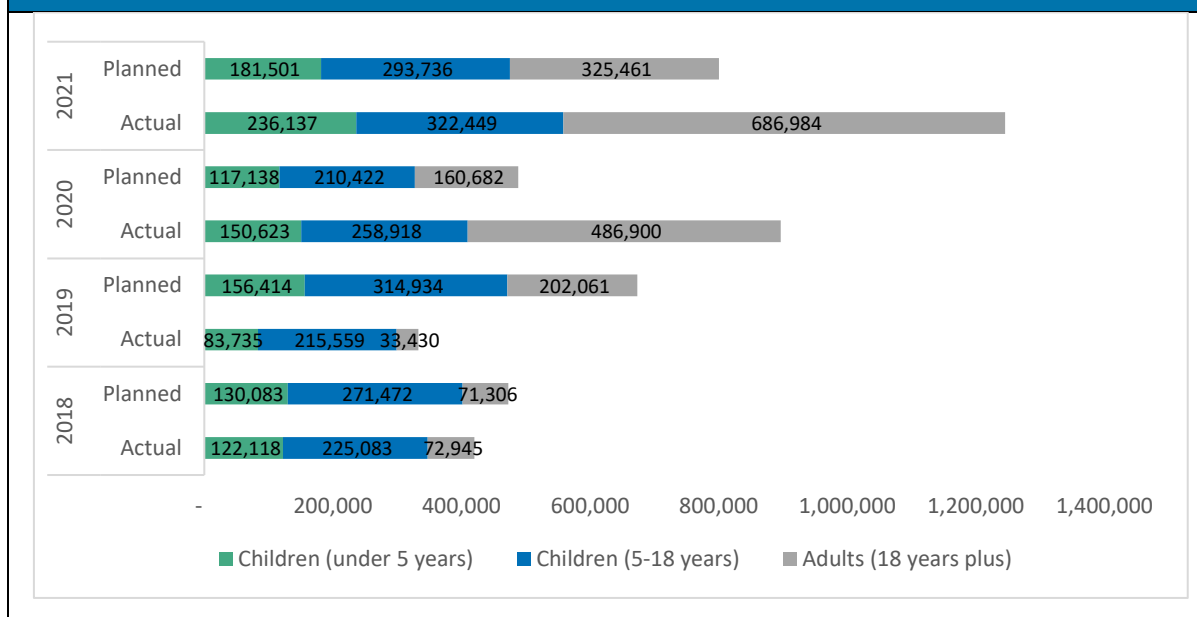
68. Planning figures indicate about 29,344 metric tonnes (MT) to be distributed under SO 1, 2 and 3 throughout CSP duration; whilst the total amount of transfers (planned to be done under SO 1, 3 and 4) amount to USD 26,956,383<sup>43</sup>.

<sup>41</sup> The related evaluation was referred to as 'The Mid Term evaluation of the Mc Govern-Dole International Food for Education and Child Nutrition Program 2018-2021' and was published in February 2021.

<sup>42</sup> The joint multi-country evaluation was referred to as 'The Joint Programme for Accelerated Progress towards Economic Empowerment of Rural Women programme's Final Evaluation (2014-2020).

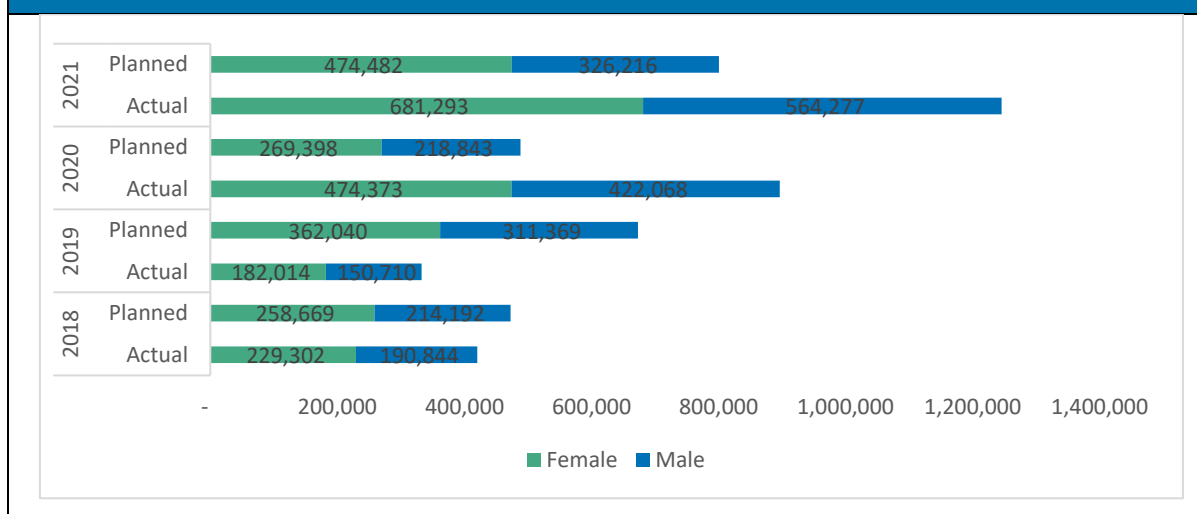
<sup>43</sup> The values regard planning figures indicated in CSP Budget Revision 4.

**Figure 7: Planned versus actual beneficiaries by age group - T-ICSP (2018) and CSP (2019-2021)**



Source: WFP COMET, CMR001b extracted on 18/02/2022. Note: Data for 2021 is subject to change upon final validation during 2021 ACR publication.

**Figure 8: Planned versus actual beneficiaries by gender - T-ICSP (2018) and CSP (2019-2021)**



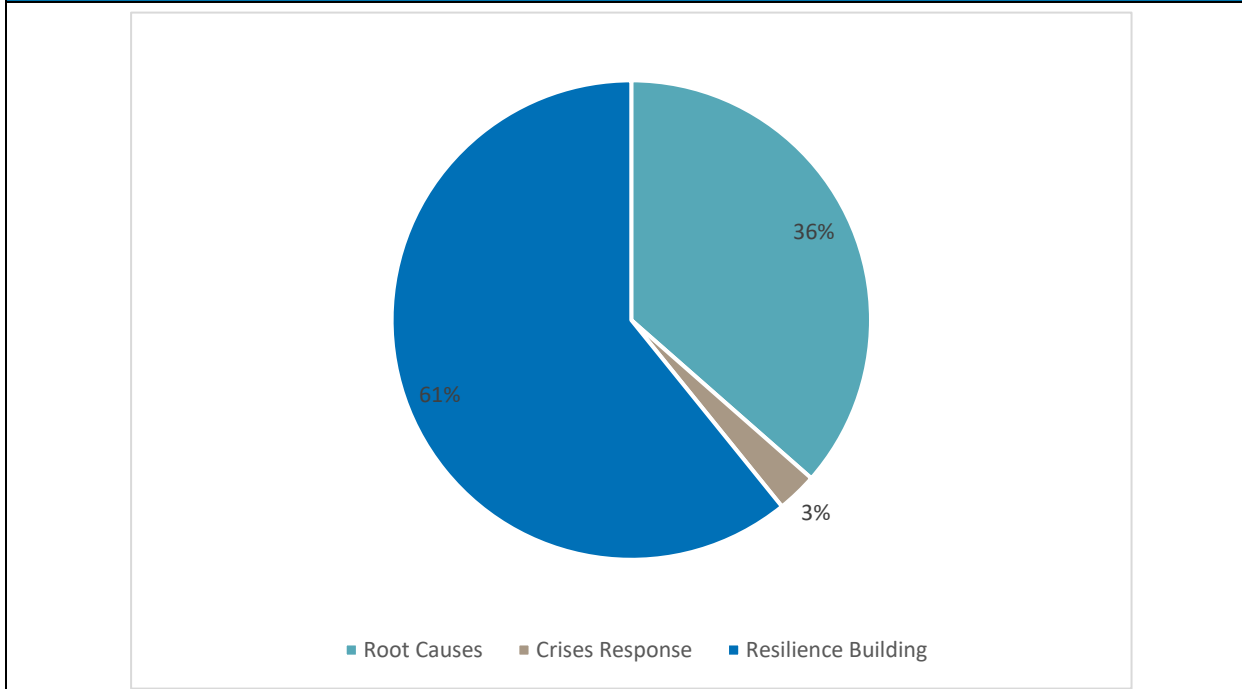
Source: WFP COMET, CMR001b extracted on 18/02/2022.

Note: Note: Data for 2021 is subject to change upon final validation during 2021 ACR publication.

### Budget and funding overview

69. The **T-ICSP** had a budget amounting to USD 42,746,397, out of which almost two thirds were allocated for resilience activities ( ). The budget was funded for 44 percent or USD 18,971,619 (**Error! Reference source not found.**), benefiting particularly activities in the development sphere (root causes).

Figure 9: Nepal T-ICSP CPB (2018): breakdown of needs-based plan by focus area



Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 14/12/2021

**Table 4: T-ICSP Cumulative financial overview (USD)**

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2018-2018) USD million	Share of needs-based plan per activity	Allocated resources USD million	Share of allocated resources per activity	share of allocated resources over the NBP	Expenditures	share of expenditures per activity	share of expenditures on total allocated resources
Root causes	SO 1	Act. 1	9,677,837	27%	5,266,565	33%	54%	5,260,158	33%	99.88%
	Sub-total SO1		9,677,837	27%	5,266,565	33%	54%	5,260,158	33%	99.88%
Crises Response	SO 2	Act. 2	974,211	3%	796,548	5%	82%	796,548	5%	100%
	Sub-total SO2		974,211	3%	796,548	5%	82%	796,548	5%	100%
Root Causes	SO 3	Act. 3	3,440,028	10%	2,409,103	15%	70%	2,409,103	15%	100%
	Sub-total SO3		3,440,028	10%	2,409,103	15%	70%	2,409,103	15%	100%
Resilience Building	SO 4	Act. 4	13,869,502	39%	5,924,485	37%	43%	5,924,485	37%	100%
	Sub-total SO4		13,869,502	39%	5,924,485	37%	43%	5,924,485	37%	100%
	SO 5	Act. 5	585,063	2%	560,216	4%	95.75%	560,216	4%	100%
		Act. 6	2,050,908	6%	387,994	2%	18.92%	387,994	2%	100%
		Act. 7	801,374	2%	611,186	4%	76.27%	611,186	4%	100%
		Act. 8	4,565,250	13%	283	0%	0%	283	0%	100%
	Sub-total SO5		8,002,595	22%	1,559,679	10%	19%	1,559,679	10%	100%
Total operational costs			35,964,173	100	15,956,380	100	44%	15,949,973	100	100%
Total direct support costs			4,173,289	-	1,934,409	-	46%	1,932,604	-	99.91%
Total indirect support costs			2,608,935	-	1,080,830	-	41%	1,080,830	-	100%

Source: IRM analytics, data extracted on 14/12/2021

70. The CSP was initially approved for a total needs-based budget of USD 125,807,010 (**Error! Reference source not found.**). With the aforementioned 4 budget revisions, the need to absorb the scale-up of activities and the inclusion of SO6 could be accommodated under a revised total budget of USD 165,234,161. Only the budget of SO5 remained stable over time. About half of the budget has been allocated for root cause -, almost 40 percent for resilience - and 12 percent for emergency activities (Figure 10).
71. On 14 December 2021, more than two years before CSP end, the CO had received USD 112,084,141 worth of contributions, equalling almost 90 percent of the budget. More than half of contributions have been allocated to SO2 root cause activities. Donors mostly earmarked their contributions at activity level (*i.e.*, for over 65 percent of the contributions received- see Figure1). About 54 percent of the contributions had been spent.

