

# Evaluation of WFP's Policy on Country Strategic Plans

Terms of reference



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

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# 1. Background

## 1.1. INTRODUCTION

1. Policy evaluations focus on a WFP policy and the activities put into place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results were achieved, or not.
2. These Terms of Reference (ToR) are for the evaluation of the Country Strategic Plan (CSP) Policy, approved by Executive Board (EB) in November 2016 and included in WFP's Policy Compendium thereafter. As with all WFP policies issued after 2011, their evaluation is covered by the Policy Formulation arrangements<sup>1</sup>, which include an evaluation four to six years from the start of policy implementation.
3. These ToR were prepared by Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. Their purpose is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The ToR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives and stakeholders of the evaluation; Chapter 3 presents an overview of the policy and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.
4. The CSP Policy outlines WFP's approach to strategic and programmatic planning at the country level. It introduced a unique programmatic framework to be based on coherent country portfolios, which replaced all previously existing programme categories and project documents.
5. The evaluation will cover the period from November 2016 when the WFP CSP Policy was approved to October 2022, with an emphasis on the 2017-2021 period. It will be submitted to the Executive Board for consideration in June 2023. It will be managed by OEV and conducted by an external evaluation team.

## 1.2. CONTEXT

### External

6. In 2015, with the adoption of the 2030 Agenda for Sustainable Development, United Nations Members States convened on the centrality of effective partnership at global, regional and country level to achieve sustainable development.
7. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives. 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.
8. In 2015, the Addis Ababa Action Agenda identified new partnership-based approaches to finance sustainable development, pointing to a wider range of stakeholders, including governments, international organizations, private sector, civil society, and philanthropists.
9. In May 2016, the major donors and humanitarian organizations convened in the High-Level Panel on Humanitarian Financing to find solutions to close the humanitarian financing gap. Their report suggested "a Grand Bargain between the big donors and humanitarian organisations in humanitarian aid".<sup>2</sup> During the same year, the World Humanitarian Summit (WHS) reinforced the importance of shrinking

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<sup>1</sup> "WFP Policy Formulation" (WFP/EB.A/2011/5-B)

<sup>2</sup> OCHA website. [Inter-Agency Standing Committee – About the Grand Bargain](#), visited 02.03.2022

humanitarian needs over the long-term to contribute to sustainable development and affirmed the need to integrate humanitarian, development and peace-building efforts.<sup>3</sup>

10. The 2016 Quadrennial Comprehensive Policy Review (QCPR) reinforced the need for simplified, inclusive and nationally owned programming processes with clear lines of accountability. It called upon the United Nations development system to pursue full alignment of operational activities for development at the country level under the United Nations Development Assistance Framework (UNDAF). The 2018 General Assembly resolution 72/279 introduced new measures to enhance the capacity of the United Nations development systems to better support countries' achievement of the SDGs. The UN reform agenda centres on three key areas: development, management, and peace and security and provides a framework for a new generation of country teams and resident coordinators. Key elements of the reform include:
  - The Funding Compact, adopted in 2019, which encourages countries to improve overall funding predictability within the United Nations Development System (UNDS) by increasing the amount of core resources and decreasing the amount of tightly earmarked funds.
  - The Management and Accountability Framework establishing the lines of accountability, roles and responsibilities for coherent management approaches within the UNDS at all levels.
  - The UN Sustainable Development Cooperation Framework (UNSDCF) which replaces the former UN Development Assistance Framework (UNDAF). The UNSDCF is the key instrument for UN Country Teams and the Resident Coordinators to facilitate system wide coherent planning and implementation of interventions tailored to national development goals in the framework of the 2030 Agenda.
  - Resident Coordinators (RC), now delinked from UNDP, and UN Country Teams working collectively under the leadership of the RC
  - Strengthened Business Operation Strategies (BOS) to achieve greater coherence and value for money through endeavours such as common premises and local shared service centers.
  - Regional Collaborative Platforms entities, including the UN Sustainable Development Group and the Regional Commissions.<sup>4</sup>
11. In the fall of 2020, the General Assembly conducted a new QCPR which culminated in the adoption of a resolution [A/RES/75/233] on 21 December 2020 stressing the importance of leveraging partnerships and financing, including stronger collaboration with international finance institutions and multilateral development banks. The QCPR resolution also points to the need to shift from a traditional model of direct support and service provision towards a greater emphasis on integrated high-quality policy advice. The resolution reflects the impact of the COVID-19 pandemic as evidenced in a much stronger emphasis on disaster risk reduction, human rights, and countries in special situations as well as topics new to the QCPR, such as education, health, social protection, disability, science, technology and innovation.<sup>5</sup>
12. WFP alignment with Rome-based agencies (RBAs) is important for WFP strategic planning at country level. In 2018, the RBAs signed a five-year tripartite Memorandum of Understanding (MoU) setting out the objectives, principles and areas of collaboration among the agencies. At country level, they committed to systematically consult and engage when embarking on major country programming exercises, namely, FAO's Country Programming Framework, IFAD's Country Strategic Opportunities Programme and WFP's CSP. The MoU commits the agencies to joint efforts in: (i) data and analysis to understand country contexts, needs and capacities; (ii) accountability and reporting; and (iii) development of new outcome-based financing approaches.<sup>6</sup>

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<sup>3</sup> WFP. 2018. *WFP and the Humanitarian, Development and Peace Nexus*

<sup>4</sup> WFP. 2021. UN Development System Key Things to Know

<sup>5</sup> ECOSOC website. 2020 QCPR, visited on 19.04.2022

<sup>6</sup> WFP. 2021. *Joint Evaluation on the collaboration among the United Nations Rome-based Agencies*

## Internal

### Integrated Road Map (IRM)

13. In 2016 WFP designed and approved a package of actions that are part of an Integrated Road Map (IRM) to reformulate WFP strategy, programme, financial management and reporting in line with the sustainable development agenda. Particularly, the approach of the Integrated Road Map aims at helping WFP to design better programmes aligned with national priorities to:
  - Enable WFP to serve people in need more effectively and efficiently
  - Support government policies, actions and resource allocations for eliminating hunger in their countries
  - Clearly communicate what WFP is delivering and its distinct added value
  - Efficiently plan and implement WFP programmes for those in greatest need by being focused on the results WFP needs to achieve
  - Better allocate resources to achieve, measure and understand results and impacts
  - Learn from performance management and accountability systems to improve WFP programme design and implementation
  - Work in a flexible manner, responding to changing country needs while balancing addressing humanitarian needs and development
  - Move away from fragmentation in its work and therefore reduce transaction costs
  - Improve transparency in donor reporting
  - Harmonize with external partners in the public and private sectors as well as other United Nations agencies.
14. The architecture of the IRM included four components:
15. **Strategic Plan.** The Strategic Plan 2017-2021 provided the overall framework for WFP's contribution to the countries' achievement of the SDGs, aligning WFP objectives, results, outcomes to SDG 2 and SDG 17. In November 2021, the EB adopted the Strategic Plan 2022-2025. While overall maintaining the strategic direction of the previous Plan, the new Plan reaffirms WFP alignment to the Agenda 2030 for Sustainable Development and the UN reform Agenda. It places emphasis on putting people at the centre and promoting the humanitarian principles of humanity, impartiality, neutrality and operational independence. It prioritizes working through national programmes and systems, while adapting to country context and needs. In this framework, WFP also commits to pursue integrated programming and collaborative partnerships, working across the humanitarian-development-peace nexus, adopt a risk-based approach to decision making and programming and use evidence to generate impact.
16. **Policy on Country Strategic Plans (CSP).** CSPs serve as vehicle for contextualizing and implementing WFP strategic plan at country level and define WFP's humanitarian and development portfolio within the country for a 5 years timeframe. CSPs are formulated in coordination with governments and relevant stakeholders, reflecting country-specific needs and priorities to eliminate hunger and malnutrition.
17. **Financial Framework Review (FFR).** The FFR introduced a country portfolio approach to implementation, budgeting and reporting to enhance results-based management. In line with country portfolio budget, all Country Offices (COs) for each CSP elaborate the line of sight which is meant to links strategy, planning and budgeting to implementation, resources obtained, and results achieved. In 2020–2021, WFP implemented a bottom-up strategic budgeting exercise (BUSBE) to determine the baseline budget for essential activities that contribute to the delivery of the annual implementation plan but that cannot be readily traced to individual CSPs. This exercise was also meant to identify the most appropriate funding sources for such activities. In 2022, the Executive Director approved a total baseline budget for 2022 of USD 648.3 million. In addition to the Programme Support and Administrative budget (PSA)<sup>7</sup> of USD 496.1 million, the baseline budget will be funded through trust funds and special accounts that strengthen WFP's organizational capacity in specific thematic areas (climate change and disaster risk

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<sup>7</sup> The PSA budget is derived from amounts that are recovered from contributions to cover indirect support costs (ISC), in accordance with WFP's policy on full cost recovery.

reduction, critical services and supply chain activities for the pandemic response; health supply chains, school feeding and integrated resilience operations in the Sahel, United Nations Humanitarian Response Depot network, aviation services, humanitarian logistics and emergency telecommunications service).<sup>8</sup>

18. **Corporate Results Framework (CRF).** The CRF lays out results and indicators to monitor and report WFP's programmes and measure management performance. The CRF 2017-2021 was built around two Strategic Goals reflecting the focus of the Strategic Plan towards SDG 2 and SDG 17 and supported by five Strategic Objectives and eight Strategic Results. In addition, strategic outcomes, outputs and activities are drafted at the country level in line with the CRF. In the CRF 2022-2025, strategic objectives have been removed and the strategic outcomes have been reduced from 19 to 5 to simplify indicators selection and reporting. The new framework encompasses greater United Nations alignment through the formulation of corporate-level outputs, the selection and identification of common and complementary indicators and the integration of quadrennial comprehensive policy review (QCPR) mandates and guidance.

### **Policy Framework**

19. Beyond the IRM, WFP policy on Country Strategic Plans is conceptually and operationally linked to a wider and evolving policy framework as described in the paragraphs below.
20. The policy on CSPs refers to the **2013 policy on WFP's role in peacebuilding** as foundation of the humanitarian-development-peace-building nexus (tripe nexus). This policy introduced three main directions of WFP work in peacebuilding in transition settings: (i) investing in institutional capacity in risk analysis (ii) using conflict-sensitive programming and (iii) engaging with peacebuilding partners. An OEV evaluation of the policy is currently on-going, and the findings will be available in April 2022.
21. The policy on CSPs also refers to the Gender Policy (2015-2020) and related updates for mainstreaming women empowerment into CSP formulation. In fact, the 2015 Gender Policy provided WFP with a corporate framework for gender-sensitive planning at global, regional and country level as well as an implementation toolkit for mainstreaming women empowerment in WFP operations. An update of the **Gender Policy (2022-2026)** was approved by the Executive Board at the first regular session in February 2021. This update presents good practices from the field and innovative gender-transformative approaches, developed in coordination with local actors to respond to the differentiated needs of women and girls, including during COVID-19 emergency. The policy update has an explicit reference to the CSPs.
22. The CSP policy states that "under the management of the Office of Evaluation, all CSPs, other than 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".<sup>9</sup> It further states that "for all CSPs, decentralized evaluations of selected CSP components and appropriate decentralized reviews will be managed by WFP at the country level with support of the relevant regional bureau as needed"<sup>10</sup>. In this connection, the 2015 Evaluation Policy (2016-2021) affirmed WFP's commitment to international evaluation principles, norms and standards, and set the normative framework for centralized and decentralized evaluations. In February 2022, the EB approved the updated **Evaluation Policy 2022-2030**, which builds on the previous policy to ensure that the evaluation function continues to mature, particularly at the decentralized level and that the evaluation evidence is integrated in WFP planning and decision making while also contributing to global knowledge.
23. The introduction of CSPs and the prioritization of WFP support to governments in designing and managing nationally-owned hunger solutions, induced WFP to equip country offices with new information, skills and capacities in line with the WFP People Strategy 2014-2017. In June 2021, the EB approved the **WFP's People Policy** which initiates the process to systematically integrate workforce planning and organization alignment reviews into country strategic plans' formulation.

