

# Evaluation of Nepal WFP Country Strategic Plan 2019-2023

## Summary Terms of Reference



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

### Subject and focus of the evaluation

WFP has been present in Nepal since 1963. After a transitional interim CSP (T-ICSP) that was implemented in 2018, WFP Nepal's CSP (2019-2023) intends to re-position WFP Nepal on new focus areas, commencing the transition from direct assistance to technical support for institutional strengthening of government institutions. It introduces support for policy coherence as a strategic change under a dedicated Strategic Outcome (SO 4), complemented by another (SO5) that relates to country capacity strengthening overall.

Nutrition specific and nutrition sensitive approaches in the CSP are brought together under SO2, which supports the school meal programme amongst other safety nets, and includes capacity strengthening activities on rice fortification. In addition, under the CSP's SO3, WFP aims to support disaster risk reduction, by integrating activities for climate change adaptation.

Besides these new directions, the CSP also lays out a continued commitment to its traditional role of supporting emergency preparedness and response. As part of this commitment, SO1 envisages the provision of food assistance including specialized nutritious foods, during situations of emergency. During CSP implementation, in December 2020, an additional Strategic Outcome (SO6) was added as a complementary means for WFP to provide emergency response through the provision of logistical and cash-based transfer management services to other humanitarian actors.

For the entire CSP duration, factoring in four approved budget revisions, WFP has planned to assist 3,251,154 direct beneficiaries. Towards the end of 2021, contributions worth almost 68 percent of the revised total CSP budget of USD 165,234,161 had been received.

The evaluation will assess WFP contributions to (T-ICSP and) CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence

to humanitarian principles, gender equality, protection and accountability to affected populations.

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

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2023.

### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Nepal?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected

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

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

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

The evaluation will give particular importance to the impact of the Covid-19 pandemic on CSP implementation.

**Scope, methodology and ethical considerations**

The unit of analysis is the Country Strategic Plan (CSP), approved by the WFP Executive Board in November 2018, as well as four subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2019 up to June 2022. To better assess trends in performance and the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place, the evaluation will also look into activities of the Transitional Interim Country Strategic Plan (T-ICSP) that was implemented in 2018, the year preceding the start of the CSP.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, a web-survey, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially

excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

**Roles and responsibilities**

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Nepal CSP (i.e. mainly Emergency Preparedness and Response, Resilience and Climate Change, Country Capacity Strengthening, School Feeding, Nutrition, Smallholder farmer Support, Infrastructure works, Service Provision to Humanitarian Partners, Gender, Disability and Inclusion).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Jacqueline Flentge in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Sameera Ashraf, research analyst, will provide support to the evaluation team with collection and compilation of relevant WFP documentation not available in the public domain. Second level quality assurance will be provided by Aurelie Larmoyer.

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

The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

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

**Communication**

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized late July 2022 to inform the new CSP design process. A country stakeholder workshop will be held in November 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

**Timing and key milestones**

**Inception Phase: April-May 2022**

**Data collection: 6-28 June 2022**

**Debriefing: 29 June 2022**

**Reports compilation: July 2022- January 2023**

**Stakeholder Workshop: November 2022**

**Executive Board: November 2023**