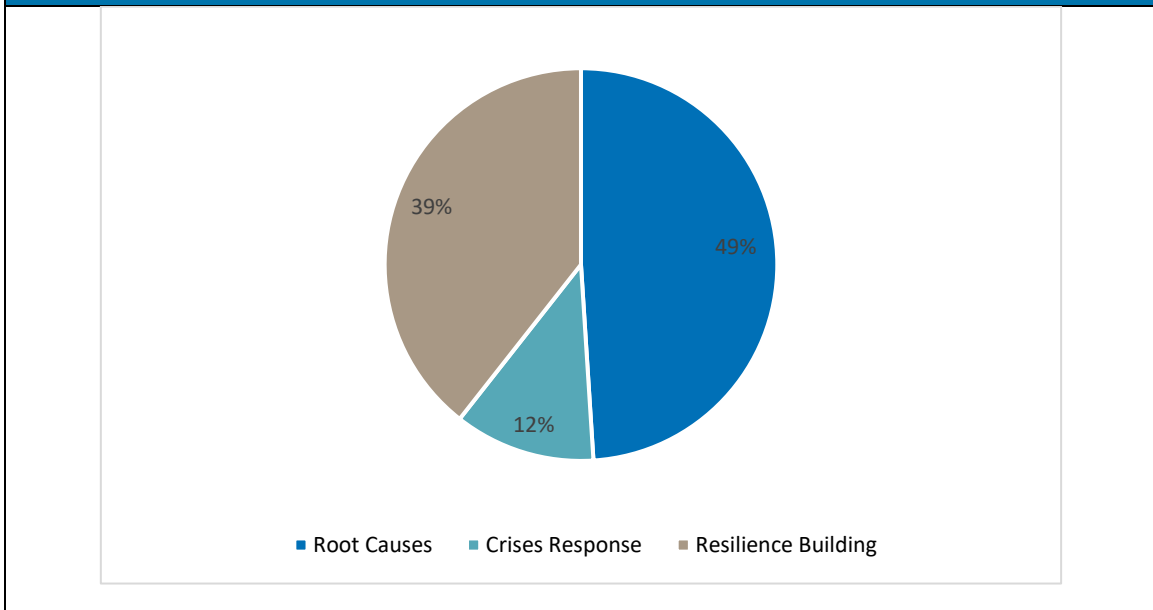
**Table 5: CSP Cumulative financial overview (USD)**

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2019-2023) USD million	Share of needs based plan per activity	Needs-based plan as per last BR (2019-2023) USD million	Share of needs based plan per activity as per last BR (2019 - 2023)	Allocated resources USD million	Share of allocated resources per activity	Share of allocated resources over the NBP	Expenditures	share of expenditures per activity	share of expenditures on allocated resources
Crises Respon	SO 1	Act. 1	10,531,353	11%	12,447,256	9%	7,211,067	8%	58%	3,075,876	6%	43%
	Sub-total SO1		10,531,353	11%	12,447,256	9%	7,211,067	8%	58%	3,075,876	6%	43%
Root Causes	SO 2	Act. 2	1,423,724	1%	14,831,374	11%	8,861,930	9%	60%	4,151,601	9%	47%
		Act. 3	11,830,123	12%	45,711,508	33%	40,712,483	43%	89%	22,447,428	47%	55%
		Act. 4	28,855,687	29%	2,794,650	2%	286,739	0%	10%	123,266	0%	43%
	Sub-total SO2		42,109,534	42%	63,337,532	46%	49,861,152	53%	79%	26,722,296	56%	54%
Resilience Building	SO 3	Act. 5	36,012,568	36%	35,441,033	26%	18,185,501	19%	51%	12,504,623	26%	69%
		Non Activity Specific	-	0%	-	0%	9	0%	-	-	-	-
	Sub-total SO3		36,012,568	36%	35,441,033	26%	18,185,510	19%	51%	12,504,623	26%	69%
Resilience Building	SO 4	Act. 6	4,447,698	4%	6,834,202	5%	5,698,220	6%	83%	3,860,790	8%	68%
		Act. 7	3,123,411	3%	11,896,597	-	2,289,417	2%	19%	1,890,737	4%	83%
	Sub-total SO4		7,571,109	8%	18,730,799	14%	7,987,637	9%	43%	5,751,528	12%	72%
Root causes	SO 5	Act. 8	4,018,861	4%	4,018,861	3%	-	0%	-	-	-	-
	Sub-total SO5		4,018,861	4%	4,018,861	3%	-	0%	-	-	-	-

Crises Response	SO 6	Act. 9			1,101,090	1%	164,449	0%	15%	56,394	0%	34%
		Act. 10			2,427,447	2%	-	0%	-	-	-	-
	Sub-total SO5				3,528,537	3%	164,449	0%	5%	56,394	0%	34%
	Non SO Specific	Non Activity Specific			-	-	10,276,910	11%	-	-	-	-
Total operational costs			100,243,424	100	137,504,018	100	93,686,725	100	68%	48,110,717	100%	51%
Total direct support costs			17,885,224	-	17,885,224	-	12,370,434	-	69%	6,426,000	-	52%
Total indirect support costs			7,678,362	-	9,844,919	-	6,026,982	-	61%	6,026,982	-	100%
<b>Grand total cost</b>			<b>125,807,010</b>	<b>-</b>	<b>165,234,161</b>	<b>-</b>	<b>112,084,141</b>	<b>-</b>	<b>68%</b>	<b>60,563,700</b>	<b>-</b>	<b>54%</b>

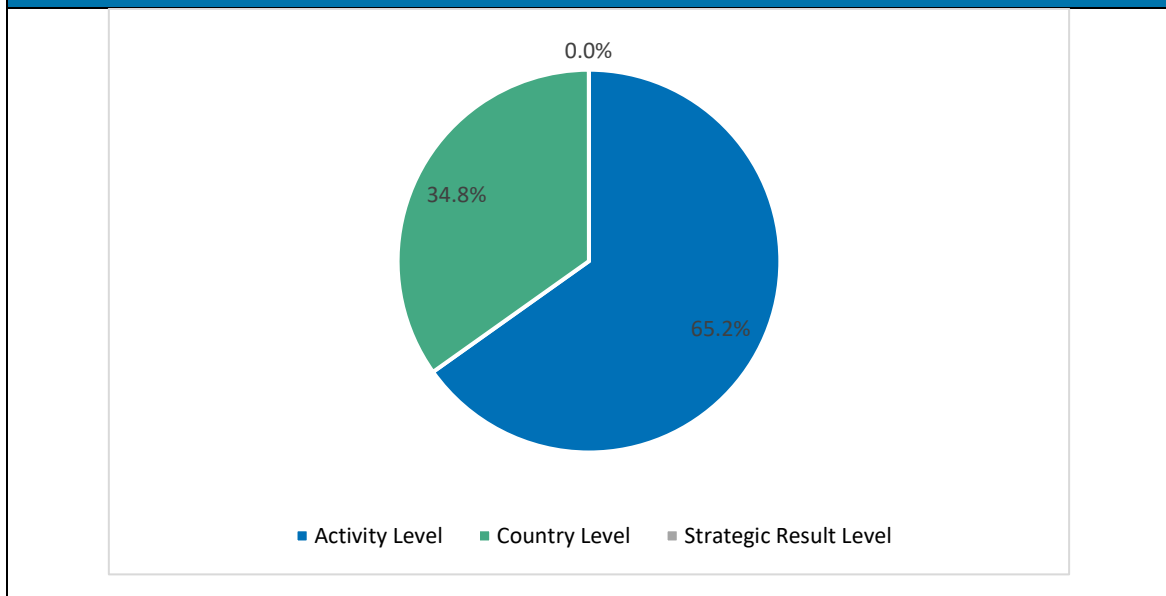
Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as 14/12/2021

**Figure 10: Nepal CPB (2019-2023): breakdown of needs-based plan by focus area**



Source: IRM analytics, data extracted on 14/12/2021

**Figure 11: Nepal CPB (2019-2023): directed multilateral contributions<sup>44</sup> by earmarking level**

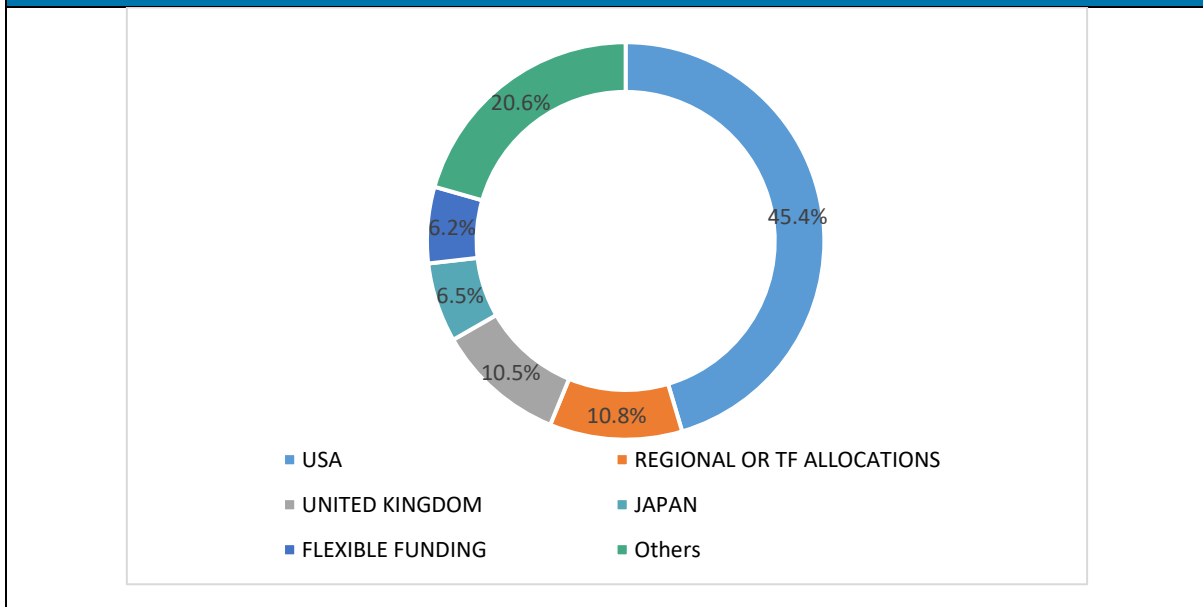


Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 10/12/2021

72. The main donor country providing funding support to the CSP by 14 December 2021 was the United States, accounting for almost half of contributions. A substantial share of contributions was received through Regional/TF allocations and through the United Kingdom and Japan. Smaller amounts of resources were mobilized from other contributing countries, like Canada, Australia, Norway, Germany, Ireland and France and through UN CERF, EDMF and private entities. Finally, CO Nepal received global unearmarked multilateral resources. (Figure 12).

<sup>44</sup> Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

Figure 12: Nepal CSP (2019-2023) Origin of received contributions as of December 14, 2021



Source: WFP FACTory, Results and Resources Overview - data extracted on 10/12/2021.



## Staffing

73. WFP Nepal's country office in Kathmandu is supported by two suboffices in Birendranagar and Dhangadhi (see Annex 1). As of December 2021, WFP in Nepal has 188 staff, of which 33 percent are women. National staff account for 93 percent of staff, and 23 percent of the positions are of a long-term nature.

## 3.2. SCOPE OF THE EVALUATION

74. The evaluation will cover all of WFP activities (including cross-cutting results) under the CSP since its official start in January 2019 until the data collection phase of the evaluation in mid-2022. In addition, the evaluation will look into the 2018 T-ICSP, so as to enable an assessment of the strategic shift from the pre-IRM stage to CSP implementation.

75. Within this timeframe, the evaluation will assess if the envisaged shift was pertinent, has taken place and, if so, what the consequences are. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board (EB), as well as the subsequent approved budget revisions.

76. Connected to this, the evaluation will focus on assessing WFP contributions to the CSP's 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<sup>45</sup>. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP's strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

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

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<sup>45</sup> For Mc Govern Dole activities (school feeding) output and outcome performance analysis can to a large extent build on data analytics of the Baseline study and the Mid Term Evaluation. Other monitoring and review data and reports including CSP midterm review, CSP outcome monitoring may also contribute.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

78. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including for the assessment of the response to the Covid-19 pandemic crisis.

<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 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 CSP strategic outcomes in Nepal?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNDAF? 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?

<b>EQ3: To what extent has WFP used its resources efficiently in contributing to CSP 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 and nutrition 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 CSP?</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 outputs and 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?

79. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

80. 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.

81. Based on initial desk review and consultations with the WFP Nepal CO, learning themes which could be of particular interest to this CSPE could include, among others:

- a. Were partners selected for CSP implementation the appropriate ones? Would next CSP need to prioritize differently and include (more) regional institutions and/or other new partners?
- b. Did WFP's country capacity strengthening activities duly cover and connect upstream and downstream approaches?
- c. Were CSP activities integrated in a way outcome could be optimized; whilst allowing for efficiency gains?
- d. Were opportunities for joint work with other UN sufficiently explored and did joint activities comprehensively cover all areas of complementarity?
- e. Were transition and handover strategies conceived and successfully implemented for all activity categories, including those under which direct assistance was provided?
- f. 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?