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<sup>8</sup> WFP management plan (2022-2024) (WFP/EB.2/2021/5-A/1/Rev.1\*)

<sup>9</sup> "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1\*) p. 19.

<sup>10</sup> Idem p.19

24. The country strategic planning process is aligned with **WFP's Corporate Partnership Strategy (2014–2017)**, which defines partnership as “Collaborative relationships between actors that achieve better outcomes for the people we serve by: combining and leveraging complementary resources of all kinds; working together in a transparent, equitable and mutually beneficial way; and sharing risks, responsibilities and accountability, to achieve objectives that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved”.<sup>11</sup> The planning process also includes identification of new funding models and sources able to leverage domestic and international, public and private resources. In doing so, the policy on CSPs contributes to the WFP's Private-Sector Partnerships and Fundraising Strategy (2013–2017).
25. WFP policies approved after 2016 have been formulated based on the country strategic planning framework. The key highlights of these policies are briefly presented below.
26. The **2017 Environmental Policy** commits WFP to developing mechanisms for identifying and managing environmental risks arising from WFP's operations. The policy establishes that interim risk screening and categorization processes will be systematically integrated into the design of activities under CSPs.<sup>12</sup> In 2017, the EB approved the Climate Change Policy, which defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger and malnutrition. The policy identifies entry points to guide country offices in integrating climate change issues into WFP operations and establishes the three main objectives to be incorporated into CSPs. OEV is currently managing an evaluation of the climate change policy which will be presented to EB in June 2023.
27. The **2018 Emergency Preparedness Policy** reinforces WFP's approach to treat each emergency context and response as unique. It emphasizes the need to set up tools and processes able to ensure a higher level of success at preparedness and response level. The country strategic plans are the programmatic vehicles for integrating preparedness tools and actions into longer-term planning. Furthermore, as funding of preparedness actions is always challenging, multi-year preparedness planning through the CSPs represents an opportunity for a revised internal funding model for such type of activities.<sup>13</sup>
28. The **2019 Local and Regional Food Procurement Policy** sets out guiding principles for progressively increasing WFP's purchase of food at the local and regional levels. The policy promotes further integration between WFP's procurement and programme functions, highlighting that local and regional procurement strategies and modalities should be integrated into the design and implementation of CSPs when relevant, especially in countries in which WFP procures or is planning to procure significant quantities of food over time.<sup>14</sup>
29. The **2020 Protection and Accountability Policy** is framed under three pillars: human rights, peace and security and development and seeks to integrate protection considerations with accountability to affected populations. The policy states that accountability to affected population should be the centre of programme planning and delivery to make sure that beneficiaries' voices influence WFP decisions and actions. Furthermore, the country strategic planning process is seen as an opportunity to increase investment in protection at the country level.<sup>15</sup>
30. The **WFP's School Feeding Strategy (2020-2030)** lays out how WFP advocate globally, and work in partnership, to address gaps in guaranteeing an integrated school-based health and nutrition response for children. By leveraging on six decades of experience supporting school health and nutrition, WFP aims to work with more than 100 countries on sustainable national school feeding programmes. It is estimated that WFP will hand over school feeding programmes in 20 countries by 2030. To do so, transition strategies should be negotiated and integrated into CSPs, ensuring that national resources are committed.<sup>16</sup>

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<sup>11</sup> idem

<sup>12</sup> “Environmental Policy” (WFP/EB.1/2017/4-B/Rev.1)

<sup>13</sup> “Emergency Preparedness Policy” (WFP/EB.2/2017/4-B/Rev.1)

<sup>14</sup> “Local and Regional Food Procurement Policy” (WFP/EB.2/2019/4-C)

<sup>15</sup> “Protection and Accountability policy” (WFP/EB.2/2020/4-A/1/Rev.2)

<sup>16</sup> WFP. 2020. *A chance for every schoolchild. Partnering to scale up School Health and Nutrition for Human Capital. WFP School Feeding Strategy 2020-2030.*

## Evidence on IRM Implementation

31. The implementation of the IRM has been assessed through a body of OEV global and country level evaluations and through audits.
32. In 2018, WFP Office of Evaluation conducted a **Strategic Evaluation of the CSP Pilots** that looked at progress towards the intended organizational change set out in the CSP policy and the other documents of the IRM, covering 14 pilot CSPs and I-CSPS<sup>17</sup>.
33. The evaluation concluded that adopting CSPs as the framework for planning, managing and delivering WFP's contributions to the achievement of zero hunger was a significant step forward for the organization. The contribution of the CSP to the intended changes was found to be, on balance, positive, but has varied significantly across the organizational outcomes reviewed and across country contexts. By building on a comprehensive review of national needs, the CSP has often been a catalyst for helping WFP move to from 'deliverer' to 'enabler' (and back again when necessary) and to develop better conceptual links between humanitarian and development work.
34. However, the evaluation noted that the CSP had not yet resulted in the expected gains from the increased transparency and accountability that the framework offers, specifically a move to more flexible and predictable funding. Earmarking of resources has not been reduced and the move to more multi-year funding as the result of the CSP was found to be limited.
35. It further noted that the development of an effective performance management system has not kept pace with the other components of the IRM. There have been delays in revising the initial corporate results framework to support these intentions. Longstanding challenges were found to persist in the development of, and training on, appropriate indicators for qualitative matters such as capacity strengthening. Such a system was found to be necessary if WFP is to demonstrate the benefits of the CSP approach with a view to influencing donor behaviour in the long term.
36. The ability to better align to national priorities, in line with Agenda 2030 was identified as a key positive feature of the CSP process, but operational and administrative standardisation around core systems and procedures was also found to be essential, and not yet fully achieved.
37. The CSP Pilot evaluation made five groups of recommendations:
  - i. **Management of the CSP framework:** Strengthen existing management structures and the system of systematic learning; undertake a comprehensive review in 2020;
  - ii. **CSP processes and guidance:** Complete simplification process; develop and update existing guidance; address cross-cutting issues;
  - iii. **UN reform:** Continue engagement in UN reform process; develop strategies to align CSPs with UNDAF cycles;
  - iv. **Monitoring and reporting performance:** Ensure that the comprehensive system of monitoring and reporting performance is aligned with the revised CRF; ensure a central role for Country Portfolio Evaluations;
  - v. **Funding:** Address constraints to more flexible and predictable financing.
38. WFP Management agreed to 10 of the 11 recommended actions, and partially agreed sub-recommendation 4(b) on the introduction of a rating system within Country Portfolio Evaluations.
39. The Office of Internal Audit conducted an **Audit of the Integrated Road Map pilot phase** focused on the period 01 July 2016-31 January 2018. Fieldwork was conducted between October 2017 and January 2018 in 4 pilot countries.<sup>18</sup> The audit found that the Financial Framework Review provides visibility on overall CO budgets and the line of sight improved COs' attention to the cross-cutting themes as well as to the coordination with other UN agencies. However, the flexible implementation of the IRM during

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<sup>17</sup> Bangladesh, Cameroon, China, Colombia, Ecuador, El Salvador, Indonesia, Lao PDR, Lebanon, Mozambique, Namibia, Sudan, Tanzania and Zimbabwe.

<sup>18</sup> Bangladesh, Colombia, Cameroon and Sudan



2017 resulted in a variety of structures, tools, processes, and guidance which may challenge monitoring and oversight functions in the long run. The audit also found that there was not enough clarity on the capacity implications and the related workforce restructuring exercises needed to implement the IRM. Finally, it found that in the pilot countries the objective of maximizing operational effectiveness was compromised by the high level of earmarking and by a more complex and less flexible budget structure.

40. The findings from **the Strategic Evaluation of Funding WFP's Work (2014-2019)**, presented to the EB in 2020, confirms some of the conclusions of the CSP Pilot Evaluation. Particularly, this Strategic Evaluation found that the Integrated Road Map has enhanced the narrative around WFP ambitions across its dual mandate but expected changes in flexible, predictable and adequate funding have not yet materialized. Improvements in generating evidence of the impact of WFP's work are needed, as well as efforts to better manage ad hoc and specialized donor reporting requirements.
41. Similar findings issues are also identified by **Country Strategic Plan Evaluations (CSPE)**. These include 12 I/CSPE presented as of the First Regular Session in February 2022, two that will be presented at the 2022 Annual Session and 14 that will be presented at the Second Regular Session in November 2022.
42. While acknowledging good progress in several areas, these findings tend to confirm some of the challenges highlighted by the CSP Pilot evaluation. Key issues identified by CSPE include the following:
  - ✓ WFP thematic focus is highly relevant to prevailing food security situations, and strongly aligned with national policy and programmatic frameworks, as well as with the UN cooperation frameworks and the Agenda 2030.
  - ✓ WFP is able to flexibly adapt to dynamic contexts and evolving needs as demonstrated by its contributions to alleviate hunger in emergencies and protracted crises, even when emergency response was not a key component of the CSP design.
  - ✓ The successful response to the COVID 19 crisis, with WFP quickly and significantly scaling up food and cash transfer is a significant and positive example.
  - ✓ Despite WFP responsiveness, explicit strategies to integrate humanitarian and development interventions are not in place and the linkages with peace building are not articulated.
43. Other relevant and recurrent findings from CSPE include:
  - ✓ Capacity strengthening work tends to be mainly focused on the individual domain while the institutional domain and enabling policy environment are not systematically addressed and contributions are sporadic.
  - ✓ Broadly, operations are being efficiently managed but funds delay and earmarking by donors eventually generate pipeline breaks and can limit WFP ability to *do the right thing at the right time*.
  - ✓ Funds unpredictability and their short-term horizon can hinder implementation continuity and clash against the need for long term visions and strategies, which are largely missing although essential when addressing root causes and country capacity strengthening.
  - ✓ Monitoring and reporting frameworks coupled with inadequacy of staff profile and high turnover in country offices are also key factors impacting on WFP ability to effectively engage in the institutional and political domain.
  - ✓ The information generated through existing systems often does not capture WFP contributions to countries' capacities strengthening; it does not allow to link expenditure clearly and reliably with progress towards expected results and, as such, it is not particularly useful for informed decision making and strategic management during implementation.
  - ✓ Finally, most CSPE point to pending challenges for WFP to adopt more integrated approaches to CSP implementation and break silos across thematic and functional areas in Country Offices.

44. Finally, the evaluation of WFP Response to the COVID 19 Pandemic<sup>19</sup> found that Country Strategic Plans adapted to meet new conditions as the pandemic unfolded, though struggled under the weight of the budget revision process. Major changes included: an increased emergency focus, particularly for those WFP countries delivering largely technical advice and capacity strengthening; adapting targeting to meet new needs, including in urban areas; increased use of cash transfers and, linked to this, expanded engagement in social protection measures. WFP also expanded its capacity strengthening and technical advice to governments, alongside logistics and supply chain support for the pandemic response.

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<sup>19</sup> WFP. 2022. *Evaluation of the WFP Response to the COVID-19 Pandemics*

# 2. Reasons for the evaluation

## 2.1. RATIONALE

45. The CSP Policy has now been implemented for five years (2017 to 2021) and is expected to be revised in 2023. On the other hand, the new WFP Strategic Plan 2022-2026 is just starting its implementation. This conjuncture presents an ideal opportunity to assess the results achieved and take stock of the lessons learnt since the CSP was introduced as the overarching framework for planning and budgeting at the country level. It is also an opportunity for a wider reflection on the progress made in the implementation of the IRM and identify areas to be strengthened for WFP to successfully continue the strategic shift therein envisaged.

## 2.2. OBJECTIVES

46. This evaluation will serve the dual objectives of accountability and learning. It will focus on assessing progress against the expected results of the Policy and understanding the reasons why changes have occurred or not. It will identify the critical factors influencing progress, internal to WFP as well as context related.

47. It will draw lessons and will issue recommendations to inform management decisions for further implementation and/or the design of new policies or strategies. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.