## 4.2. EVALUATION APPROACH AND METHODOLOGY

82. 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. 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 concepts of the 2030 Agenda as the overarching framework of its corporate Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
83. 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.
84. 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. 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.
85. 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.
86. 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. Building on OEV guidance, the inception report should also indicate cut-off dates for absorption of new evidence<sup>46</sup>, endeavouring to include as many 2022 data as possible.
87. The inception report will comprise an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational components, 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 sub questions. 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.
88. Ideally, there would be a one-week inception mission (Evaluation Team Leader accompanied by the Evaluation Manager and possibly the Research Analyst from the evaluation team) and a minimum three-

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<sup>46</sup> Occasionally, this might imply the absorption of new data during advanced versions of the draft evaluation report.

week data collection mission in Nepal. However, considering the ongoing Covid-19 pandemic and the monsoon season<sup>47</sup>, possible travel restrictions will need to be monitored closely.

89. In relation to Covid-19 related international travel restrictions, the inception mission may be organized remotely. In view of the possible start of the monsoon season as of mid-June 2022 with the associated constraints for field data collection, the window of time available for the inception stage is short (see timeline in Annex 3). Consequently, time-saving strategies will need to be conceived and applied, without compromising quality.
90. During the main data collection phase, at minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations. If necessary, main data collection exercises may be postponed until this becomes possible.
91. In light of the above, technical and financial offers for this evaluation should consider at minimum two scenarios for the inception and data collection phase: a) a one-week inception mission conducted by the team leader and research analyst OR a fully remote inception phase; and b) a minimum three-week in-country mission conducted by the full team OR a mixed approach with part of the team conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team. Proposed timelines should also factor in at least two scenarios in terms of the planning of field data collection. In any case, should the contextual and security situation allow it, the aim would be to hold the final stakeholder workshop in Kathmandu towards the end of 2022.
92. 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 CSP was designed.
  - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
93. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV'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 CO. 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.
94. As part of the evaluation process, efforts will be undertaken by OEV and the evaluation team to coordinate with other UN agencies conducting similar country-level evaluations during 2022, for the purpose of sharing documentation and data; minimise burden on stakeholders; cross fertilize findings as appropriate; and to jointly disseminate the generated evidence.

### 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

95. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess constraints to inform its choice of evaluation methods. This will include

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<sup>47</sup> Nepal's monsoon season could cause field travel restrictions between mid June and end September.

an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. Whilst a vast electronic library will be provided to the evaluation team, also various evaluability challenges have been identified:

- a. Access restrictions caused by:
  - The yearly monsoon season in Nepal and consequent rainfall, floods and landslides ( mid-June through end September)
  - Federal elections in May and June
  - COVID-19 pandemic travel and movement restrictions
  - Security issues.
- b. Validity and measurability of the CSP performance management framework/ results chain:
  - Relatively vague definitions of the expected outcomes or outputs and/or frequent changes applied to them following budget revisions;
  - The validity and measurability of indicators.
- c. Changes in indicators; data gaps and quality:
  - During implementation, the CSP's logical framework was modified several times. Twenty-three indicators at outcome, crosscutting and output levels were added; and three indicators were removed. These modifications pose limitations in terms of the possibilities to perform trend analysis from the beginning of the CSP up to the last annual country report falling under the scope of the evaluation. However, they are not too concerning, with 90 percent of outcome and crosscutting; and 80 percent of output indicators having remained present in the logframe throughout CSP duration. Annex 5 provides further details.
  - Beyond indicator continuity, missing targets, baseline and follow-up data constitute another limitation for the analysis of programme effectiveness. In particular, the missing values for a third of output indicators under the T-ICSP and severe underreporting on the CSP's outcome and output indicators are of concern (see Annex 5). In addition, Annual Country Reports present data on only few gender indicators and varied levels of gender disaggregated reporting were noted across the years. This is only partially compensated for by evidence from the JRWEE evaluation (see paragraph 64). Measurements on wider inclusion issues are not available.
  - Follow-up values on outcome indicators do often not relate to same locations and beneficiaries from one year to the other, thus limiting opportunities for trend analysis.
  - Major miscalculations in terms of beneficiary figures occurred at CSP design stage (see paragraph 63) and will affect comparability across years.
  - Some important gaps exist in terms of national statistics. The most recent Demographic Health Survey was published in 2016. On the positive side, a national census has recently been undertaken in 2021 with preliminary findings available already; in 2019 a national Multiple Indicator Cluster Survey was undertaken; and a Voluntary National Review exists analysing national progress on SDG targets up to 2020 inclusively.
- d. Timeframe:
  - CSPEs are meant to be final evaluations conducted during the *penultimate* year of the CSP's life-cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

96. During the inception phase, the evaluation team will need to mitigate measures in response to the aforementioned challenges.

#### 4.4. ETHICAL CONSIDERATIONS

97. 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.
98. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Nepal 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 evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

## 4.5. QUALITY ASSURANCE

99. 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.
100. 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 OEV.
101. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity. 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

102. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RB have been consulted on the timeframe to ensure that the evidence generated by the CSPE can be used effectively.

Main phases	Timeline	Tasks and deliverables
1.Preparation	<b>16 February 2022</b> <b>8 March 2022</b> <b>28 February – 8 April 2022</b>	Final ToR Summary ToR and electronic library Evaluation team and/or firm selection & contract
2. Inception	<b>10 – 22 April 2022</b> <b>25 - 29 April 2022</b> <b>6 June 2022</b>	HQ and RB briefings Inception mission Inception report
3. Data collection	<b>7 - 28 June 2022</b>	Evaluation mission, data collection and exit debriefing
4. Reporting	<b>29 June- 22 August 2022</b> <b>23 August 2022 – 26 January 2023</b> <b>15 and 16 November 2022</b> <b>18 November 2022</b> <b>26 January 2023</b> <b>27 January – 15 March 2023</b>	Report drafting Staged OEV commenting process EM/RA/QA2/Dep DoE Stakeholder workshop CO feed back Final evaluation report Summary evaluation report drafting and editing <sup>48</sup>
5. Dissemination	<b>April – mid May 2023</b> <b>October 2023 onwards</b>	Management response and EB preparation Wider dissemination

## 5.2. EVALUATION TEAM COMPOSITION

103. The CSPE will be conducted by a gender balanced team of 2 international and 2 or 3 national consultants (at least one male and one female) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators (with full spoken and written proficiency in the English language and ideally one or more important local language) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation

<sup>48</sup> The Summary Evaluation Report will be compiled by OEV.

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 experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. Finally, the team should include a researcher who ideally has prior work experience with WFP, who has advanced quantitative data processing and analysis skills; and in addition, owns competencies for attractive data visualization.

**Table 7: Summary of areas of expertise required**

<b>Role</b>	<b>Expertise</b>
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the strong problem-solving skills</li> <li>• Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.</li> <li>• Solid understanding of key players within and outside the UN System; experience of evaluating country programmes of multilateral organizations</li> <li>• Strong analytical, synthesis, report writing (English), and presentation skills and ability to deliver on time</li> <li>• Ideally with specialization in one or more of the below SO-relevant technical areas.</li> <li>• Understanding of crosscutting areas such as gender; accountability to affected populations; disability and inclusion; and environment.</li> <li>• Relevant knowledge and experience in Nepal or similar country settings.</li> </ul>
<b>Team members</b>	<ul style="list-style-type: none"> <li>• Ideally with experience in evaluations in the humanitarian and development context.</li> <li>• Strong technical expertise in terms of direct assistance, country capacity strengthening and policy coherence dimensions of the below indicated thematic areas.</li> </ul>
<b>Emergency preparedness and response</b>	<ul style="list-style-type: none"> <li>• Expertise in Food security and nutrition assessment and early warning</li> <li>• Supply chain management: including service provision to support effective humanitarian response (including CBT management)</li> <li>• Emergency food and cash assistance</li> <li>• Strong familiarity with the humanitarian, development and peace nexus discourse.</li> </ul>
<b>Nutrition</b>	<ul style="list-style-type: none"> <li>• Nutrition expertise for humanitarian and developmental programmes along with linkages with global movements</li> <li>• Nutrition-sensitive social safety nets / social protection, including school feeding</li> <li>• Rice fortification</li> <li>• Supply chains</li> <li>• Food security and nutrition regulatory frameworks development</li> </ul>
<b>Climate change adaptation and resilience</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in resilience, climate change adaptation, sustainable agricultural practices and their intersection with food security.</li> </ul>
<b>Other areas for which expertise would be an asset</b>	<ul style="list-style-type: none"> <li>• Infrastructure building/enhancement; GEDSI-AAP, capacity building, evidence generation/VAM and knowledge management</li> </ul>

Role	Expertise
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance. With ability in qualitative and quantitative research support to evaluation teams; processing, visualization and analysis of M&amp;E, financial and supply chain data; data cleaning and analysis; writing and presentation skills, proofreading, and note taking. Familiarity with WFP data would be an asset.</li> </ul>

Note: All activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender.

### 5.3. ROLES AND RESPONSIBILITIES

104. This evaluation is managed by the WFP Office of Evaluation. Jacqueline Flentge 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 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. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to WFP's Executive Board for consideration in November 2023.

105. 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 CO will facilitate the evaluation team's contacts with stakeholders at all geographical levels in Nepal; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Niels Balzer has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team and will coordinate with CO staff for the submission of data and documents to the evaluation team, the set-up of meetings, the coordination of field visits, the review of evaluation deliverables and the organization of the workshop. 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

106. 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 CO 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.

107. 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 EB in November 2023. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

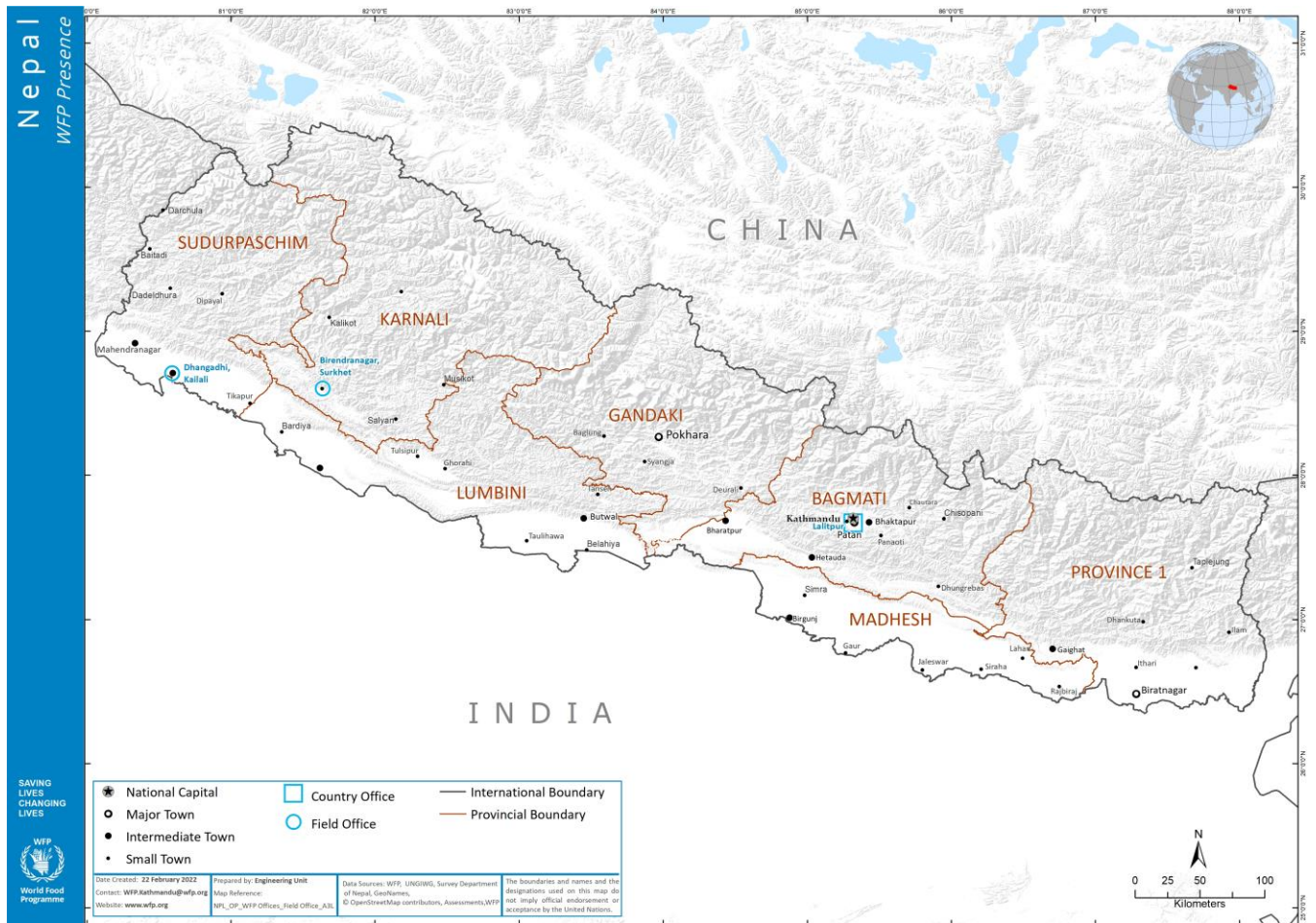
## 5.6. PROPOSAL

108. The proposal should contain a variety of scenarios as per the notes indicated under section 4.3.

109. The evaluation will be financed through the country portfolio budget. 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: Nepal, Map with WFP Offices in 2021



Source: WFP GIS unit

# Annex 2: Nepal Fact Sheet

	Parameter/(source)	2018	2020	Data source	Link
<b>General</b>					
1	Human Development Index (1)	0.596	0.602 (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>
2	Total number of people of concern (refugees, asylum seekers, others of concern)	21,397	20,167	UNHCR	<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>					
7	Population total (millions) (2)	28,095,712	29,136,808	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
8	Population, female (% of total population) (2)	54.54	54.19	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
9	Percentage of urban population (1)	19.7	20.2 (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>
10	Total population by age (1-4) (millions) (6)	2,567,963 (2010-2019)		UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
11	Total population by age (5-9) (millions) (6)	3,204,859 (2010-2019)		UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
12	Total population by age (10-14) (millions) (6)	3,475,424 (2010-2019)		UNSD	<a href="https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics">https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics</a>
14	Adolescent birth rate (births per 1,000 women ages 15-19)	63	Not reported	WHO	<a href="https://apps.who.int/gho/data/view.xgswcah.31-data">https://apps.who.int/gho/data/view.xgswcah.31-data</a>
<b>Economy</b>					
15	GDP per capita (current USD) (2)	1,179	1,155	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
16	Income inequality: Gini coefficient (1)	32.8 (2010 - 2018) 39.5 (2018)	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>
17	Foreign direct investment net inflows (% of GDP) (2)	0.21	0.54 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
18	Net official development assistance received (% of GNI) (4)	4.9	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>
19	SDG 17: Volume of remittances as a	28.6	Not reported	SDG Country Profile	<a href="https://country-profiles.unstatshub.org">https://country-profiles.unstatshub.org</a>

	proportion of total GDP (percent) (9)				
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	22.33	23.13	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Poverty</b>					
22	Population near multidimensional poverty (%) (1)	17.8	17.8	UNDP Human Development Report 2019, 2020, 2021	<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>
23	Population in severe multidimensional poverty (%) (1)	4.9	4.9	UNDP Human Development Report 2019, 2020, 2021	<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>					
21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	230 (2017)	Not reported	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
22	Healthy life expectancy at birth (2)	70.48	70.78 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
23	Prevalence of HIV, total (% of population ages 15-49) (2)	0.1	0.1	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Gender</b>					
28	Gender Inequality Index (1)	115	110 (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>
29	Proportion of seats held by women in national parliaments (%) (2)	32.73	32.73	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	81.31	81.52 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	74.62	74.08 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Nutrition</b>					
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	31.60	36.4 (2018 - 20)	The State of Food Security and Nutrition report 2019 and 2021	<a href="http://www.fao.org/publications/sofi/en/">http://www.fao.org/publications/sofi/en/</a>
33	Weight-for-height (Wasting - moderate and severe),	10 (2013-2018)	12	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>



	prevalence for < 5 (%) (3)				
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	36 (2013-2018)	30	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	1 (2013-2018)	2	UNICEF SOW 2019 and 2021	<a href="https://www.unicef.org/sowc/">https://www.unicef.org/sowc/</a>
36	Mortality rate, under-5 (per 1,000 live births) (2)	31.9	30.8 (2019)	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
<b>Education</b>					
37	Adult literacy rate (% ages 15 and older) (1)	67.9	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>
38	Population with at least secondary education (% ages 25 and older) (1)	34.6 (2017)	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>
40	Adjusted primary school enrolment, net percent of primary school-age children, 2017	96.47 (2017)	Not reported	World Bank	<a href="https://data.worldbank.org/country">https://data.worldbank.org/country</a>
41	Secondary school enrolment, net percent of secondary school-age children, 2017	57.5 (2017)	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) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA



## Annex 3: Timeline

This below is an aspirational scenario, which might need to be adjusted in line with the notes included under section 4.3

Phase 1 – Preparation			
	TOR approved by Deputy Director of Evaluation (Dep DoE)	Dep DOE	31 January 2022
	TOR sent for comments to WFP CO/Stakeholders by 15 February 2022	EM	1 February 2022
	Final TOR circulated to LTA firms for proposals	EM/LTA	16 February 2022
	Proposal Deadline	LTAs	18 February 2022
	LTA Proposal Review, Ref checks, negotiation	EM/RA/QA2	31 March 2022
	Contracting evaluation team/firm	EM	8 April 2022
Phase 2 - Inception			
	Team preparation, literature review	Team	8 -24 April 2022
	Conduct HQ & RB Inception Briefing <sup>49</sup>	EM/QA2/RA & Team	13 - 22 April 2022
	Conduct Inception Mission <sup>50</sup>	EM/QA2/RA + Team	25-29 April 2022
Draft 0	Submit high quality draft 0 Inception Report (IR) sections to OEV and CO	TL + LTA QA	9 May 2022
	Provide quality assurance and feed-back	EM/RA/QA2	13 May 2022
Draft 1	Submit Draft 1 with Team's responses in Matrix of comments	TL + LTA QA	18 May 2022
	Final forth and backs between ET and EM/QA2 Draft 1 IR and submit to Dep DoE for clearance	ET/EM/RA/QA2	19-23 May 2022
	Review Draft 1 IR and sending feed-back to ET	Dep DoE/EM	27 May 2022
	Submission revised Draft 1 IR	TL + LTA QA	31 May 2022
	Final forth and backs between ET and EM/QA2	ET/EM/RA/QA2	1-2 June 2022
	Consultation with CO on IR	EM/ET	3 June 2022
	ET to adjust based on CO comments;	TL + LTA QA	3-5 June 2022
	Final Clearance IR	OEV	6 June 2022
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet	EM	6 June 2022
Phase 3 - Evaluation Phase, including Fieldwork			
	Conduct data collection	Team	7 -28 June 2022 <sup>51</sup>

<sup>49</sup> Depending on the context (COVID 19), the mission will be conducted remotely, or with evaluation team leader in HQ premises. In case of the remote scenario, dates of the RB briefings could be more fluid, running into the week after.

<sup>50</sup> Depending on the context (COVID 19), the mission will be conducted remotely, or on site, in Nepal. In case of the remote scenario, if needed, dates of meetings with external partners could be more fluid, running into the week after.

	Exit debrief with CO and OEV	Team	29 June 2022
	Organize preliminary findings debriefing with CO and other stakeholders (PPT)	Team	22 July 2022
<b>Phase 4 - Reporting</b>			
Draft 0	Submit high quality Draft 0 Evaluation Report (ER) to OEV (after the company's quality check)	TL	22 August 2022
	Provide OEV quality assurance and feedback	EM/RA/QA2	9 September 2022
Draft 1	Submit Draft 1 ER to OEV	TL	23 September 2022
	Forth and backs between EM/QA2 and ET and final adjustments	EM/RA/QA2 /TL	5 October 2022
	Submit to Dep DoE for clearance	EM	6 October 2022
	Feedback of Dep DoE sent to ET	EM	14 October 2022
	Forth and backs between EM/QA2 and ET and final adjustments	EM/RA/QA2 /TL	25 October 2022
	Clear Draft 1 ER prior to circulating it to WFP stakeholders	OEV/Dep DOE	28 October 2022
	Share Draft 1 ER with WFP CO and IRG for comments by 18 November 2022	EM	28 October 2022
	Learning workshop (in-country or remote)	TL/EM	15 and 16 November 2022
	Consolidate WFP CO and IRG's comments and share with Team	EM/RA	21 November 2022
Draft 2	Submit Draft 2 ER to OEV based on WFP's comments, with team's responses in the matrix of comments	ET	28 November 2022
	Review Draft 2 ER and share any additional feedback/major revisions with ET	EM	9 December 2022
Draft 3	Submit Draft 3 ER to OEV	TL	16 December 2022
	Review Draft 3 ER and submit to dep DoE for clearance	EM/RA/QA2	21 December 2022
	Forth and backs based on dep DoE feedback	EM/RA/QA2 /TL	12 January 2023
	Clearance Draft 3 ER Dep DoE	OEV/Dep DOE	19 January 2023
	Final Approval Dep DoE	DOE	26 January 2023
SER	Prepare Draft 0 Summary Evaluation Report (SER)	EM/QA2	28 February 2023
	Draft 0 SER validation by evaluation team leader	EM/TL	3 March 2023
	Send draft 1 SER to DepDoE for approval	EM	8 March 2023
	Approve final SER	OEV/Dep DoE	15 March 2023
	Share final SER to WFP' s Oversight and Policy Committee for information	OEV/Dep DoE	28 March 2023
<b>Phase 5 - Executive Board and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	April-Mid May 2023
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	Mid May-October 2023
	Presentation of Summary Evaluation Report to the EB	D/OEV	October/November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

*Note: CPP: Corporate Planning and Performance; DOE: Director of Evaluation; EM: Evaluation manager; OEV: Office of Evaluation; TL: Team Leader.*

# Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the current 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; and as key informants will be interviewed during the data collection phase. They will also have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior Management, Head of Programme and Programme Officers, Supply Chain Officers, Partnership Officers, M&E/VAM Officers and other(s)
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Ecuador in the WFP corporate and regional plans and strategies.	RBB staff will be key informants and interviewed during the inception and data collection phase. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the data collection phase. RBB staff 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 VAM advisor, and other(s)
<b>WFP Divisions</b>	WFP technical units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates.	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 briefings with the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Evaluation focal points in HQ Divisions of programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Nepal's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Nepal.	EB Members
<b>External Stakeholders</b>			
<b>Affected communities</b> Vulnerable poor households. Out of these, varieties in	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development,	They will be interviewed and consulted during the data collection phase as feasible. Special arrangements may have	Vulnerable households affected by the 2015 earthquake/floods/landslides and by the Covid-19 pandemic;

<p>gender, type and age groups are of interest.</p>	<p>beneficiaries have a stake in determining whether WFP's assistance is relevant, appropriate and effective.</p>	<p>to be made to meet children. Towards/at the end of the evaluation process, evaluation results will be presented at local level.</p>	<p>parent teacher associations, farmer associations, pregnant women, households with children under 2; households with children under 5; households composed of unaccompanied minors under 18, senior citizens, persons with disabilities, people with severe illnesses or HIV, single-headed households, smallholder farmer (associations), community leaders</p>
<p><b>Government at national level</b> the National Planning Commission; Ministry of Health and Population; the Ministry of Education, Science and Technology; the Department of Food Technology and Quality Control; the Ministry of Agriculture and Livestock Development; the Family Welfare Division; the Health Service Directorate; the National Disaster Risk Reduction and Management Authority; the Ministry of Home Affairs; Ministry of Federal Affairs and General Administration</p>	<p>In Nepal 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.</p>	<p>They will be interviewed and consulted during the inception mission and the data collection phase. Interviews will cover policy and technical issues. They will be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented and where they can comment.</p>	<p>Political and Technical Staff of the mentioned institutions</p>
<p><b>Government at decentralized level</b> Provincial governments and Municipal authorities governing WFP activity sites; technical staff of government entities mentioned above (national level).</p>	<p>In Nepal 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.</p>	<p>They will be interviewed during the data collection phase, at field level. Interviews will cover mostly technical and operational issues and they might be involved in the feedback sessions.</p>	<p>Staff of provincial and local authorities, teachers, health clinic staff, staff of agricultural extension services</p>
<p><b>UN Country Team and other International Organizations</b> <u>UN Resident Agencies:</u> UNDP, WHO, FAO, IFAD, ILO, UNHCR, IOM, UN Woman, UN-Habitat, UNCDF, UNESCO, UNFPA, UNICEF, UNDSS, UNAIDS, UNOPS, <u>International Financial Institutions:</u> World Bank, Asian Development Bank SUN Movement/network</p>	<p>UN agencies and other partners in Nepal have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as for</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.  The CO will keep UN partners, other international organizations informed of the evaluation's progress</p>	<p>UN Resident Coordinator, UN/IFI Agencies' Representatives, UN/IFI agencies technical staff</p>