## 2.3. STAKEHOLDER ANALYSIS

48. Several stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a more active role in the evaluation process. Representatives from some of the key internal units/Divisions will be invited to become members of the Internal Reference Group (IRG).<sup>20</sup>

49. As policy owner, the Programme Humanitarian and Development Division (PRO), within the Programme and Policy Development Department (PD) is the WFP entity with major stakes in the evaluation, also in view of its oversight and support role in the implementation of the Policy.

50. The Corporate Planning and Performance Division (CPP) has also an important role in supporting the implementation of the CSP Policy. Particularly, the Monitoring and Evaluation Liaison (CPPM), the Performance Management and Accountability Branch (CPPP) and the Programme Services Branch, Budget and Programming Division (CPPX).

51. Other important players in the implementation of the Policy include the Enterprise Risk Management Division (ERM) Research, the Assessment and Monitoring Division (RAM), the Operations Management Support Office (OMS), the Partnership and Advocacy Department (PA), particularly the Strategic Partnership and the Public Partnership and Fundraising Divisions, and the Human Resources Division within the Workplace Culture Department.

52. The Gender Office (GEN) has a particular stake given the importance of mainstreaming gender in all programming areas.

53. The Office of Evaluation (OEV) is commissioning and managing the CSP Policy evaluation, but it also plays a role in the implementation of the Policy itself, particularly as relates to the CSP evaluation coverage

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<sup>20</sup> Details on the expected role of IRG members are included in the ToR section 5.3 on Roles and Responsibilities and in Annex II.

norms. Against this backdrop, in addition to its role in managing the evaluation, OEV will be represented as a stakeholder in the final stakeholders' workshop and in other groups discussions as relevant.

54. School Based Programmes (SBP) has an important role in the implementation of the CSP Policy and a stake in its evaluation. Particularly as relates to the enabling role that WFP is expected to play in the framework of the School Feeding Strategy (2020 - 2030), a role that is also at the core of the organizational changes envisaged by the CSP Policy.
55. The Nutrition Division is an important player for the implementation of the CSP Policy and a stakeholder in its evaluation, particularly considering the emphasis placed by WFP Strategic Plan on mainstreaming nutrition as a cross cutting dimension of all interventions.
56. WFP senior management, including the members of the Oversight and Policy Committee, and the members of the policy cycle task force have a stake, given their role in deciding and coordinating WFP's policy development and strategic direction.
57. Regional Bureaux and Country Offices have a strong interest in the evaluation given their primary role in advancing policy-related objectives.
58. The Executive Board given its role in policy approval, and the relevance for this evaluation to consider the EB members' perceptions and concerns about WFP.
59. Rome Based Agencies, as natural partners of WFP in fighting global hunger also have a stake in the evaluation and will be consulted.
60. Given the intention of the CSP Policy to reposition WFP, other entities of the UN System, particularly UNHCR, UNICEF and UNFPA, as well as the United Nations Development Coordination Office (UNDCO) are important stakeholders of this evaluation.
61. Other potential stakeholders include host governments, civil society organizations, grassroots organizations and WFP implementing partners
62. WFP is committed to ensuring gender equality and women's empowerment (GEWE), equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys, and girls from different groups as relevant and applicable.
63. The above overview is not meant to be exhaustive. A full stakeholders' analysis will be part of the evaluation inception stage.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

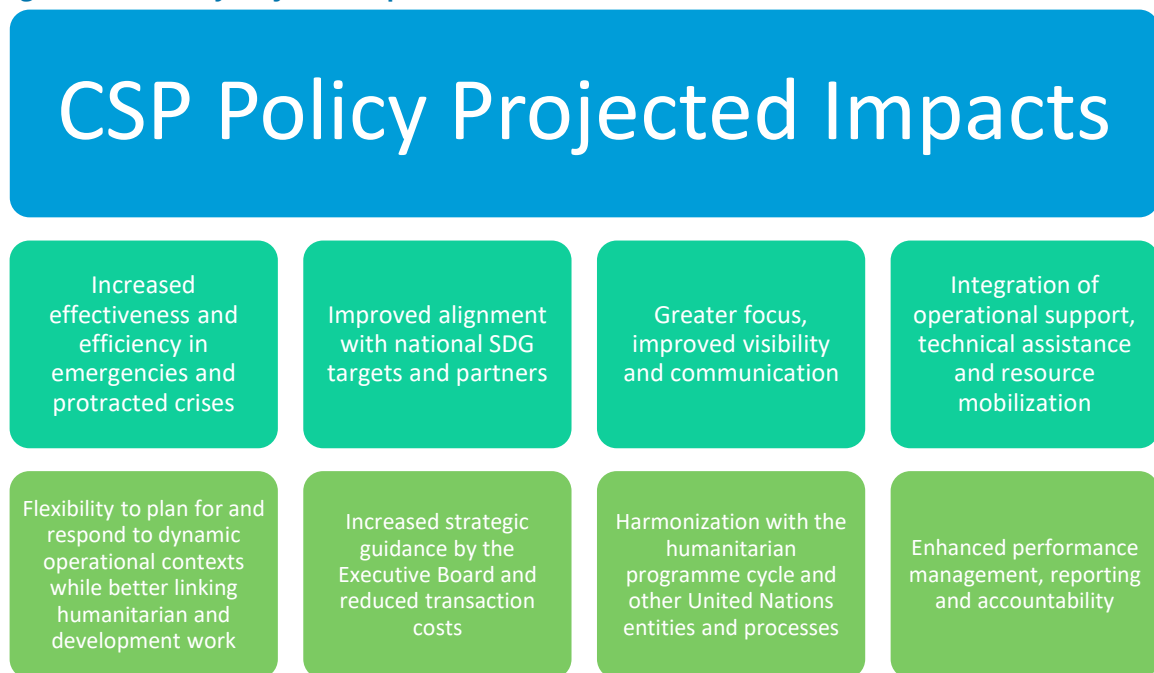
64. As already mentioned in these ToR, the CSP Policy was designed as one of the four components of the Integrated Road Map to align WFP programming, budgeting and implementation modalities to the Agenda 2030.
65. Prior to the CSP Policy, WFP planning architecture was structured around five different programme categories:
- i. *Emergency operations* (EMOPs) are WFP's responses to new emergency needs and last for up to one year, with the possibility of extension for one more year. Their emphasis is on saving lives, reducing malnutrition and protecting livelihoods.
  - ii. *Protracted relief and recovery operations* (PRROs) responding to protracted needs during and in the aftermath of complex emergencies and long-term crises for up to three years. They focus on re-establishing and stabilizing livelihoods and food security to the extent possible, while providing relief as necessary.
  - iii. *Development programmes* comprise country programmes (CPs) and development projects (DEVs). CPs last for up to five years and include several components, while DEVs are generally limited to a single activity.
  - iv. *Special operations* (SOs) are undertaken to rehabilitate and enhance transport and logistics infrastructure to facilitate the timely and efficient delivery of food assistance, especially for emergency and protracted relief, and to enhance coordination within the United Nations system and with other partners through the provision of common services.
  - v. *Trust funds* are not a programme category in themselves but are used as mechanisms for programming extra-budgetary resources received as contributions for specified purposes – such as providing services to governments, development partners and other United Nations organizations – that do not fall within one of the four programme categories but that are consistent with WFP's objectives and policies.<sup>21</sup>
66. This architecture entailed several limitations that are explicitly acknowledged in the CSP Policy document:
- *Fragmentation among projects*, resulting in high transaction costs due to different approval processes, and limiting internal coherence of WFP activities;
  - *Weak linkages between humanitarian and development activities* and limited coordination among different project types;
  - *Lack of synergies between strategic and programme planning* with unclear relations between country strategies and project documents;
  - *Limited strategic oversight and governance*, having project documents approved by the Board and country strategies approved by an internal committee, when the latter are intended to provide a strategic framework for the former. Moreover, a large proportion of WFP interventions, those that are included in EMOPs, as well as activities supported by trust funds, were not submitted for approval by the Executive Board, further reducing its ability to advise strategically on WFP's portfolio in a country.

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<sup>21</sup> Extra-budgetary resources are available for implementing activities that are within WFP's regulatory framework, but are not explicitly approved by the Board.

67. The CSP framework intended to address these limitations by replacing the previous programme categories to become the overarching strategic, programmatic and governance instrument of WFP in a country for a period of up to five years. The framework:
- defines WFP's position, role and specific contribution based on country needs and WFP's strengths;
  - specifies the outcomes, outputs and activities that WFP will deliver, as agreed within humanitarian response plans or jointly with governments and partners within national development plans; and
  - identifies the resources and technical support and guidance that WFP will dedicate to maximizing its own contributions.
68. The Country Strategic Plan framework aimed to improve the quality of WFP's assistance by addressing the dimensions illustrated in figure 1.

**Figure 1: CSP Policy Projected Impacts**



Source: 2016 WFP Policy on Country Strategic Plans

69. In terms of funding country strategic plans are expected to i) provide a line-of-sight on how resources deployed translate into results achieved; ii) be vehicles for resource mobilization and management and iii) adhere to guidelines and procedures regarding the allocation of multilateral contributions for development.
70. Linked to the country strategic plan process, WFP supported National Zero Hunger Strategic Reviews (NZHSR). These were intended to be an inclusive, consultative and country-led exercise providing comprehensive analysis of the challenges a country faces in achieving SDG 2 by 2030. The review was meant to achieve this through extensive analysis and consultations involving a wide range of government stakeholders as well as civil society, private sector, donors and international organizations. The NZHSR was also intended to inform WFP strategic orientation in a country, support the alignment of its portfolio of assistance with those of key stakeholders, and guide preparation of the country strategic plan. However, as WFP embraced the UN reform, the requirement of NZHSR to inform the CSP was superseded by the requirement for CO to actively engage in the UN Common Country Assessment (CCA) as the basis for developing the UNSDCF to which the CSP should align.
71. Country strategic plans are designed to enable WFP to respond effectively and efficiently in emergencies, as well as in other contexts. According to the Policy, existing emergency response mechanisms will be preserved and embedded in the country strategic plan to ensure that speed and effectiveness are not

compromised while the benefits of internal coordination, as well as transition and exit planning, are pursued. They are also meant to enhance harmonization with other UN entities and processes.

72. Protracted emergency responses foreseen during the development of the country strategic plan will be reflected in the programmatic framework through WFP strategic outcomes with specific outputs and related activities. Unforeseen and sudden onset emergencies will be handled by adding or augmenting one or more WFP strategic outcome specific to the emergency response. By embedding the emergency response operation within an integrated country framework, WFP aims to help ensure effective integration and coherence of its activities in country and a realistic transition plan and exit strategy.
73. In addition to the basic country strategic plan, the CSP Policy also includes three further elements. First, where an NZHSR has not been completed, WFP operations in a country will be delivered through an 'interim' country strategic plan (ICSP). Secondly, those country offices that would not have had a country strategic plan or an interim country strategic plan ready for approval by February 2018 prepared "transitional" ICSPs (T-ICSPs). These plans were based on previously approved project documents and served as a bridge to full country strategic plans or ICSPs during the transition phase, to ensure that country offices established and implemented uniform programmatic, financial and operational systems in line with the new strategic plan. Thirdly, in countries where there is no established WFP operational presence or country framework, at the onset of an unforeseen emergency, WFP may implement limited emergency operations (LEOs). The limited emergency operation is planned for an initial period of up to six months and, if a further response is needed, will be integrated into a new ICSP.