	<p>protection, food security, nutrition etc.</p> <p>The CSPE can be used as an input to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>		
<p><b>Donors:</b> Government of Nepal; United States Mc Govern Dole Food for Education Programme; USAID, Government of Australia, Government of Canada, Government of France, Government of Germany, Government of Japan; Government of the United Kingdom, Government of Norway, United Nations; Japan Association for the World Food Programme and Share Foods GmbH</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews; They will be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented, and where they can comment.</p>	<p>Senior Management</p>
<p><b>Cooperating partners and (other) NGOs:</b> World Education, Open Learning Exchange Nepal, Integrated Development Society, and Partnership for Child Development SAPPROS Nepal and Manahari Development Institute (MDI), Association of Medical Doctors, Partnership Aid Center (PACE), Rural Community Development Centre (RCDC), Human Rights and Environment Development Centre (HuRENDEC), Lutheran World Federation, Rural Reconstruction Nepal, Practical Action, South Asian Association for Regional Cooperation (SAARC)</p>	<p>WFP's cooperating and coordinating partners in implementing CSP activities</p>	<p>Interviews with CP staff and NGOs</p>	<p>Senior Managers, Field staff</p>
<p><b>Private partners</b> (e.g. for food supply and fortification) <b>and civil society</b></p>	<p>WFP partners in the commercial and private sectors</p>	<p>Interviews with focal points. Some might be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented, and where they can comment</p>	<p>TBD during the inception mission</p>
<p><b>Academia</b>, including Oxford Policy Management, Tribhuvan University</p>	<p>WFP partners for research and education activities</p>	<p>Interviews with a focal point in academic organizations. They might be invited to participate in a stakeholder workshop</p>	<p>Technical staff involved in WFP activities</p>

		where preliminary evaluation results will be presented, and where they can comment.	
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# Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Nepal 2019-2023 logframe analysis					
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators	
v 3.0	<b>Total nr. of indicators</b>	<b>33</b>	<b>9</b>	<b>78</b>	
v 4.0	New indicators	1	0	0	
	Discontinued indicators	3	0	0	
	<b>Total nr. of indicators</b>	<b>31</b>	<b>9</b>	<b>78</b>	
v 6.0	New indicators	2	1	19	
	Discontinued indicators	0	0	0	
	<b>Total nr. of indicators</b>	<b>33</b>	<b>10</b>	<b>97</b>	
<b>Total number of indicators that were included across all logframe versions</b>		<b>30</b>	<b>9</b>	<b>78</b>	

Source: Comet Report CML010 extracted on 05/01/2022

Table 2: Analysis of results reporting in Nepal annual country reports 2018-2020				
		ACR 2018	ACR 2019	ACR 2020
<b>Outcome indicators</b>				
	Total number of indicators in applicable logframe	<b>10</b>	<b>33</b>	<b>31</b>
Baselines	Nr. of indicators with any baselines reported	<b>8</b>	<b>17</b>	<b>14</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>8</b>	<b>11</b>	<b>14</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>8</b>	<b>22</b>	<b>13</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>8</b>	<b>11</b>	<b>14</b>
<b>Cross-cutting indicators</b>				
	Total number of indicators in applicable logframe	<b>6</b>	<b>9</b>	<b>9</b>
Baselines	Nr. of indicators with any baselines reported	<b>5</b>	<b>8</b>	<b>8</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>5</b>	<b>5</b>	<b>9</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>5</b>	<b>8</b>	<b>9</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>5</b>	<b>5</b>	<b>9</b>






<b>Output indicators</b>				
	Total number of indicators in applicable logframe	<b>36</b>	<b>78</b>	<b>78</b>
Targets	Nr. of indicators with any targets reported	<b>24</b>	<b>15</b>	<b>22</b>
Actual values	Nr. of indicators with any actual values reported	<b>24</b>	<b>12</b>	<b>22</b>

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

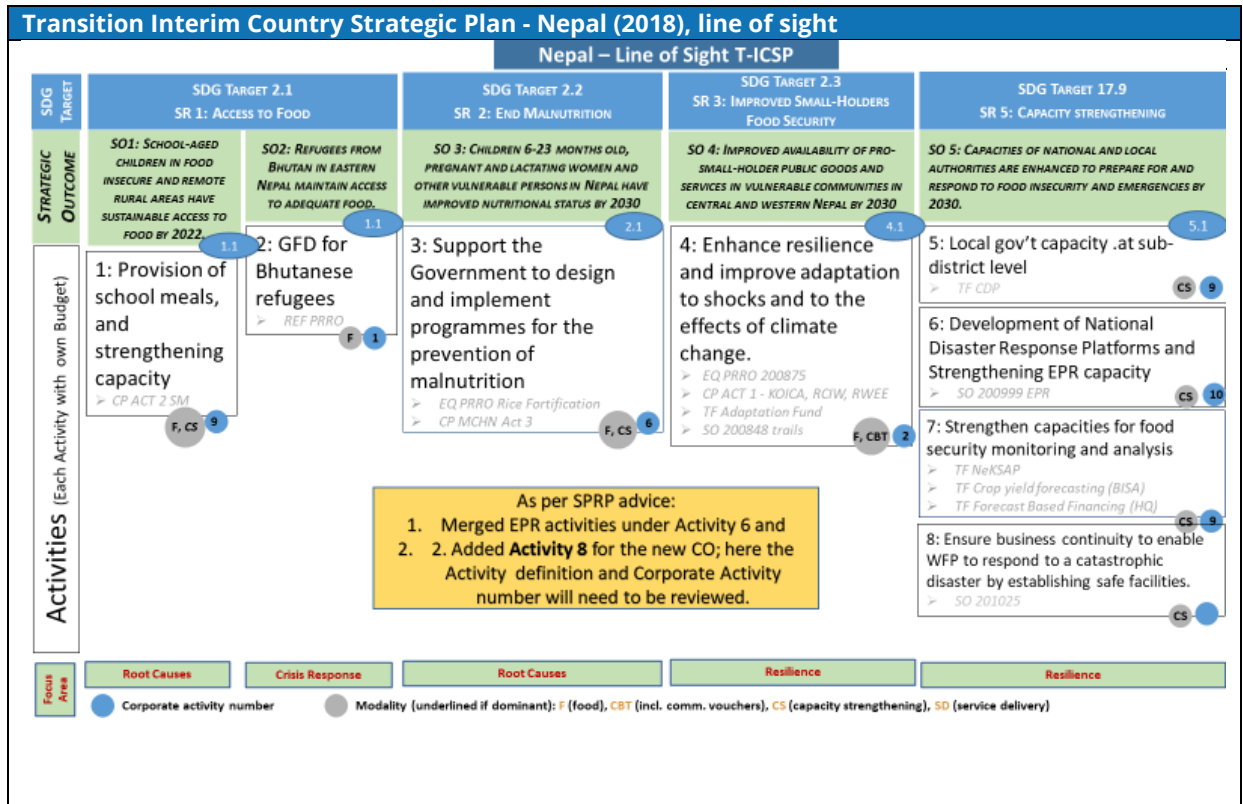
		2016	2017	2018
<b>Nepal relevant events</b>		(continued) Earthquake response Economic Blockade border Nepal-India	Terai floods	New Government Attestation of the 'Right to Food and Food Sovereignty Act' Nepal Strategic Zero Hunger Review
<b>WFP interventions</b>	CP 200319 (2013-17)	Livelihoods and asset creation; Education support; Nutrition support; and Capacity strengthening	Livelihoods and asset creation; Education support; Nutrition support; and Capacity strengthening	N.a.
		Total requirements: USD 216,275,282 Total contributions received: USD 59,700,809 Funding: 27.6%		
	PRRO 200875 Restoring Food & Nutrition Security and Building Resilient Livelihoods in Earthquake Affected Areas (2016-17)	Livelihoods and asset creation	Livelihoods and asset creation	
		Total requirements: USD 49,493,171 Total contributions received: USD 12,398,605 Funding: 25.1%		
	PRRO 200787 Food Assistance to Refugees from Bhutan in Nepal (2015-17)	Relief food assistance Gardening project	Relief food assistance Gardening project	
Total requirements: USD 7,524,353 Total contributions received: USD 4,183,163 Funding: 55.6%				
IR EMOP 201098 Support to Flood Affected (August-Oct 2017), and EMOP 201101	N.a.	Emergency assistance Nutrition support		

	Emergency cash and nutrition response to critically food insecure populations in severely flood affected districts of Southern Nepal (Sep-Dec 2017)	N.a.	IR EMOP 201098 Total requirements: USD 1,469,706 Total contributions received: USD 1,160,233 Funding: 79% IR EMOP 200101 Total requirements: USD 4,554,191 Total contributions received: USD 3,463,362 Funding: 76%	
	IR EMOP 200983 Karnali Drought Response (June-August 2016)	Emergency food assistance and nutrition support	N.a.	N.a.
		Total requirements: USD 350,741 Total contributions received: USD 288,232 Funding: 82.2%		
	SO 200999 Augmentation of National and District Level Emergency Logistics Preparedness in Nepal (Nov 2016-17)	Building logistics capacity for emergencies	Building logistics capacity for emergencies	N.a.
		Total requirements: USD 2,727,774 Total contributions received: USD 3,974,423 Funding: 145.7%		
	SO 200848 Logistics and Telecommunications Augmentation and Coordination in Response to the Earthquake in Nepal (April 2015-17)	Logistics and Telecommunications Augmentation and Coordination	Logistics and Telecommunications Augmentation and Coordination	N.a.
		Total requirements: USD 36,270,467 Total contributions received: USD 25,156,295 Funding: 69.4%		
	ICSP/ T-ICSP	N.a.	N.a.	Education support; FFA Bhutanese refugees; Nutrition support to children, pregnant and Lactating Women and vulnerable groups; FFA for rural communities with focus on climate change adaptation; -Capacity strengthening

				Total Requirements: 42,746,397 Total contributions received: 18,971,619
<b>Outputs at country office level</b>	Food distributed (MT) 	12,534	9,892	5,272
	Cash distributed (USD) 	4,475,750	3,771,927	2,796,356
	Actual beneficiaries (number) 	790,551 (Male 395,276; Female 395,275)	709,850 (Male 342,360; Female 367,490)	420,146 (Male 190,844; Female 229,302)

Source: ACRs and Project Documents, data compiled on 14 December 2021

# Annex 7: Line of sight



Source: WFP SPA website

CSP - Nepal (2019-2023), line of sight

NEPAL CSP 2019-2023					
SR 1 – Access to food (SDG 2.1)	SR 4 – End Malnutrition (SDG 2.2)	SR 4 – Sustainable Food Systems (SDG 2.4)	SR 5 – Capacity Strengthening (SDG 17.8)	SR 6 – Enhanced Policies (SDG 17.14)	SR 8 – Enhance Global Partnership (SDG 17.16)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
<b>STRATEGIC OUTCOME 1:</b> Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks.	<b>STRATEGIC OUTCOME 2:</b> Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025	<b>STRATEGIC OUTCOME 3:</b> Vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030.	<b>STRATEGIC OUTCOME 4:</b> The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.	<b>STRATEGIC OUTCOME 5:</b> Government efforts towards achieving Zero Hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.	<b>STRATEGIC OUTCOME 6:</b> Humanitarian and development partners have access to reliable common services by the end of 2023.
<b>BUDGET SO 1: \$ 15,181,606</b>	<b>BUDGET SO 2: \$ 76,146,484</b>	<b>BUDGET SO 3: \$ 42,785,501</b>	<b>BUDGET SO 4: \$ 22,349,862</b>	<b>BUDGET SO 5: \$ 4,841,757</b>	<b>BUDGET SO 6: \$ 3,928,950</b>
<b>UNIQUE DIRECT BENEF. SO 1: 950,612</b>	<b>UNIQUE DIRECT BENEF. SO 2: 597,264</b>	<b>UNIQUE DIRECT BENEF. SO 3: 87,415</b>	<b>UNIQUE DIRECT BENEF. SO 4: 177,875</b>	<b>UNIQUE DIRECT BENEF. SO 5: 0</b>	<b>UNIQUE DIRECT BENEF. SO 6: 0</b>
<p><b>OUTPUT 1:</b></p> <p>1.1 Disaster-affected people have access to food, enabling them to meet their basic food and nutrition needs. (A)</p> <p>1.2 Disaster-affected people have access to specialized nutritious foods and services, enabling them to meet their nutrition needs and prevent malnutrition (B)</p> <p>1.3 Disaster-affected people receive support to repair assets and restore livelihoods. (D)</p> <p><b>ACTIVITY 1:</b> Provide food assistance for targeted, shock-affected people, including food and cash-based transfers, and specialized nutritious foods and related services to treat and prevent malnutrition in children aged 6-59 months, pregnant and lactating women and girls (modality: CBT, Food) (Activity Category 1)</p>	<p><b>OUTPUT 2:</b></p> <p>2.1 Targeted populations including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets. (A, B, E, N)</p> <p>2.2 Targeted populations in food-insecure areas receive nutritionally sensitive, shock-responsive and gender-transformative social services delivered through a strengthened National Social Protection Framework. (C)</p> <p><b>ACTIVITY 2:</b> Support the strengthening of national nutrition-sensitive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition. (modality: Food, CS) (Activity Category 6)</p> <p><b>OUTPUT 3:</b></p> <p>3.1 Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets. (A, B, E, N)</p> <p>3.2 Targeted populations in food-insecure areas receive nutritionally sensitive, shock-responsive and gender-transformative social services delivered through a strengthened National Social Protection Framework. (C)</p> <p><b>ACTIVITY 3:</b> Provide a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the National Social Protection Framework. (modality: Food, CS) (Activity Category 4)</p> <p><b>OUTPUT 4:</b></p> <p>4.1 People benefiting from the national social safety net programme receive post-harvest fortified rice. (K, L, M)</p> <p><b>ACTIVITY 4:</b> Provide technical support to the Government in order to develop a rice fortification policy framework and supply chain system for use in social safety nets. (modality: CS) (Activity Category 8)</p>	<p><b>OUTPUT 5:</b></p> <p>5.1 Remote, food-insecure communities benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services. (A, C, D, G)</p> <p>5.2 Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security. (A, C, D, F, G)</p> <p><b>ACTIVITY 5:</b> Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies. (modality: CBT, CS) (Activity Category 3)</p>	<p><b>OUTPUT 6:</b></p> <p>6.1 National and sub-national capacities in emergency logistics and preparedness are strengthened to deliver efficient, equitable and empowering assistance during crises. (C, H, K)</p> <p><b>ACTIVITY 6:</b> Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises. (modality: CS) (Activity Category 11)</p> <p><b>OUTPUT 7:</b></p> <p>7.1 Government capacity in early warning systems and food security monitoring are strengthened to provide evidence-based essential services. (A, C, G)</p> <p><b>ACTIVITY 7:</b> Provide technical assistance to the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance structure. (modality: CBT, CS) (Activity Category 12)</p>	<p><b>OUTPUT 8:</b></p> <p>8.1 Food Security and nutrition is integrated into multi sector policies and institutions across all three spheres of government to improve policy, planning and SDG progress. (I)</p> <p><b>ACTIVITY 8:</b> Provide technical assistance and support evidence generation for government and multi-sector partners to enhance rights-based food security and nutrition plans, policies, regulatory frameworks, and service delivery. (modality: CS) (Activity Category 9)</p>	<p><b>OUTPUT 9:</b></p> <p>9.1 Government and all humanitarian partners benefit from the design and construction of the common services. (H, K)</p> <p>9.2 Humanitarian and development partners have access to rental facility enabling them to respond to emergency. (H, K)</p> <p><b>ACTIVITY 9:</b> Provide on-demand service provision to all stakeholders in the country in order to support effective humanitarian response. (modality: Service Delivery) (Activity Category 10)</p> <p><b>OUTPUT 10:</b></p> <p>10.1 Humanitarian and development partners are supported efficiently for cash-based transfer management enabling them to provide necessary support to the affected</p> <p><b>ACTIVITY 10:</b> Provide on-demand cash-based transfer management support to all humanitarian and development partners to enable them to provide efficient cash transfer services to the affected population in order to meet their essential needs. (modality: Service Delivery) (Activity Category 10)</p>
<b>TOTAL BUDGET: \$ 165 234 160</b>					
<b>TOTAL UNIQUE DIRECT BENEFICIARIES: 1,809,063</b>					

Line of Sight for Nepal Budget Revision 04

Source: WFP SPA website

## Annex 8: Key information on beneficiaries and transfers

**Table 1: Nepal CSP (2019-2023) planned beneficiaries across various budget revisions**

SO	Activity	Original NBP			BR 01			BR 02			BR 03			BR 04		
		Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total
SO 1	1	337,825	398,695	736,520	337,825	398,695	736,520	411,145	355,375	766,520	546,216	404,596	950,812	546,216	404,596	950,812
SO 2	2	2,013,931	998,679	3,012,610	173,563	111,177	284,740	173,563	111,177	284,740	100,468	41,165	141,633	100,468	41,165	141,633
	3	375,358	375,393	750,751	177,438	159,624	337,062	177,438	159,624	337,062	230,050	203,872	433,922	243,711	211,920	455,631
	4	66	69	135	66	69	135	66	69	135	-	-	-	-	-	-
SO 3	5	271,249	276,615	547,864	160,448	153,298	313,746	160,448	153,298	313,746	45,018	42,396	87,414	45,018	42,396	87,414
SO 4	6	560	582	1,142	560	582	1,142	560	582	1,142	-	-	-	-	-	-
	7	1,470	1,530	3,000	2,380	2,270	4,650	13,657	12,891	26,548	12,127	11,421	23,548	91,451	86,124	177,575
SO 5	8	-	-	-	1,020	980	2,000	1,020	980	2,000	-	-	-	-	-	-
SO 6	9															
	10															
<b>Total</b>		<b>3,000,459</b>	<b>2,051,563</b>	<b>5,052,022</b>	<b>909,196</b>	<b>766,797</b>	<b>1,675,993</b>	<b>937,925</b>	<b>793,969</b>	<b>1,731,894</b>	<b>931,879</b>	<b>701,448</b>	<b>1,633,327</b>	<b>1,023,809</b>	<b>785,254</b>	<b>1,809,063</b>

Note: Totals exclude overlaps in beneficiaries benefiting from more than one activity.

The reduction in beneficiaries in BR01, BR03 and BR04 was mainly due to change in beneficiary counting mechanisms. Overlaps were removed in BR01 while in BR03 and BR04 capacity strengthening beneficiaries were reflected in a separate table. The changes in BR03 owing to separate presentation of capacity strengthening beneficiaries are highlighted grey.

Source: WFP CSP and Budget Revision Narratives

Table 2: T-ICSP Actual beneficiaries versus planned 2018, strategic outcome, activity tag and gender										
Strategic Outcome (SO)/Activity/Activity Tag		Planned beneficiaries			Actual beneficiaries			Actuals as a % of planned beneficiaries		
		F	M	Total	F	M	Total	F	M	Total
<b>SO1. School-Aged children in food insecure and remote rural areas have sustainable access to food by 2022.</b>										
Activity 1. Provision of school meals, and strengthening capacity.	School feeding (on-site)	124,088	111,911	235,999	118,204	106,456	224,660	95%	95%	95%
<b>SO2. Refugees from Bhutan in eastern Nepal maintain access to adequate food.</b>										
Activity 2. Support refugees from Bhutan to maintain access to food.	General Distribution	79,893	46,666	126,559	86,245	49,997	136,242	108%	107%	108%
<b>SO3. Children 6-23 months old, Pregnant and Lactating Women and Girls (PLWG) and other vulnerable persons in Nepal have improved nutritional status by 2030.</b>										
Activity 3. Support the Government to design and implement programmes for the prevention of malnutrition.	Prevention of acute malnutrition	43,358	28,642	72,000	40,898	32,041	72,939	94%	112%	101%
	Prevention of stunting	21,948	10,884	32,832	26,042	11,960	38,002	119%	110%	116%
	Treatment of moderate acute malnutrition	14,587	7,140	21,727	19,305	5,996	25,301	132%	84%	116%
<b>SO4. Improved availability of pro-smallholder public goods and services in vulnerable communities in central and western Nepal by 2030.</b>										
Activity 4. Enhance resilience and improve adaptation to shocks and to the effects of climate change	Climate adaptation and risk management activities	7,521	7,308	14,829	-	-	-	0%	0%	0%
	Food assistance for asset	42,490	44,226	86,716	34,454	35,859	70,313	81%	81%	81%
Total without overlap		258,669	214,192	472,861	229,302	190,844	420,146	89%	89%	89%

Source: COMET report CM-R020, data extracted on 15/12/2021



Table 2: CSP Actual beneficiaries versus planned 2019-2020 by year, strategic outcome, activity tag and gender																												
Strategic Outcome (SO)/Activity /Activity Tag	2019 Planned beneficiaries			2019 Actual Beneficiaries			2020 Actuals as a % of planned			2020 Planned beneficiaries			2020 Actual Beneficiaries			2020 Actuals as a % of planned			2021 Planned beneficiaries			2021 Actual Beneficiaries			2021 Actuals as a % of planned			
	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	
<b>SO1. Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks.</b>																												
Act 1	Food assistance for asset	8,756	8,246	17,002	-	-	-	0%	0%	0%	3,091	2,909	6,000	-	-	-	0%	0%	0%	3,091	2,909	6,000	-	-	-	0%	0%	0%
	General Distribution	110,728	104,276	215,004	31,911	30,054	61,965	29%	29%	29%	59,741	56,259	116,000	5,362	5,048	10,410	9%	9%	9%	44,291	41,709	86,000	11,126	10,473	21,599	25%	25%	25%
	Prevention of acute malnutrition	36,770	24,480	61,250	22,008	14,526	36,534	60%	59%	60%	32,032	20,468	52,500	25,614	12,710	38,324	80%	62%	73%	109,012	41,780	150,792	104,202	52,467	156,669	96%	126%	104%
	Treatment of moderate acute malnutrition	11,155	7,395	18,550	-	-	-	0%	0%	0%	4,462	2,958	7,420	-	-	-	0%	0%	0%	4,462	2,958	7,420	-	-	-	0%	0%	0%
<b>SO2. Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025.</b>																												
Act 2	Prevention of acute malnutrition										11,284	-	11,284	7,288	3,996	11,284	65%	-	100%	48,551	8,765	57,316	42,611	13,615	56,226	88%	155%	98%
	Prevention of stunting	22,522	10,522	33,044	20,759	9,676	30,435	92%	92%	92%	19,721	9,404	29,125	21,249	9,871	31,120	108%	105%	107%	37,618	10,702	48,320	36,783	12,361	49,144	98%	116%	102%
Act 3	School feeding (alternative take-home rations)										-	-	-	390,335	367,602	757,937	-	-	-	-	-	-	414,918	390,719	805,637	-	-	-

	School feeding (on-site)	131,128	117,872	249,000	107,336	96,454	203,790	82%	82%	82%	91,278	81,836	173,114	83,364	74,826	158,190	91%	91%	91%	129,240	112,381	241,621	112,432	106,175	218,607	87%	94%	90%
<b>SO3. Vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030.</b>																												
Act 5	Climate adaptation and risk management activities			-			-				22,274	20,977	43,251	8,784	8,256	17,040	39%	39%	39%	23,498	22,207	45,705	11,680	11,104	22,784	50%	50%	50%
	Food assistance for asset	40,127	37,789	77,916	-	-	-	0%	0%	0%	13,391	12,609	26,000	516	489	1,005	4%	4%	4%	14,174	13,347	27,521	34,412	30,637	65,049	243%	230%	236%
<b>SO4. The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.</b>																												
Act 7	Climate adaptation and risk management activities	850	799	1,649	-	-	-	0%	0%	0%	12,128	11,422	23,550	7,024	6,614	13,638	58%	58%	58%									
	Forecast-based Anticipatory Climate Actions																			73,749	69,456	143,205	18,091	16,809	34,900	25%	24%	24%
Total without overlap		362,040	311,369	673,409	182,014	150,710	332,724	50%	48%	49%	269,398	218,843	488,241	474,373	422,068	896,441	176%	193%	184%	474,482	326,216	800,698	681,293	422,068	564,277	144%	129%	70%

Source: COMET report CM-R020, data extracted on 15/12/2021 for 2019-2020 and on 18/02/2022 for 2021.