#### Overview of the policy implementation

74. The intentions of the CSP Policy and the expected changes to which it aims to contribute are clearly set out in the Policy document, although the latter does not include a results framework against which implementation could be systematically monitored and measured as relevant.
75. Field testing the country strategic plans as programmatic frameworks started in Zimbabwe and Indonesia in 2014. The "early pilots" were designed to provide lessons on the programmatic framework as well as the alternative budgeting and performance monitoring processes, prior to finalizing the Policy on Country Strategic Plans in 2016. The two early pilot plans were approved as country strategic plans by the Executive Board at the First Regular Session in February 2017, together with six other pilot country strategic plans. Five more country strategic plans and one ICSP were then approved at the Annual Session in June 2017. The 14 countries in these two waves are collectively known as the "pilots"<sup>22</sup>.
76. To ensure country offices are equipped to implement country strategic plans, the Human Resources Division (HRM) supported country offices in organizational alignment processes. In March 2017, HRM launched an Integrated Road Map Organisational Readiness Toolkit<sup>23</sup>, recognizing that for successful country strategic plan implementation country offices need to be equipped with the right staff, capabilities and structures. The toolkit forms part of the broader support provided by HRM and sets the baseline for recommended actions required to adequately prepare for, and roll out, the Integrated Road Map people agenda.
77. WFP has also developed comprehensive infrastructure and procedures for managing the transition process through the Integrated Road Map. Following initial arrangements in 2016 to support the initiation of the Financial Framework Review and the country strategic plan pilots, an Integrated Road Map Steering Committee was established in 2017, consisting of the Deputy Executive Director, Assistant Executive Directors and Regional Directors. A dedicated inter-disciplinary functional and technical team - the Integrated Road Map Operations team (IRMO) - was established in 2017. At the regional level, Deputy Regional Directors (DRDs) were asked to serve as "Integrated Road Map Champions" and, in their role as first line of support, regional bureaux also established support mechanisms, some with full-time Integrated Road Map coordinators.

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<sup>22</sup> Pilot Countries include: Bangladesh, Cameroon, China, Colombia, Ecuador, El Salvador, Indonesia, Lao PDR, Lebanon, Mozambique, Namibia, Sudan, Tanzania and Zimbabwe

<sup>23</sup> WFP. 2017. [Integrated Road Map CO Organizational Readiness HR Toolkit](#)

78. To ensure accountability and learning in the implementation of the IRM, the CSP Policy included evaluation provisions whereby each CSP must undergo a final independent evaluation in the penultimate year of the programme cycle. CSP evaluations are managed by WFP Office of Evaluation and are timed to ensure that evidence on performance and results and the critical factors influencing progress is available to the CO when starting the design of the new CSP.
79. Moreover, to ensure the quality, including evidence base, of country level programme design, WFP developed a programme review and approval process (PRP) for CSPs, ICSPs, LEOs, T-ICSPs and their related revisions. The PRP is co-chaired by the Assistant Executive Director, Programme and Policy Development Department, and the Chief of Staff. It is structured around two main instruments: i. A strategic programme review process (s-PRP): this includes a meeting at Director level, based on a draft programme document; and ii. An electronic programme review process (e-PRP): to provide a technical review of the draft documentation. Regional bureaux and country offices, together with key headquarters divisions and thematic units involved in the PRP, may take part in Line-of-Sight discussions led by the Programme – Humanitarian and Development Division (PRO) in order to support the formulation of new CSPs. These discussions aim to support, inter alia, programme design, ensure consideration of the Common Country Assessment (CCA) findings, alignment with the United Nations Sustainable Development Cooperation Framework (UNSDCF), and facilitate outreach to development partners, at an early stage in the PRP. To support this process, the existing System for Project Approval (SPA) was revised and updated in 2019 and renamed as SPA Plus. SPA Plus is designed based on workflows, from the creation of a programme or Trust Fund in the system, to the approval, in line with delegations of authority. Other minor changes were introduced to the governance of the process and related tools, but the main purpose has remained unchanged.
80. Under the leadership of the Programme Cycle Management Unit (PRO-M), a Second Generation CSP Working Group was created in November 2020 to facilitate cross-departmental coordination for the roll out of second generation (2G) CSPs, ensuring that relevant new policies, strategies and approaches are discussed on a central platform through a field-centered approach. The working group aims to ensure that COs are equipped with the necessary tools, guidance and resources to design high-quality, tailored and coherent country portfolios, fully aligned with national SDG targets and related UN plans.
81. To give a sense of quantitative trends in the implementation of the CSP Policy, selected data sets are illustrated below, in as much as they can be taken as direct or proxy indicators of some important aspects that the Policy intended to address, including strategic focus, flexibility and predictability of funding, efficiency in implementation and coverage of CSP Evaluations (CSPE).
82. As of today, 100% of WFP country operations are covered by a CSP, ICSP or LEO across all regions. As illustrated in table 1, in 2018 the percentage of countries covered by a CSP or an ICSP varied between 42 and 87 depending on the region.

**Table 1: Increased in CSPs and ICSP by regional bureau between 2018 and 2022**

| Regional Bureau | 2018                   |                         |          |           |                                       | 2022                   |                         |          |           |                                       |
|-----------------|------------------------|-------------------------|----------|-----------|---------------------------------------|------------------------|-------------------------|----------|-----------|---------------------------------------|
|                 | WFP countries with CSP | WFP countries with ICSP | LEOs     | Total     | Total as % of countries in the region | WFP countries with CSP | WFP countries with ICSP | LEOs     | Total     | Total as % of countries in the region |
| RBB             | 12                     | 0                       | 1        | 13        | 87%                                   | 16                     | 2                       |          | 18        | 100%                                  |
| RBC             | 6                      | 3                       |          | 9         | 50%                                   | 8                      | 6                       | 1        | 15        | 100%                                  |
| RBD             | 7                      | 1                       |          | 8         | 42%                                   | 16                     | 3                       |          | 19        | 100%                                  |
| RBJ             | 4                      | 1                       |          | 5         | 45%                                   | 10                     | 1                       |          | 11        | 100%                                  |
| RBN             | 3                      | 3                       |          | 6         | 75%                                   | 7                      | 2                       |          | 9         | 100%                                  |
| RBP             | 7                      | 0                       |          | 7         | 64%                                   | 12                     | 1                       |          | 13        | 100%                                  |
| Other(s)<br>*   | 1                      |                         |          | 1         | 100%                                  | 1                      |                         |          | 1         | 100%                                  |
| <b>Total</b>    | <b>40</b>              | <b>8</b>                | <b>1</b> | <b>49</b> |                                       | <b>70</b>              | <b>15</b>               | <b>1</b> | <b>86</b> |                                       |

Source: WFP. 2018. *Strategic Evaluation of the Pilot Country Strategic Plans* and OEV calculation. Note: Multi-country CSPs and LEOs are included. \*Other(s) include China Country Office which reports directly to WFP HQ.



83. Moreover, as illustrated in table 2, of the 63 countries that currently have a 1st generation CSP (1G CSP), 18 countries will present their 2nd CSP (2G CSP) to the EB for approval either in June or in November 2022, and during the same board sessions Togo, South Sudan and Tukey will transition from I-CSP to CSP. Between 2018 and 2022 WFP implemented 7 LEOs that are now completed, respectively in Azerbaijan, Bahamas, Comoros, Papua New Guinea, Togo, Venezuela.

**Table 2: Number of countries with 1G and 2G CSPs between March and November 2022.**

|                                   | N countries | Percentage  |
|-----------------------------------|-------------|-------------|
| <b>Total Countries</b>            | <b>86</b>   | <b>100%</b> |
| Currently 2G CSP                  | 7           | 8%          |
| Currently 1G CSP                  | 63          | 73%         |
| Currently I-CSP (or T-ICSP)       | 15          | 17%         |
| Ongoing LEOs                      | 1           | 2%          |
| <b>Currently 1G CSP and I-CSP</b> | <b>78</b>   | <b>100%</b> |
| CSP in June 2022                  | 6           | 8%          |
| CSP in November 2022              | 15          | 19%         |

Source: WFP Operations database and [WFP CSPs and ICSPs Tentative Approval Schedule](#) visited on 29.03.2022

84. As relates to harmonization with UN programme cycles, as of today 44 percent of the CSPs cycles are fully harmonized with the UN framework operating in the country (UNDAF or United Nations Sustainable Development Cooperation Framework (UNSDCF)) and 44 percent are harmonized within a one-year grace period. Only 10 percent of the CSP cycles are not yet harmonized with the UN cooperation framework.

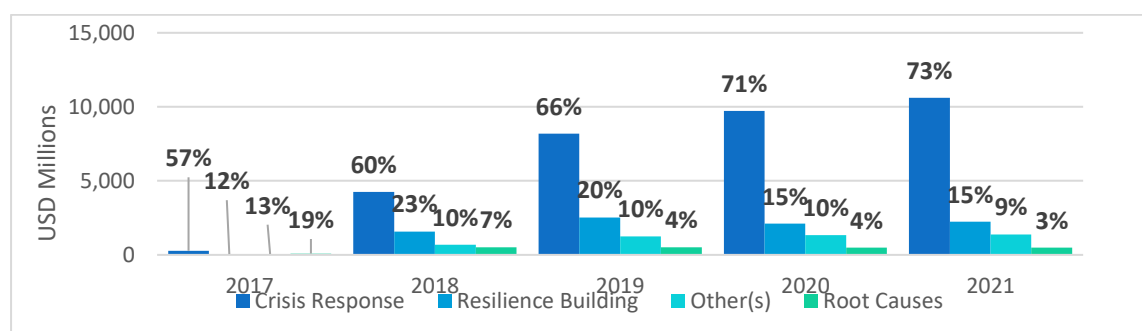
**Table 3: CSPs harmonized with UNDAF/UNSDCF framework**

| Alignment  | N. CSPs in 2022 |      |
|--|-----------------|------|
| Yes  | 37              | 44%  |
| Yes, with grace period (i.e., CSP starts within 12 months after UNSDCF begins) | 39              | 46%  |
| No   | 8               | 10%  |
| Total  | 84              | 100% |

Source: WFP CSP Programme Cycle Unit. Note: Multi-country CSPs are included, but LEOs are excluded, and this explains the difference in totals as compared to table 2 and table 3. 2G CSP are considered in the analysis, even if not yet started.

85. Resource allocation in Country Offices Needs Based Plans (NBP) can be taken as one possible proxy to observe trends in the strategic focus of the organization (Figure 2). In this connection, one may observe that budget allocated to crisis response has increased from USD 275 million to USD 10.6 billion. In relative terms it increased from 57 percent in 2017 to more than 70 percent in 2021. On the other hand, even though budget allocations to root causes increased from USD 90 million to USD 482 million, its relative weight over the total NBP decreased from 19 percent in 2017 to 3 percent in 2021. Finally, during the same period, allocations to resilience building activities grew from USD 56 million to USD 2.3 billion and the relative weight of this area grew from 12 percent to 15 percent of the total NBP.

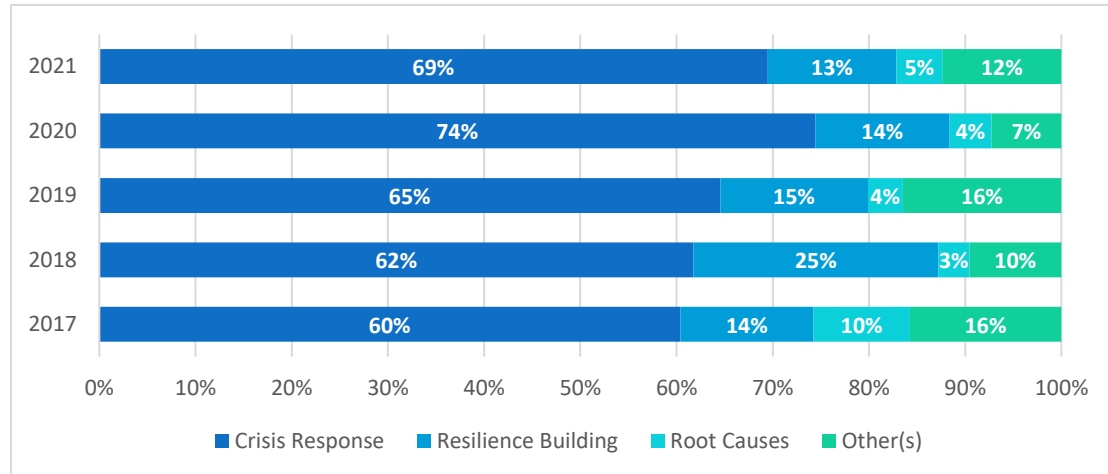
**Figure 2: Needs Based Plan between 2017-2021 by focus area**



Source: IRM Analytics, Plan vs Actual Comparison, extracted on 29.03.2022

86. In line with CO's NBP, donors' contributions to crisis response activities increased from 697 million to 6.08 billion since the rollout of the CSP Policy, and its relative weight fluctuated between 60 and 74 percent of the total. Contributions to resilience building activities also increased, from USD 160 million in 2017 to USD 1.2 billion in 2021, but its relative weight over total contributions remained relatively stable around 15 percent, with a peak of 25 percent in 2018. Finally, contributions addressing root causes went from 116 million in 2017 to USD 413 million in 2021, but its relative weight decreased from 10 percent in 2017 to five percent in 2021. (Figure 3).