Note: Data for 2021 is subject to final validation upon 2021 ACR publication

Table:4 CSP Food Transfers (Planned versus Actuals by year, SO and activity)													
Strategic Outcome	Activity	Total planned (MT) 2019	Total distributed (MT) 2019	% MT Distributed / Planned 2019	Total planned (MT) Year 2020	Total distributed (MT) 2020	% MT Distributed / Planned 2020	Total planned (MT) 2021	Total distributed (MT) 2021	% MT Distributed / Planned 2021	Total planned (MT) All years	Total distributed (MT) All years	% MT Distributed / Planned All years
SO 1	Activity 1	1,295	719	56	661	267	40	1,244	766	61	3,200	1,752	54
SO 2	Activity 2	684	407	60	1,116	792	71	1,049	717	68	2,849	1,916	67
SO 2	Activity 3	5,578	4,101	74	3,691	3,741	101	4,187	2,787	67	13,456	10,629	79
SO 3	Activity 5	210		0	-	-	-	-	-	-	210	0	0
Grand Total		7,767	5,227	67	5,468	4,800	88	6,480	4,091	63	19,715	14,118	72

Source: Comet Reports CM R014 for 2019, 2020 and 2021 extracted on 13/01/2022

Note: Data for 2021 is subject to final validation upon 2021 ACR publication

Table:5 CSP Cash Based Transfers (Planned versus Actuals by year, SO and activity)													
Strategic Outcome	Activity	Total planned (USD) 2019	Total distributed (USD) 2019	% Distributed / Planned 2019	Total planned (USD) Year 2020	Total distributed (USD) 2020	% Distributed / Planned 2020	Total planned (USD) 2021	Total distributed (USD) 2021	% Distributed / Planned 2021	Total planned (USD) All years	Total distributed (USD) All years	% Distributed / Planned All years
SO 1	Activity 1	1,938,000	52,826	3	752,800	99,788	13	752,800	742,112	99	3,443,600	894,726	26
SO 3	Activity 5	3,102,592		0	3,867,407	410,326	11	3,884,130	2,745,367	71	10,854,129	3,155,693	29
SO 4	Activity 7	5,248		0	74,891	71,159	95	3,257,127	188,346	6	3,337,266	259,506	8
Grand Total		5,045,840	52,826	1	4,695,098	581,273	12	7,894,056	3,675,825	47	17,634,995	4,309,924	24

Source: Comet Reports CM R014 for 2019, 2020 and 2021 extracted on 05/01/2022

Note: Data for 2021 is subject to final validation upon 2021 ACR publication

Table:6 T-CSP 2018 Food Transfers (Planned versus Actuals by year, SO and activity)				
Strategic Outcome	Activity	Total planned (MT)	Total distributed (MT)	% MT Distributed / Planned
SO 1	Activity 1	4,883	2,763	57
SO 2	Activity 2	718	441	61
SO 3	Activity 3	1,198	1,298	108
SO 4	Activity 4	2,112	769	36
Grand Total		8,911	5,271	59

Source: Comet Report CM R014 extracted on 06/01/2022

Table:7 T-CSP 2018 Cash Based Transfers (Planned versus Actuals by year, SO and activity)				
Strategic Outcome	Activity	Total planned (USD)	Total distributed (USD)	% Distributed / Planned
SO 2	Activity 2	298,147	412,957	139
SO 4	Activity 4	5,897,000	2,383,399	40
Grand Total		6,195,147	2,796,356	45

Source: Comet Report CM R014 extracted on 06/01/2022

# 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	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> <li>• Evaluation team</li> <li>• CO communication</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM/ CM	CO communications		24 January-14 March 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo; WFP.org</li> </ul>	EM			15 March 2022
Inception	Initial communications and briefings	<ul style="list-style-type: none"> <li>• Evaluation team</li> <li>• WFP country/regional office</li> </ul>	<ul style="list-style-type: none"> <li>• Email and in meetings</li> </ul>	EM			21 March-8 April 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/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			6 June 2022
Data collection and analysis	Exit debrief	<ul style="list-style-type: none"> <li>• CO staff &amp; stakeholders</li> <li>• (possibly) non-WFP stakeholders (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>• PPT, meeting support</li> </ul>	EM/ET			29 June 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/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		15 and 16 November 2022
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> <li>• WFP country/regional office</li> <li>• CAM/media</li> <li>• Affected populations</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail with content to be channelled</li> </ul>	CM	CAM/CO	October 2022	26 January 2023

			through to local media				
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/programmers/practitioners</li> <li>• Donors/countries</li> <li>• Cooperating partners/civil society/beneficiaries /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, ALNAP, Nepal Evaluation Society, Asia-Pacific Evaluation Society)</li> <li>• Newsflash</li> <li>• Field level feed-back sessions</li> </ul>	EM	CM		October 2023 onwards
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/programmers/practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• EB website (for SERs and MRs)</li> </ul>	EM/EB	CM		15 March-October 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/programmers /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		October 2023 onwards
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	DoE		October 2023

Dissemination	Talking points/key messages	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	• Presentation	EM	CM	End September 2023	October 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	• Presentation	EM	CM	End September 2023	November 2023
Dissemination	Report communication	<ul style="list-style-type: none"> <li>• Oversight and Policy Committee (OPC)</li> <li>• Division Directors, country offices and evaluation specific stakeholders</li> </ul>	• Email	EM	DoE	October 2023	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/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	• Email	CM	EM	October - November 2023	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/programmers /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, Nepal Evaluation Society, Asia-Pacific Evaluation Society )</li> </ul>	EM	CM	15 March 2023	15 April 2023
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP staff</li> <li>• UNCT</li> </ul>	Presentation	EM	Presenting to UNCT with agencies that also had done evaluations in 2022	October 2023	November 2023

Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> <li>• WFP evaluation</li> </ul>	Presentation	EM			March -June 2023
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> <li>• WFP Technical staff/programmers /practitioners</li> <li>• WFP governance/management</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Email</li> <li>• WFP webpages</li> </ul>	EM/CM		February 2023	March -June 2023
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> <li>• WFP evaluation function</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail and in meetings</li> </ul>	EM			March -June 2023
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	CM	EM	October 2023	November 2023
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Social media (Twitter)</li> </ul>	CM	CAM	October 2023	November 2023
Dissemination	Video presentation	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> <li>• Presentation</li> </ul>	EM/CM			
Dissemination	Blog	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	EM	CM		



Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	CM	CAM/CO	October 2023	November 2023
Dissemination	Poster/public announcement/cartoon/radio/drama/video – in Nepali and relevant local languages	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	EM/CM	CO	October 2023	November 2023
Follow up	1 year later video/feature	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> <li>• EvalForward</li> </ul>	EM/CM			
Follow up	Review of MR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Internal channels</li> </ul>	CPPM	EM/CM	February 2023	September 2023

Note: CAM: Communications Advocacy and Marketing Division; CM: Communications Manager; CPPM: Corporate Planning and Performance Division; DoE: Director of Evaluation; EB: Executive Board; EM: Evaluation Manager; ET: Evaluation 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?					
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?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<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?					
<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?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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?					
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**

The approved country strategic plan can be accessed through the below URL address:

<https://docs.wfp.org/api/documents/9e280ff2cc1846ba85108050995de293/download/>

# Annex 12: Key recommendations of past WFP Evaluations

Evaluation Title	Time frame	Key Recommendations
<b>Decentralized Evaluation:</b>  <b>USDA McGovern Dole Food for Education Program in Nepal</b>	2014 - 2017	<b>Coverage and Quality of Education Service Delivery:</b> Trainings form a core component of SMP and improving learning outcomes. Hence, it is crucial that more resources are directed towards intensive teachers training programme and regularity is maintained.
		<b>Working on the differing intensity of the programme:</b> The programme has brought different components into its fold and expanded horizontally. To achieve the intended outcome, it is important to strengthen the main component and let the supplementary components work in a tandem with it. This can be done by appropriately designing the sub-components as per the immediate need and the extent of its contribution to the overall SMP.
		<b>Necessary Conditions for WASH:</b> This programme phase focused more on awareness generation of WASH, especially handwashing. Need to move beyond awareness and basic WASH practice such as handwashing, to considering practical WASH needs for which resource availability is a must.
		<b>Food and Nutrition:</b> Awareness creation amongst stakeholders on food intake (age-appropriate feeding) visa-vis nutrition and its relation to learning and nutrition outcomes is necessary. This is required so that differing nutritional requirements of the beneficiaries, boys and girls of varying age groups, are met.
		<b>Community Participation:</b> Strengthening of community platforms, FMC/SMC, outreach to facilitate
		<b>Experimentation of Alternative Model:</b> Small scale pilot models (food-based) to gather insights into whether the vision of sustainability is relevant and appropriate in the given context can be piloted. Efforts should be directed towards identifying food abundant regions in Nepal or to invest in irrigation facilities and potential farm lands
		<b>Consorted Effort Amongst Multi-partners:</b>  The capacity building component of the operation, presently restricted at the school level (for cooks, teachers and storekeepers) needs to be extended to the government structures and a cadre from FFEU, the Ministry of Education, can be created and trained to take this programme forward.
<b>Operation Evaluation:</b>  <b>Nepal, Country Programme, 200319: A mid-term evaluation of WFP's Operation (2013-2017)</b>	2013 - 2017	<b>Strategic Recommendations</b>
		CO leadership should map and clarify its comparative advantages within the development community in Nepal and position these as core elements in a new longterm strategy planning starting in 2017. This should clearly articulate WFP's evolving role, away from traditional food assistance approaches with a strong focus on commodity inputs, to its strengths in knowledge transfer and capacity development. This should be clearly communicated to donors, Government and the development community  During the CSP development process of 2017 and in any future CP, CO Management and programme units, with support of RB and HQ need to strengthen engagement in coordination and collaboration mechanisms with the aim of leveraging synergies with other organisations and increasing collaboration on common policy and joint initiatives. This could form the basis for advocacy and resourcing at national and international levels:

Evaluation Title	Time frame	Key Recommendations
		<p>Within the 2017 planning process, the Nutrition Unit should examine the role of MCHN alongside the incoming IMAM programme and in the context of MSNP2 and continue to assess its relevance and opportunities for collaboration with others to maximise sustainable nutrition outcomes. CO should adapt and prioritise WFP's nutrition support to ensure that joint or collaborative programming occurs wherever possible, which is aligned with the principle of the multi-sectoral approach (e.g. leveraging organisations implementing income generating activities working in the same areas; working alongside UNICEF on IMAM and IYCF) and that interventions remain effective and pertinent in support of emerging Government strategies and approaches.</p> <p><b>Operational recommendations</b></p> <p>Within the context of resource shortages and multiple actors carrying out public works in the region, Programme management supported by technical departments, RB and HQ should develop a plan for significantly decreasing coverage in RCIW but aiming for improved standards of works. This would align with the evolving corporate approach. It should start in 2017 and be established for any future CP. It should combine:</p> <p>Within the 2017 planning process, the M&amp;E Unit, with support from CO management and leadership, Donor relations and Communications and RB, should lead a process to improve data management and reporting quality for donors, Government and the media ensuring that reports focus more clearly on evidence-based outcomes and impacts of programmes. This would further demonstrate WFP's achievements and areas of strength and expertise</p> <p>With the current CP, the Nutrition unit supported by management should move to a seasonal Blanket Supplementary Feeding Programme (BSFP) for 6-8 months of the year to cover the lean season, to reduce costs of intervention and promote community self-reliance; depending on the nutritional status of children (to be confirmed in 2017 end line survey) there may be options for targeting to be further refined to reduced numbers of VDCs within the districts or to targeting vulnerable households and children within VDCs in future programming beyond 2017</p> <p>During the remainder of this CP, the CO Nutrition unit supported by Programme management should expand the nutrition counselling approach in MCHN from a focus on mothers to community level, targeting fathers, grandparents and community leaders. This could include community, small group and individual meetings beyond the health post to accelerate knowledge transfer and promote behaviour change</p> <p>During the remainder of this CP and into the next, the Education unit, supported by Programme management should work to improve social mobilisation and increase engagement with parents, local stakeholders and school teachers to support sustainability and ensure preparation for a smooth exit for WFP. Other activities to support the sustainability of the school feeding programme include:</p> <p>Within the 2017 planning process, CO Programme management supported by relevant technical advisors within RB should explore with MOE the possibilities and options for extending support to targeted secondary schools to promote the transition of girls into secondary education, in consideration of the high drop-out rates and high rates of child marriage. Criteria related to equity, gender, socially excluded groups (deaf children), caste discrimination and most vulnerable catchment areas could be considered to target secondary school support. Creative approaches should be considered, such as the Girls Incentive Programme resource transfer and creation of synergies with other actors to address comprehensively the multiple issues that prevent girls as well as boys from accessing secondary education</p>

Evaluation Title	Time frame	Key Recommendations
<p><b>Decentralized Evaluation:</b></p> <p><b>Mid-Term Evaluation of McGovern-Dole-supported School Feeding Programme in Nepal (FFE-367-2014/050-00)</b></p>	Jan 2015 –	<p>Future MTEs should be scheduled to report before potential further phases of an operation are designed, either by a funding agency calling for proposals or by implementing agencies preparing them</p>
	Sept. 2016	<p>The next phase of USDA support for school feeding in Nepal should be the last in which foodstuffs internationally procured by external agencies are used. It should be focused on transition by 2021 to a school feeding programme based entirely on locally procured foodstuffs.</p>
		<p>While maintaining a school feeding activity in at least ten districts that is fully integrated in all schools for ECD and all basic education grades with literacy and WASH interventions in order to achieve the MGD SOs, WFP should intensify its strategic dialogue with the Government of Nepal and DPs in support of further analysis and decision-making about the criteria for selecting specified in-kind and cash modalities. This dialogue should take into account lessons from other countries' experience and the factors facilitating and impeding each modality, and identify measures to address constraints as appropriate.</p>
		<p>WFP should thus support the preparation and approval of a national school feeding policy that spells out the agreed targets, criteria and modalities – including the interface and coordination with related literacy and WASH support.</p>
		<p>WFP and USDA should undertake a detailed assessment, rationalisation and simplification of the performance indicators and targets used for monitoring and reporting of the current phase. The number of indicators should be reduced by at least 50%. The last two WFP six-monthly reports on the current operation should be based on the revised indicators and targets, which should also be used in an</p>
		<p>WFP support for further development of school feeding policy and strategy should advocate closer integration with national social protection frameworks.</p>
		<p>A further phase of WFP support for school feeding should align explicitly and proactively with the gender and social inclusion provisions of the SSDP. In particular, WFP should integrate menstrual health management in its WASH programme for Grades 5 to 8 (involving both boys and girls); ensure that women in leadership positions in the FMC have been adequately trained to perform their tasks authoritatively; assess the work burden that its SFP puts on women and take necessary remedial action; and adjust its targeting and/or district-specific efforts periodically in terms of the equity index developed under the Equity Strategy for the School Education Sector</p>
		<p>WFP and USDA should review the adequacy of the WFP's current and proposed school feeding rations as compared to international guidelines.</p>
		<p>WFP should assess what factors might induce behaviour change for nutrition in the MFWR; and consequently review whether the current nutrition and health training materials respond to these factors and needs. This would lead, if applicable, to a shift from 'education and information' to 'changing behaviours', and enhanced, coordinated behaviour change advocacy by WASH IPs for teachers, SMCs, FMCs, parents and all children in basic education, including a focus on menstrual hygiene management.</p>
		<p>WFP support for the necessary strategic development by the MoE should include advocacy of the merger of the FfEP and school feeding capacity in the DoE, creating a single school feeding agency in the Ministry</p>
	<p>WFP should advocate the closer integration of school feeding, literacy and WASH personnel and programmes in District Education Offices.</p>	



Evaluation Title	Time frame	Key Recommendations
<b>Mid Term Evaluation of the McGovern-Dole International Food for Education and Child Nutrition Program 2018-2021</b>	2017 - 2021	Advocate for expansion of the McGovern-Dole Program to secondary schools to enhance inclusivity of the program.
		Enhance participation of local governments to ensure sustainability and increase local accountability
		Adapt teaching medium and supplementary materials in local language to ensure better understanding.
		Strengthen gender and equity dimension by encouraging a more equitable selection and election of women to
		Advocate low transfer rate of EGRA teachers with the government.
<b>End-Term Evaluation of Protracted Relief and Recovery Operation (PRRO) in Dhading, Gorkha and Nuwakot districts of Nepal.</b>	Apr. 2016 – Dec. 2018	<b>Consider Phase-I of implementation as a learning phase :</b> It is recommended that in a future program like PRRO develop the log frame in a way that it can be adapted based on the experience of the implementation of the project. The Phase-I of the PRRO can be considered as the learning phase. The achievement of the project in this phase should be extensively reviewed. The program should conduct rigorous interactions with stakeholders to refine the log frame indicators and targets so that the achievements of the project at the end can be measured against more pragmatic, contextual, and realistic indicators and targets
		<b>Conduct service mapping.</b> Rigorous service mapping should be conducted in the community before the selection of schemes and activities. The service mapping will allow the project to identify the existing services in the community. Once this is done, the project can concentrate on assets that will increase access to the identified services. Community service mapping can be done with the extensive involvement of community members
		<b>Develop an impact pathway and share it with stakeholders:</b> The project should ensure that the stakeholders are aware of the intended outcomes of the project for effective participation. It is important to include community members when decisions are. This way, clarity can be established around what achievements are realistically expected by the project. Therefore, in the future, the project like PRRO should develop an impact pathway that is easy to comprehend and refresh the information in every decision doing exercise. This impact pathway can be different for communities; therefore, the development of the impact pathway following the service mapping exercise at the community level is advisable. This impact pathway can also be used as an internal outcome monitoring guide whereby the partners report to WFP on how a given asset fits into the pathway.
		<b>Develop a robust exit plan:</b> The project should develop a robust exit plan, which includes identification of stakeholders who can take up the responsibility of repair and maintenance, SWOT analysis of those stakeholders, and a plan to strengthen the ability of the institution to ensure the sustainability of the asset. This process will allow the project to identify the entity which can be most effective in repair and maintenance, identify the areas which they need to strengthen to take up the responsibility and intervene in the areas of improvements, leading to an effective sustainability plan.
		<b>Prioritize cost-sharing with local government:</b> The new federal structure has provisioned for extensive authority to the local governments. This can be an opportunity for projects like PRRO. The program should look into the option whereby the WFP project provides technical assistance, the cost associated with labor in construction and material transportation, while the local governments can share the cost of materials. Such a cost-sharing mechanism will promote both ownership as well as the efficiency of the project

Evaluation Title	Time frame	Key Recommendations
<b>Joint Evaluation:</b>  <b>Joint Rural Women Economic Empowerment Programme</b>	2014 - 2020	At the start of the second phase, the JP RWEE should consolidate support to the same women and continue to strengthen outcomes. The second phase should also allow for the expansion of the approaches and strategies to a larger group of beneficiaries. This will create a critical mass of resilient and sufficiently empowered women who can become catalysts for change in their communities and will extend the benefits to other women and communities.
		JP RWEE should identify and share best practices on building strong partnerships between UN agencies and within countries, to ensure stronger linkages and synergy between all actors.
		JP RWEE country teams should focus on generating learned lessons and evidence and share between countries to have a targeted approach to influence policy.
		JP RWEE should mainstream and prioritize climate change across all activities, with a focus on capitalizing on the role that women play in leadership and advocacy on climate change to strengthen preparedness and recovery to climate related disasters.
		During the design of future phases of the JP RWEE, longer-term strategic planning should be a priority that includes a stronger prioritization of value addition, market linkages to ensure the gains from the programme can be sustained and to enhance the transformative potential of the JP RWEE in the second phase.
		JP RWEE success should be secured by multi-annual funding to ensure that transformative results can be achieved and sustained. Senior management of agencies should advocate for the JP RWEE at headquarter level to prioritize JP RWEE fundraising, as well as at the United Nations Resident Coordinator's Office (UNRC) in each country.

# Annex 13: Terms of Reference for the Country Strategic Plan Evaluation's 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>52</sup> (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> <li>• Evaluation Focal Point (nominated by CD)</li> <li>• Head of Programme</li> <li>• Deputy Country Director(s)</li> <li>• Country Director (for smaller country offices)</li> </ul>	<p>Core members:</p> <ul style="list-style-type: none"> <li>• Regional Supply Chain Officer</li> <li>• Senior Regional Programme Advisor</li> <li>• Regional Head of VAM</li> <li>• Regional Emergency Preparedness &amp; Response Unit Officer</li> <li>• Regional Gender Adviser</li> <li>• Regional Humanitarian Adviser (or Protection Adviser)</li> <li>• Regional Monitoring Officer</li> </ul> <p><b>Keep in copy: REO and RB</b></p>	<ul style="list-style-type: none"> <li>• Technical Assistance and Country Capacity Strengthening Service, OSZI</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, OSZPH.</li> <li>• Cash-Based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters 110.</li> </ul> <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

<sup>52</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.

#### 5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national stakeholder workshop to validate findings and discuss recommendations.

# Annex 14: Composition of the Nepal Country Strategic Plan Evaluation's Internal Reference Group (IRG)

Country office Nepal	Regional bureau (RBB)	Headquarters
<ul style="list-style-type: none"> <li>• <i>Evaluation Focal Point</i>, Niels Balzer</li> <li>• <i>Head of Programme a.i.</i>, Haile Aberra</li> <li>• <i>Country Director</i>, Robert Kasca</li> <li>• <i>Policy Programme Officer</i>, Jennifer Karki</li> <li>• <i>Head of EPI</i>, Katarina Kohutova</li> <li>• <i>Nutrition</i>, Merlyn Chapfunga</li> <li>• <i>EPR/Supply Chain</i>, Lionel Schenal</li> <li>• <i>M&amp;E Officer</i>, Khanta Khanal</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Gender Consultant</i>, Julie Mac Donald</li> <li>• <i>Regional Monitoring and Evaluation Officer</i>, Nadya Frank</li> </ul>	<ul style="list-style-type: none"> <li>• <i>PRO-T CCS team</i>, Daniel Dyssel</li> <li>• <i>HQ Nutrition</i>, Stien Gijssel</li> <li>• TBD</li> </ul> <p>A broader group of senior stakeholders will be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

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# Annex 16: Acronyms

<b>ADS</b>	Agricultural Development Strategy
<b>CBT</b>	Cash-Based Transfer
<b>CCS</b>	Country Capacity Strengthening
<b>CO</b>	Country office
<b>CP</b>	Country Programme
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>EB</b>	Executive Board
<b>EMOP</b>	Emergency Operations
<b>EQAS</b>	Evaluation quality assurance system
<b>GDP</b>	Gross Domestic Product
<b>GEEW</b>	Gender equality and the empowerment of women
<b>GESI</b>	Gender Equality and Social Inclusion
<b>GNI</b>	Gross National Income
<b>GPI</b>	Gender Parity Index
<b>HQ</b>	Headquarters
<b>IRG</b>	Internal Reference Group
<b>IRM</b>	Integrated Road Map
<b>MT</b>	Metric Tonnes
<b>MSNP</b>	Multi-Sector Nutrition Plan
<b>NDC</b>	Nationally Determined Communication
<b>NER</b>	Net Enrolment Rate
<b>NGO</b>	Non-Governmental Organizations
<b>ODA</b>	Official Development Assistance
<b>OEV</b>	Office of Evaluation
<b>PHQA</b>	Post Hoc Quality Assessment
<b>PLW</b>	Pregnant and Lactating Women
<b>PLWG</b>	Pregnant and Lactating Women and Girls
<b>RBB</b>	Regional Bureau in Bangkok
<b>SDG</b>	Sustainable Development Goal
<b>SO</b>	Special Operation
<b>SSAFE</b>	Safe and Secure Approaches in Field Environments
<b>T-ICSP</b>	Transitional Interim CSP
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>USD</b>	United States Dollar
<b>VNR</b>	Voluntary National Review
<b>WFP</b>	World Food Programme

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