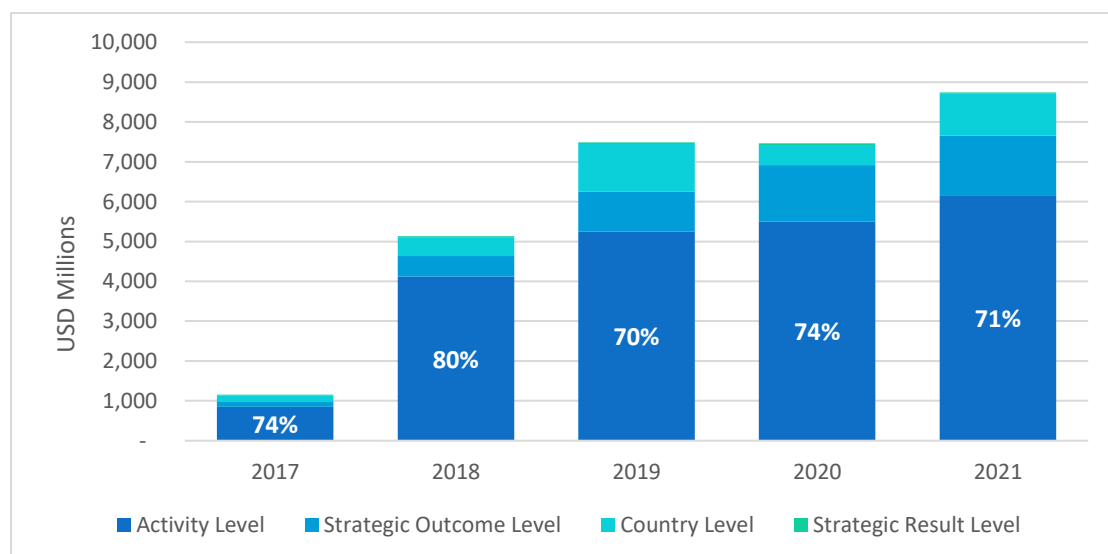
**Figure 3: Donors' contributions between 2017-2021, percentages by focus area**



Source: FACTory, Distribution Contribution and Forecast Stats 2022-03-27

87. Looking at flexibility in funding, as reflected in Donor's contributions by earmarking levels, figure 4 illustrates that between 2017 and 2021 donors' contributions earmarked at activity level increased from USD 851 million to USD 6.2 billion, ranging between 70 and 80 percent of the total contributions. Over the same period, donors' contributions earmarked at strategic outcome level increased from 121 million in 2017 to USD 1.5 billion in 2021, and while in 2017 they represented 10 percent of total contributions, in 2021 they accounted for 14 percent of total contributions. In 2021, funds earmarked at the country level reached more than USD 1 billion, 6 times more compared to 2017 and representing 12 percent of total contributions.

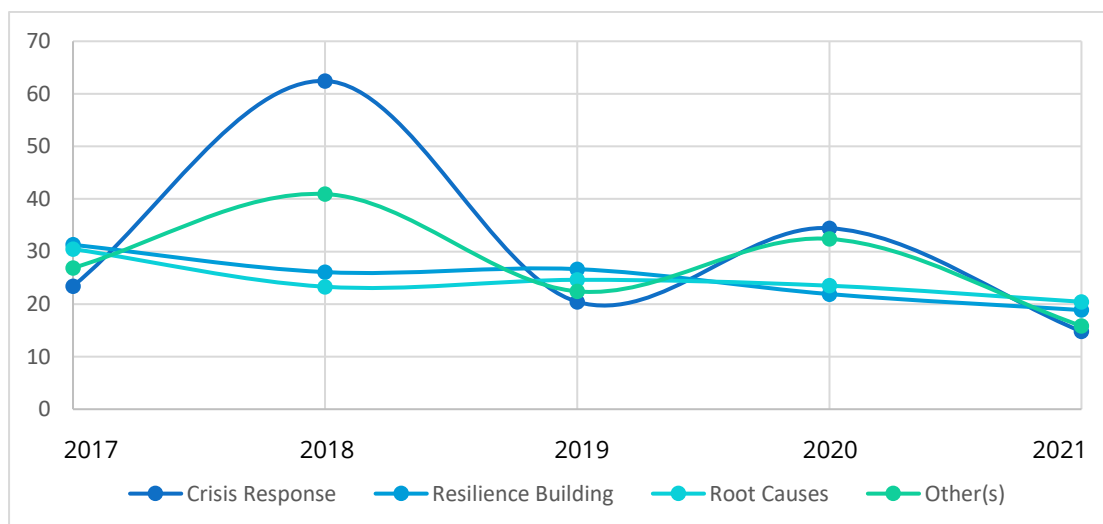
**Figure 4: Donors' contributions by earmarking level, 2017-2021**



Source: FACTory, Distribution Contribution and Forecast Stats 2022-03-27.

88. To give a sense of the tendency in funds predictability, the average length of donor's grants could be taken as a proxy indicator. Such length decreased, on average, from 28 months in 2017 to 16 months in 2021. As illustrated in Figure 5, grants allocated to operations tackling root causes, on average, are not longer than grants allocated to emergencies, and there is a major peak in the average length of grants allocated to crisis response activities in 2018.

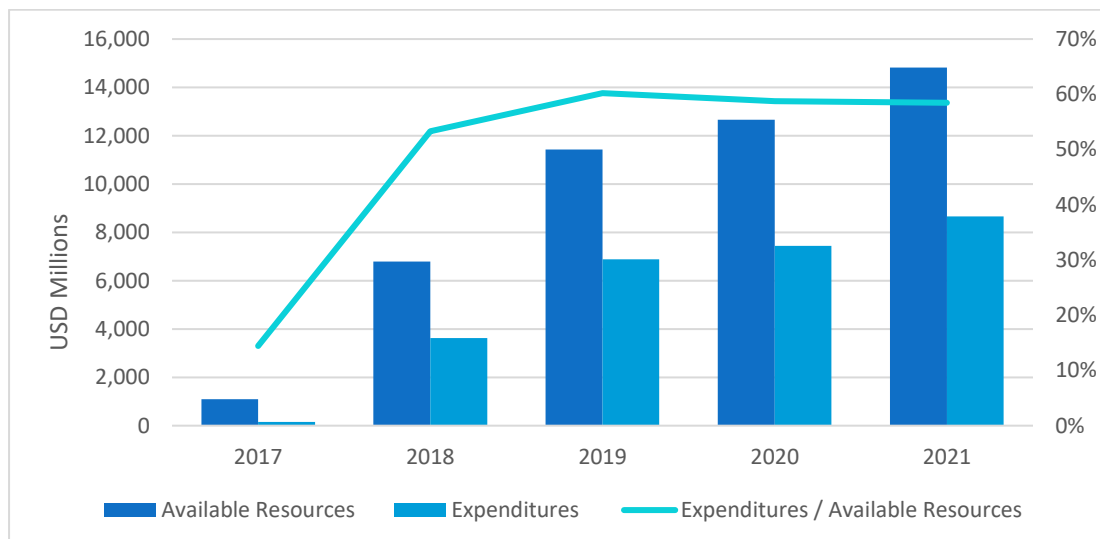
**Figure 5: Average length of donors' grants between 2017-2021 by focus area**



Source: IRM Analytics, CBP Grants Balances Report, extracted 30.03.2022. The analysis on grants excludes a) grants with Multiyear Pledge, b) grants with Budget =<0, and c) grants with no expiring date specified.

89. Finally, figure 6 shows that between 2018 and 2021 the level of expenditure over available resources has remained relatively stable, oscillating between 50 and 60 percent.

**Figure 6: Expenditures over available resources between 2017-2021**

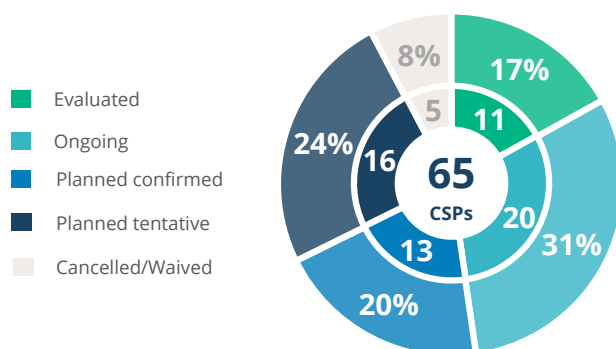


Source: IRM Analytics, CPB Resource Overview, extracted on 01.04.2022. Note: Available Resources includes also unspent balance from previous year.

90. Figure 6 illustrates just one measure of efficiency, herein intended as the ability to disburse funds within the agreed period. However, it is not exhaustive nor a valid to measure for other important efficiency gains that the Policy intended to achieve, such as reduced transaction costs for programmes approval and revisions. The latter are not systematically tracked by WFP and no quantitative data are available at this stage.

91. In terms of evaluation coverage, figure 7 illustrates that 17 percent of the first generation CSPs (1GCSP) have been evaluated, while for 31 percent of 1GCSP the evaluation is ongoing. Additionally, for 20 percent of 1GCSP the evaluation is confirmed to start between the end of 2022 and early 2023 and for the remaining 24 percent the evaluation is tentatively planned to start in the course of 2023. Only in 8 percent of the cases the evaluation has been waived due to timeliness and or feasibility issues.

**Figure 7: CSP evaluation coverage**



Source: WFP OEV Annual Evaluation Report 2021. Note: the figure does not include the Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020.

92. At this stage of the evaluation process there is no intention to make any evaluative judgement. These data are presented simply as a quantitative and descriptive overview of some dimensions of the expected results of the policy that can be more readily measured. They will have to be properly analyzed and complemented with other data sets as relevant during the inception and data collection phases.
93. During the inception phase the evaluation will develop the full methodological design, informed by a detailed evaluability assessment, and the key performance indicators to be used for this evaluation will be ultimately defined, also in dialogue with relevant stakeholders.

### 3.2. SCOPE OF THE EVALUATION

94. The evaluation will cover the period between January 2017 and October 2022. In line with its objectives, it will have a summative and a formative dimension, and will focus on assessing the outcomes of the CSP Policy, in terms of repositioning WFP in light of the Agenda 2030, and the expected organizational changes set out in the CSP Policy document. In doing so, the evaluation will identify the critical factors, internal and external to WFP, that are contributing to or hindering progress, and that should be considered while continuing the implementation and, eventually, the revision of the Policy.,
95. Against this backdrop, the evaluation scope will include the following dimensions of analysis which reflects the “projected impact” of the CSP Policy as set out in the Policy document approved by the Board<sup>24</sup>:
- Increased effectiveness and efficiency in emergencies and protracted crises
  - Improved alignment with national SDG targets and partners
  - Greater focus, improved visibility and communication
  - Integration of operational support, technical assistance and resource mobilization

<sup>24</sup> “Policy on Country Strategic Plans” (WFP/EB.2/2016/4-C/1/Rev.1\*)

- Flexibility to plan for and respond to dynamic operational contexts while better linking humanitarian and development work including predictability and flexibility of resource allocation
- Increased strategic guidance by the Executive Board and reduced transaction costs
- Harmonization with the humanitarian programme cycle and other United Nations entities and processes
- Enhanced performance management, reporting and accountability

96. These dimensions will have to be further elaborated during the inception phase when the scope and methodology of the evaluation will have to be fine-tuned and operationalized in a comprehensive methodological design. The latter will have to factor in the analysis the global humanitarian and development context.

## 4. Evaluation approach, methodology and ethical considerations

### 4.1. EVALUATION QUESTIONS AND CRITERIA

In line with scope laid out in the previous section, the evaluation will be guided by the following questions and sub questions:

| Questions                           | Subquestions  |
|-------------------------------------|---|
| How good is the policy?             | <p>1.1. To what extent is the policy relevant to the 2030 Agenda for Sustainable Development?</p> <p>1.2. To what extent is the policy aligned to the ongoing UN Reform Agenda?</p> <p>1.3. To what extent is the policy relevant to the overarching goals of WFP Strategic Plan (2016-2021 and 2022-2025)?</p>   |
| What are the results of the policy? | <p>2.1. To what extent has the policy contributed to repositioning WFP in light of the agenda 2030?</p> <p>2.2. To what extent have the policy projected impacts and expected organizational changes set out in the policy been achieved?</p> <p>2.3 How well have Country Strategic Plans provided a line of sight of how resources deployed translate into results achieved and served as vehicles for resource mobilization?</p> <p>2.4 To what extent were cross cutting issues mainstreamed, including gender, equity, protection, accountability to affected populations and environment?</p> |

|  |  |
|--|--|
|  | <p>2.5. Were there any unintended outcomes of the CSP Policy, positive or negative?</p> <p>2.6. To what extent are the results achieved sustainable?</p>   |
| <p>What has enabled or hindered results achievement from the CSP Policy?</p> | <p>3.1. To what extent were the policy and related guidance for implementation adequately disseminated resulting in sufficient staff awareness, ownership and use?</p> <p>3.2. To what extent have the support, review, learning and decision-making mechanisms and processes contributed to achievement of results?</p> <p>3.3. To what extent were robust results frameworks including appropriate indicators to monitor progress in the policy implementation process and results, in place?</p> <p>3.4. To what extent were monitoring, reporting and evaluation requirements set out in the policy appropriate and useful to inform strategic decision making and ensure accountability?</p> <p>3.5. To what extent were appropriate and adequate financial and human resource capacities and competencies in WFP at HQ, RB, and CO levels in place to implement the policy?</p> <p>3.6. Are there any other internal factors influencing progress?</p> <p>3.7. What are the external factors that influenced progress towards the expected organizational changes?</p> |

97. While the three main questions are standard for all WFP Policy evaluations, the sub questions might be adjusted during the inception phase in line with any refinement of the evaluation scope and as result of a detailed evaluability assessment.

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

98. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS). OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach to maximise the quality, credibility and use of the evaluation. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning.

99. The methodology should demonstrate attention to impartiality and reduction of bias by relying on different primary and secondary data sources that are systematically triangulated. The methodology will consider any challenges to data availability, validity, or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection and analysis methods will be brought together in an evaluation matrix, which will constitute the analytical framework of the evaluation and will guide the development of specific tools as needed (such as interview guides, survey questionnaires and others as relevant)

100. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the analytical and reporting phases.

101. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating what data collection methods are employed to ensure the inclusion of women and marginalized groups. The methodology should ensure that primary data collected is disaggregated by sex and age and, where applicable, by region; an explanation should be provided if this is not possible or not applicable. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform selection of informants.

102. The evaluation will take a mixed methods approach, using the relevant elements of the existing policy to guide the evaluation design in consultation with key internal stakeholders.
103. The findings of the strategic evaluation of the CSP Pilot will be used, to the extent possible, as a baseline against which further progress in the implementation of the CSP Policy can be systematically assessed within a consistent analytical framework.
104. The evaluation will also draw significantly on a relatively large body of evaluative evidence generated by Country Strategic Plan Evaluations and Country Audit Reports, as well as by other Strategic and Policy Evaluations managed by OEV.
105. In view of the existing secondary sources and of the subject matter of the evaluation, no specific Country Studies are envisaged. Rather, the methodology should include data coding and analysis from all the CSPE and other relevant secondary sources to systematically use the available evidence as a basis for triangulation with other data sources and methods. This should be done prior to conducting in-depth interviews and/or focus groups discussion so that they can help deepening the analysis.
106. In connection with the above, the methodology will adopt a participatory approach that should include focus group discussions or workshops with selected stakeholders at regular points in time on specific themes/issues. Such group discussions will serve as intermediate validations of the findings emerging from secondary sources, to ensure that the analysis is strategically focused and, ultimately, to maximize collective reflection and learning across the organization
107. To assess the results of the Policy, the evaluation will draw on aggregated figures on achievement of outcome and output targets and other performance indicators data as relevant and available. While official performance indicators may not always be valid to measure the expected development changes, they will allow to identify some trends that can be further explored through qualitative enquiry, and to situate the analysis of the organizational changes resulting from the Policy implementation in the wider framework of WFP positioning and effectiveness in humanitarian and development contexts.
108. On the other hand, to situate the results of WFP CSP Policy within the wider framework of the UN Reform, the evaluation design may include a bench marking against comparable UN entities that adopt similar approaches to country level planning, programming, and reporting. These may include, but not necessarily be limited to, looking at funding levels, as well as predictability and flexibility of funding, or other dimensions as relevant, in UNICEF, UNDP and UNFPA Country Programme Documents, which are relatively close the CSP approach adopted by WFP. The recently adopted approach to results based management by UNHCR may also be a relevant and useful comparison.
109. During the inception phase the evaluation team will be expected to develop a detailed methodological design in line with the proposed approach. The design will be presented in the inception report and informed by a thorough evaluability assessment to be based on desk review and on scoping interviews with key internal stakeholders, including selected Executive Board members.

### **4.3. EVALUABILITY ASSESSMENT**

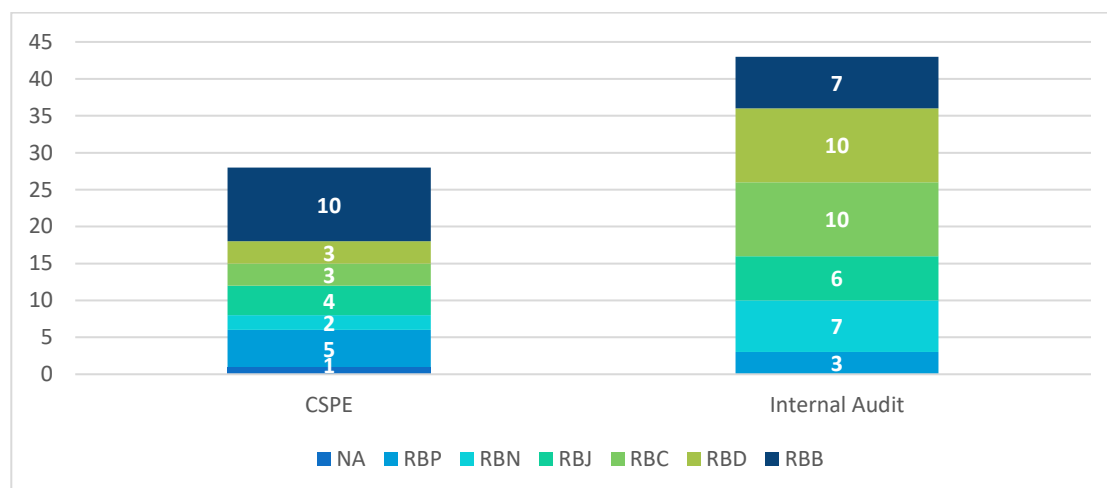
110. Overall, the preliminary assessment conducted in the preparation phase of this evaluation reveals good prospects for evaluability.
111. The intentions of the CSP Policy and the expected changes are clearly spell out in the Policy document. Some of these changes are relatively easy to measure in a reliable manner. For example, all that relates to funding issues, harmonization with UN programme cycles and compliance with monitoring, reporting and evaluation requirements. On the other hand, transaction costs for approval and revision processes are not systematically tracked by WFP. It might also be challenging to identify meaningful quantitative measures of alignment with SDG and UN framework, beyond a formalistic approach to measuring the number of stated objectives that coincide across documents.
112. Other dimensions are by their nature less measurable from a quantitative point of view, for example stronger linkages across the humanitarian development and peace nexus, but they can be systematically assessed through the rigorous application of qualitative methods.

113. The CSP Pilot evaluation was conducted at a very early stage of the CSP Policy implementation, and its findings and conclusions can be taken as a base line against which further measure and assess progress from a quantitative and qualitative point of view.

114. A good body of evidence is available from secondary sources, including centralized and decentralized evaluations, as well as internal and external audit reports. Since the approval of the CSP Policy to date, 12 Interim/Country Strategic Plan Evaluations (I/CSPEs) have been completed, 2 will be presented at the EB session in June 2022 and 14 will be presented in November 2022. During the same period, 43 internal audit reports on country office operations have been produced covering 37 countries. Figure 8 provides an overview of CSPE and internal audit on single country operations since 2017 by region. The number of audits is higher in the RBC and RBD region, whereas the highest number of CSPEs is to be found in RBB.

115. As shown in Annex five, 12 thematic audit reports published between 2017 and 2021 may provide additional information for this evaluation. Further evidence on CSP implementation can be retrieved from the reports of the external auditor both on overall management performance and single-country operations.

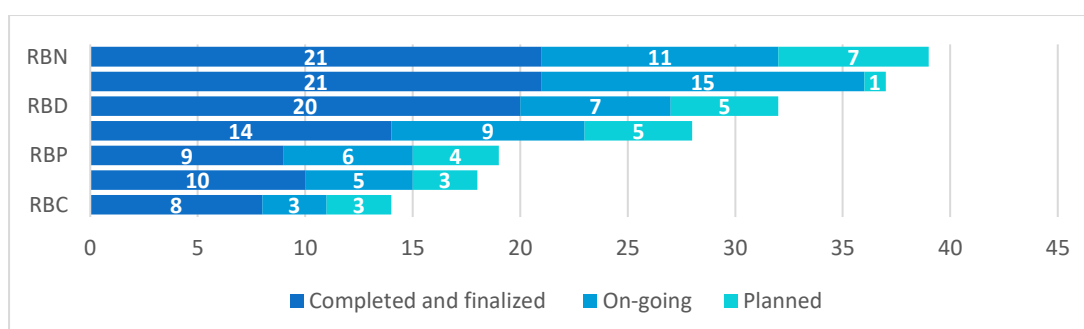
**Figure 8: CSPEs and Internal Audit on WFP operations 2017-2022 by region**



Source: WFP OEV/MIS, extracted on 15 March 2022 and Office of the Inspector General Annual Reports 2017, 2018, 2019, 2020

116. Figure 9 reports the distribution of DEs by region. Since 2017, 103 Decentralized Evaluations (DEs)<sup>25</sup> have been completed or finalized, and 56 are currently on-going.

**Figure 9: Decentralized Evaluations 2017-2022 by region**



Source: WFP OEV/MIS, extracted on 19 April 2022

<sup>25</sup> Decentralized evaluations are commissioned and managed by country offices, regional bureaux or Headquarters-based divisions. They may cover operations, activities, pilots, themes, transfer modalities or any other area of action at the sub-national, national or multi-country level.



117. In addition to the evidence deriving from previous evaluations and audits, there is a wealth of quantitative data available through WFP systems. Annex five provides a more detailed overview of the available data sources and a comprehensive list of relevant evaluations and audits.
118. A set of management performance indicators are also available and could be used to measure progress in some of the dimensions of the CSP Policy. The Corporate results framework of WFP Strategic Plan (2017–2021) did not include management results per se, as management functional areas in HQ, RB and COs were considered to be in support of WFP programme implementation. However, the results framework did include 3 key indicators (KPIs) that were meant to track performance. The corporate results framework of the new Strategic Plan (2022-2025) introduced 7 management results which capture the capabilities that support WFP in implementing the strategic plan. Each management result is broken down into a limited number of outputs to which KPIs have been assigned. As explained in annex seven, the number and type of these indicators has changes over time, thus challenging consistency in the analysis of trends.
119. WFP regular reporting exercises that may provide useful evidence include Annual Country Reports, Annual Performance Reports, Risk Registers, CO Country Briefs and Internal, External and Situational Reports, VAM assessment on food security and nutrition, regional studies on social protection and safety nets, regional studies on nutrition.
120. During the inception phase, the evaluation team will be expected to perform a more in-depth assessment of the validity and relevance of indicators for the purposes of this evaluation, as well of data availability, quality and gaps to inform the choice of evaluation methods.

#### **4.4. ETHICAL CONSIDERATIONS**

121. Evaluations must conform to WFP and 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.
122. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Policy on Country Strategic Plans 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 and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.
123. 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**

124. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on standardized 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.
125. 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.
126. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

127.All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

# Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

128.All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports. In order to present the evaluation in the June 2023 EB session, the following timetable will be used. Annex I presents a more detailed timeline.

**Table 4: Summary timeline – key evaluation milestones**

| Main phases        | Timeline                         | Tasks and deliverables   |
|--------------------|----------------------------------|--|
| 1.Preparation      | <b>Mar – May 2022</b>            | Final TOR<br>Evaluation Team and/or firm selection & contract<br>Document review<br>Briefing at HQ                   |
| 2. Inception       | <b>June - Sept 2022</b>          | Stakeholder interviews<br>Inception Mission(s)<br>Inception report   |
| 3. Data collection | <b>Sept-October 2022</b>         | Data collection missions and exit debriefings<br>Primary & secondary data collection                                 |
| 4. Reporting       | <b>October 2022 - March 2023</b> | Report drafting and comments process<br>Stakeholder workshop<br>Final evaluation report<br>Summary evaluation report |
| 5. Dissemination   | <b>Apr - Jun 2023</b>            | SER Editing<br>Evaluation Report Formatting<br>Management Response and Executive Board Preparation                   |

## 5.2. EVALUATION TEAM COMPOSITION

129.The evaluation team should be comprised of 5 members, including one Team Leader, one senior evaluator, one mid-level evaluator and two experienced analysts/researchers. The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in complex global, policy evaluations. He or she should have strong understanding of the complexity of the multilateral development and humanitarian systems, of its principles and institutional architecture.

130.The team leader must also have demonstrated experience in leading large teams, excellent planning, negotiation, analytical and communication skills (written and verbal) and demonstrated skills in qualitative and quantitative data collection and analysis techniques. Experience in UN agencies and UN reform will be essential.

131.The primary responsibilities of the team leader will be: a) fine tuning the evaluation scope and setting out the methodology and approach in the inception report; b) guiding and managing the team during the inception and evaluation phases; c) overseeing the preparation of draft outputs by other members

of the team; d) consolidating team members' inputs to the evaluation products (inception and evaluation reports); e) representing the evaluation team in meetings with the Evaluation Manager (EM) / Research Analyst (RA) and other key stakeholders; f) delivering the inception report, draft and final evaluation reports and evaluation tools in line with agreed CEQAS standards and agreed timelines; g) presenting evidence at the data collection debriefing and stakeholder workshop; and h) taking on responsibility for overall team functioning and client relations.

132. The team will be multi-disciplinary including extensive knowledge, skill and expertise in evaluating humanitarian action as well as development-oriented interventions addressing food and nutrition security related issues.

133. The team composition should also ensure adequate experience in the analysis of change management processes, institutional capacity strengthening and results-based management systems. Finally, it should combine adequate skills and experience in the collection and analysis of qualitative and quantitative data and information, including qualitative data coding.

134. The team itself should comprise a balance of men and women of mixed cultural backgrounds.

135. The team leader should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (minimum French and Spanish).

### **5.3. ROLES AND RESPONSIBILITIES**

136. The evaluation manager, Sergio Lenci, Senior Evaluation Officer, is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholder's workshop; participating in the inception mission and supporting the preparation of the field mission, as applicable; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report) and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be responsible for writing the summary evaluation report (SER). The EM will be the main interlocutor between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. Andrea Cook, Director of Evaluation, will conduct the second-level quality assurance. She will approve the final evaluation products and present the SER to the WFP Executive Board for consideration. The OEV RA, Raffaella Muoio, will provide research support throughout the evaluation, as well as support in quality assurance.

137. An IRG will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team.

### **5.4. SECURITY CONSIDERATIONS**

70 As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP 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**

71 All policy 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.

72 The communication and learning plan (Annex III) provides the framework for the related activities identified to promote, disseminate and encourage the use of evidence from this evaluation.

## **5.6. BUDGET**

- 73 The evaluation will be financed from OEV's Programme Support and Administrative budget. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs as applicable.

# Annexes

## Annex I. Timeline

| CSP PE Tentative Timeline  |   | By whom |                       |
|--|---|---------|-----------------------|
| <b>Phase 1 – Preparation</b>                                     |   |         | <b>Mar–June 2022</b>  |
|  | Desk review. Draft 1 TORs submitted to QA2                                    | EM      | 7/04                  |
|  | Comments on draft 1 returned to EM; revisions                                 | QA2     | 15/04                 |
|  | DoE clearance for circulation of TORs to IRG                                  | DoE     | 27/04                 |
|  | Draft TOR sent to WFP stakeholders & LTA Firms                                | EM      | 27/04                 |
|  | Comments returned to EM   | RA/EM   | 11/05                 |
|  | Revise draft TOR based on WFP feedback  | EM      | 13/05                 |
|  | Final TOR sent to WFP stakeholders & LTA Firms                                | EM      | 13/05                 |
|  | Offers from LTA received  |         | 18/05                 |
|  | Contracting evaluation team/firm  | EM      | 27/05                 |
| <b>Phase 2 – Inception</b>                                       |   |         | <b>June–Sept 2022</b> |
|  | Preliminary Desk review induction briefings with OEV and inception interviews | Team    | 8/06–24/06            |
|  | <b>Submit draft IR to OEV</b>   | TL      | <b>8/07</b>           |
|  | OEV quality assurance and feedback sent to ET                                 | EM      | 14/07                 |
|  | <b>Submit revised draft IR (D1) to OEV</b>                                    | TL      | <b>21/07</b>          |
|  | OEV quality assurance   | EM      | 28/07                 |
|  | Share IR with IRG for their feedback  | EM      | 28/07                 |
|  | Deadline for IRG comments   | IRG     | 11/08                 |
|  | OEV consolidate all comments in matrix and share them with TL                 | EM      | 12/08                 |
|  | <b>Submit revised IR (D2)</b>   | TL      | <b>19/08</b>          |
|  | Circulate final IR to WFP stakeholders FYI; post a copy on intranet           | EM      | 26/08                 |
| <b>Phase 3 – Data collection (MAKE IT LONGER THAN SIX WEEKS)</b> |   |         | <b>Sep–Oct 2022</b>   |
|  | e- survey; In depth interviews, focus groups and desk review                  | Team    | 29/08–14/10           |
|  | Preliminary debriefing with OEV and IRG (PPT)                                 | EM+TL   | 21/10                 |
| <b>Phase 4 – Data analysis and reporting</b>                     |   |         | <b>Oct 22–Mar 23</b>  |
| <b>Draft 0</b>   | <b>Submit draft ER to OEV</b>   | TL      | 11/11                 |
|  | OEV quality feedback sent to the team   | EM      | 18/11                 |
| <b>Draft 1</b>   | <b>Submit revised draft ER to OEV</b>   | TL      | 25/11                 |
|  | OEV to provide an additional round of comments                                | EM      | 14/12                 |
| <b>Draft 2</b>   | <b>Submit revised draft ER (D2) to OEV based on OEV comments</b>              | TL      | 16/12                 |
|  | Submitted to DoE for clearance for circulation to WFP stakeholders            | DoE     | 16/12                 |

|  |  |          |                     |
|--|--|----------|---------------------|
|  | Clearance by DOE   |          | 12/01/23            |
|  | Shared ER with IRG,  | EM       | 17/01/23            |
|  | Stakeholder workshop   | EM/TL    | 25/26/01 23         |
|  | OEV consolidate all WFP's comments (matrix) and share them with TL                     | EM       | 03/02/23            |
| <b>Draft 3</b>                               | <b>Submit revised draft ER (D3)</b>  | TL       | 14/02/22            |
|  | Prepare draft SER  | EM       | 3/03/23             |
|  | Quality assurance  | DoE      | 10/03/23            |
|  | Submit revised SER   | EM       | 15/03/23            |
|  | Seek DoE clearance to send SER to OPC  | EM       | 21/03/23            |
|  | OEV sends and discusses the comments on the SER to the team for revision               | EM       | 31/03/23            |
| <b>Draft 4</b>                               | <b>Submit final draft ER to OEV</b>  | TL       | 24/03/23            |
|  | Clarify last points/issues with the team<br>Seek final approval by DoE                 | EM+TL    | 29/03/2020          |
| <b>Phase 5 - Dissemination and follow-up</b> |  |          | <b>Apr-Jun 2023</b> |
|  | Submit SER to EB Secretariat for editing and translation, copy RMPP for MR preparation | EM       | 06/04/23            |
|  | Preparation of the Comms pack for EB and ED  |          | April 23            |
|  | Dissemination, OEV websites posting, EB Round Table Etc.                               | EM       | May 23              |
|  | Presentation of SER to the EB  | DoE      | June 23             |
|  | Presentation of management response to the EB  | RMPP/CPP | June 23             |

# Annex II. Role and composition of internal reference group and external advisory group

## Terms of Reference for Policy Evaluations

### 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 PEs.

#### 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 IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.
- Suggest key references, relevant contacts, and data sources in their area of responsibility.
- Review and consolidate comments from their respective units/Divisions/offices on:
  - o draft TORs with particular attention to the scope, data availability and quality, sub-questions, criteria for country selection and long list of countries
  - o draft inception report and related annexes with a particular focus on the scope, data collection methods, selection criteria for country missions
  - o 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; c) recommendations.
- Participate in the HQ debriefing to discuss preliminary findings
- Participate in the stakeholder workshops to validate findings and discuss recommendations.

- Provide guidance on suggested communications products to disseminate learning from the evaluation.

#### **4. Membership**

The IRG is composed of selected WFP stakeholders from HQ Divisions, Regional Bureaux and, eventually, country offices. IRG members should be nominated by their respective Directors and have sufficient seniority and technical capacity to both provide and consolidate comments on draft deliverables based on their areas of focus and the relationship to the subject of the evaluation. The IRG should not exceed 15 members, including one representative from each of the 6 RBs.

HQ units/divisions may appoint an evaluation focal point that would be a standing member of all IRGs for Policy Evaluations.

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

The Evaluation Manager will include the key internal stakeholders in the TORs for the evaluation. This will form the first list of key Divisions/Units with whom the evaluation will engage. The EM will draft an email for the Director or the Deputy Director of Evaluation to send to identified Directors to ask that they nominate an IRG representative at the same time that they are provided with the draft TORs for their comments. The Regional Evaluation Officers should be copied on all communications.

By the time that the TORs have been approved, the IRG should be formed. Its members will remain the main points of contact throughout the evaluation.



## Proposed members of the Internal Reference Group

Table 5 presents the proposed membership of the evaluation Internal Reference Group. Expected roles, and type of engagement of IRG members are outlined in the IRG Terms of Reference above.

The following units will be asked to identify members for the IRG.

**Table 5: Proposed Internal Reference Group for the Country Strategic Plan Policy Evaluation**

| Internal Reference Group for the Evaluation of Country Strategic Plan Policy |  |
|--|--|
| Department / Division / Office   | Name / function  |
| Policy owner   |  |
| PRO  | - David KAATRUD, PRO Director<br>(William Affif, Project Cycle Management Unit Head) |
| Other Units / Teams in HQ  |  |
| Enterprise Risk Management Division (ERM)                                    | - Jonathan Howitt  |
| Gender (GEN)   | - Brenda Behan   |
| Nutrition Division (NUT)   | - Abigail Perry  |
| School Based Programmes  | - Carmen Burbano   |
| RAM  | - Arif Husain  |
| Public Partnership and Resource Division (PPR)                               | - Karin Manente  |
| Strategic Partnership Division (STR)   | - Stanlake Samkange  |
| Office of Internal Audit (OIGA)  | - Fabienne Lambert   |
| Programme Service Branch (CPPX)  | - Wendy Bigham   |
| Monitoring and Evaluation Liaison (CPPM)                                     | - Jennifer Nyberg<br>-   |
| Operations Management Support Office (OMS)                                   | - David Bulman   |
| Regional Bureaux   |  |
| RBB  | - John Aylieff   |
| RBC  | - Corinne Fleischer  |
| RBD  | - Chris Nikoi  |

|     |                    |
|-----|--------------------|
| RBJ | – Menghestab Haile |
| RBN | – Michael Dunford  |
| RBP | – Lola Castro      |

# Annex III. Communication and knowledge management plan

| Phase   | What<br>Product/Event   | Which<br>Target audience  | How & Where<br>Channels   | Who<br>Creator lead | When<br>Publication deadline |
|---|---|---|---|---------------------|------------------------------|
| Preparation<br>(Feb – May 2022)               | Summary TOR and TOR   | <ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> </ul>  | <ul style="list-style-type: none"> <li>– Consultations and meetings</li> <li>– Email</li> <li>– WFPgo; WFP.org</li> </ul> | EM                  | April 2022                   |
| Inception<br>(Jun – Sept 2022)                | Inception report  | <ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> </ul>  | <ul style="list-style-type: none"> <li>– Email</li> <li>– WFPgo</li> </ul>  | ET                  | Jun 2022                     |
| Reporting<br>(end of Oct/Nov 2022 – Mar 2023) | Data collection debrief                                       | <ul style="list-style-type: none"> <li>– IRG</li> </ul>   | <ul style="list-style-type: none"> <li>– PPT</li> </ul>   | ET                  | End of Oct 2022              |
|   | Stakeholder workshop  | <ul style="list-style-type: none"> <li>– IRG members</li> <li>– WFP Technical Staff</li> <li>– Representatives of RBs and COs consulted during data collection</li> </ul>   | <ul style="list-style-type: none"> <li>– PPT</li> <li>– Workshop, meeting support</li> </ul>                              | EM/ET               | Jan 2023                     |
|   | Presentation of key findings, conclusions and recommendations | <ul style="list-style-type: none"> <li>– OPC members</li> </ul>   | <ul style="list-style-type: none"> <li>– Meeting of the Oversight and Policy Committee</li> </ul>                         | Doe/DDoE            | Mar 2023                     |
| Dissemination                                 | Summary evaluation report                                     | <ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>– Executive Board website (for SERs and MRs)</li> <li>– WFPgo</li> </ul>           | EM/EB               | Mar 2023                     |
|   | Evaluation report   | <ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> </ul>   | <ul style="list-style-type: none"> <li>– Email</li> <li>– Web and social media</li> </ul>                                 | EM                  | Mar 2023                     |

|  |                             |   |   |    |                |
|--|-----------------------------|---|---|----|----------------|
|  |                             | <ul style="list-style-type: none"> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>  | <ul style="list-style-type: none"> <li>- Evaluation Network platforms</li> <li>- Newsflash</li> </ul>                           |    |                |
|  | 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>- WFP.org, WFPgo</li> <li>- KM channels</li> </ul>                                       | EB | April/May 2023 |
|  | 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 | April/May 2023 |
|  | Talking Points/Key messages | <ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> </ul>  | <ul style="list-style-type: none"> <li>- Presentation</li> </ul>  | EM | April/May 2023 |
|  | PowerPoint presentation     | <ul style="list-style-type: none"> <li>- WFP EB/Governance/Management</li> <li>- IRG members</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> </ul>   | <ul style="list-style-type: none"> <li>- Presentation</li> </ul>  | EM | April/May 2023 |
|  | 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>  | <ul style="list-style-type: none"> <li>- Email</li> </ul>   | EM | April/May 2023 |
|  | Newsflash                   | <ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP country/regional office/local stakeholders</li> <li>- IRG members</li> <li>- WFP Technical and Programme colleagues</li> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul> | <ul style="list-style-type: none"> <li>- Email</li> </ul>   | CM | April/May 2023 |
|  | Business cards              | <ul style="list-style-type: none"> <li>- Evaluation community</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>  | <ul style="list-style-type: none"> <li>- Cards</li> </ul>   | CM | April/May 2023 |
|  | Brief                       | <ul style="list-style-type: none"> <li>- WFP EB/Governance/ Senior Management</li> <li>- WFP country/regional office/local stakeholders</li> <li>- IRG members</li> <li>- WFP Technical and Programme staff</li> <li>- Donors/Countries</li> <li>- Partners/Civil society /Peers/Networks</li> </ul>      | <ul style="list-style-type: none"> <li>- Web and social media,</li> <li>- KM channels</li> <li>- Evaluation Networks</li> </ul> | EM | April/May 2023 |

# Annex IV. Preliminary stakeholder analysis

Below is a list of the key stakeholders that are more directly related to scope of the evaluation. This analysis should be validated and expanded as relevant during the inception phase.

| Internal stakeholders   | Interest in the evaluation  | Participation in the evaluation   |
|---|---|---|
| <b>Programme and Policy Development Department:</b>   |   |   |
| <ul style="list-style-type: none"> <li>- Programme - Humanitarian &amp; Development Division (PRO)</li> <li>- Programme Cycle Unit (PRO-M)</li> </ul> | <p>Primary stakeholders, policy owners of the WFP Policy on Country Strategic Plan (2016).</p> <p>PROM have a direct stake in the evaluation and will be one of the primary users of its results. Such primary role is linked to the Unit's role in drafting the policy and developing guidance to support the design and implementation of CSPs.</p> | <p>Representatives from PRO-M will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.</p> |
| <ul style="list-style-type: none"> <li>- Technical Assistance and Country Capacity Strengthening Service (PROT)</li> </ul>                            | <p>PROT has a role in the policy discussion and support to implementation, for the work in country capacity strengthening as a key component of WFP enabling role envisaged by the CSP Policy.</p>  | <p>Representatives from PROT will be key informants and interviewed during the main mission.</p>  |
| <ul style="list-style-type: none"> <li>- Gender Office (GEN)</li> </ul>   | <p>As stated in the WFP Policy on Country Strategic Plans, gender is meant to be a cross-cutting issue in all CSPs and progress towards gender equality should be tracked.</p>  | <p>Representatives from GEN will be interviewed during the data collection phase.</p> <p>They will also be included in the IRG.</p>   |
| <ul style="list-style-type: none"> <li>- Office of Evaluation (OEV)</li> </ul>  | <p>The Office of Evaluation (OEV) is commissioning and managing the CSP Policy evaluation, but it also plays a role in the implementation of the Policy itself, particularly as relates to the CSP evaluation coverage norms.</p>   | <p>OEV representatives (other than the designated evaluation manager and the Director of Evaluation) will be consulted during the inception and data collection phases and will participate as a stakeholder in the final stakeholders' workshop.</p>   |

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| - School Based Programmes (SBP)                    | School Based Programmes (SBP) has an important role in the implementation of the CSP Policy and a stake in its evaluation. Particularly as relates to the enabling role that WFP is expected to play in the framework of the School Feeding Strategy, a role that is also at the core of the organizational changes envisaged by the CSP Policy. | SBP representatives will be included in the IRG and consulted during the data collection phase.  |
| - Nutrition Division (NUT)                         | The Nutrition Division is an important player for the implementation of the CSP Policy and a stakeholder in its evaluation, particularly considering the emphasis placed by WFP Strategic Plan on mainstreaming nutrition as a cross cutting dimension of all interventions.   | Representatives of the Nutrition Division will be included in the IRG and consulted during the data collection phase.                        |
| - Enterprise Risk Management Division (ERM)        | ERM helps establish a systematic and disciplined approach to identifying and managing risks throughout WFP that is clearly linked to the achievement of its strategic objectives.  | Representatives from ERM will be included in the IRG and will be interviewed during the inception and data collection phases.                |
| - Research, Assessment & Monitoring Division (RAM) | This division has a role in enhancing results-based monitoring as part of the accountability and performance management of CSPs.   | Representatives from RAM will be included in the IRG and will be interviewed during the inception and data collection phases.                |
| - Public Partnership and Resource Division (PPR)   | As the Division in charge of building and managing relationships with Government Donors, PPR has an important role to play in the implementation of the CSP Policy and a stake in its evaluation   | They will be key informants and interviewed during the inception and main mission.<br>A representative from STR will be included in the IRG. |
| - Strategic Partnerships Division (STR)            | This Unit has a role in supporting the policy implementation, particularly as relates to strengthening partnerships as a key dimension of the expected results of the Policy.  | They will be key informants and interviewed during the inception and main mission.<br>A representative from STR will be included in the IRG. |

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| WFP senior management, including the Oversight and Policy Committee and the Policy Cycle Task Force | Interest given its role in deciding on the organization's policies and strategic directions.  | They will be key informants and interviewed during the inception and main mission. They will have an opportunity to review and comment on the evaluation deliverables.  |
| Office of Internal Audit (OIGA)   | OIGA has a role to play in assessing compliance with the Policy requirements.   | They will be included in the IRG and will be key informants during the inception and data collection phase.   |
| Corporate Planning and Performance Division (CPP)   | They play a key role in supporting the CSP Policy Implementation in all that relates to operational and financial planning and reporting.   | They will be included in the IRG and will be key informants during the inception and data collection phase  |
| Operations Management Support Office (OMS)  | They are a key stakeholder of the CSP Policy as they host the Secretariat of the Programme Review and Approval Process and manage the System for Programme Approval   | They will be included in the IRG and will be key informants during the inception and data collection phase  |
| The Executive Board   | Accountability role, but also interest given one of the intentions of the CSP Policy was to strengthen the strategic guidance role of the Board and to reduce transaction costs for programme approval and revisions. | They will be interviewed during the inception and data collection phases.<br><br>Presentation of the evaluation results at the June 2023 session to inform Board members.   |
| Regional Bureaux and Country Offices  | Rb and CO have a primary role as front-line actors for the Policy implementation and as such will be among the key users of the evaluation results.   | Representatives from the six regional bureaux will be included in the IRG. They will be key informants and interviewed during the data collection phase. They might be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.<br><br>Selected Country Directors will be interviewed during the data collection phase.<br><br>The selection of informants should be done during the inception phase as part of a more detailed stakeholders' analysis. |
| <b>External stakeholders</b>  |   |   |
| <b>Country-level stakeholders</b>   |   |   |

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| <ul style="list-style-type: none"> <li>- Host governments with their relevant Ministries in countries where WFP operates;</li> <li>- .</li> </ul>  | <p>As the ultimate recipients of policy-related objectives, host governments, have a stake in WFP determining whether the policy evaluated is relevant, effective and sustainable.</p> <p>Particularly, they have a direct stake as relates to the ZHSR as a key element of the CSP approach to identify areas of focus and capacity gaps to be addressed.</p> | <p>Selected host governments will be interviewed and consulted during the data collection phase.</p> <p>The selection of informants should be done during the inception phase as part of a more detailed stakeholders' analysis.</p> |
| <b>Global stakeholders</b>   |  |  |
| <p><b>Humanitarian and development actors</b></p> <ul style="list-style-type: none"> <li>- Rome-based United Nations agencies (FAO and IFAD)</li> <li>- United Nations Sustainable Development Group (UNSDG)</li> <li>- United Nations Development Programme (UNDP)</li> <li>- United Nations Children's Fund (UNICEF)</li> <li>- United Nations Population Fund (UNFPA)</li> <li>- Inter-Agency Standing Committee</li> <li>- World Bank</li> </ul> | <p>Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.</p>  | <p>They will be key informants and interviewed during the data collection phase.</p>   |
| <p><b>Key donors</b></p> <ul style="list-style-type: none"> <li>- Main WFP Donors, including USA, Germany, EU, UK, Canada and others to be identified in the inception phase.</li> </ul>   | <p>Key donors will have a specific interest in the evaluation from both an accountability and learning perspective.</p>  | <p>They will be key informants and interviewed during the data collection phase.</p>   |



# Annex V. Preliminary evaluability assessment

- As of March 2022, 12 Interim/Country Strategic Plan Evaluations (CSPEs) have been completed, 2 more will be presented at the EB session in June 2022 and 14 more will be presented in November 2022. The CSPEs provide country-specific findings, conclusions and recommendations on CSP alignment with national priorities, CSP harmonization with humanitarian programme cycle and UN system, CSP effects on flexibility and resource mobilization. They also include evidence on M&E and reporting processes and cost-efficient/cost-effectives measures implemented at the CO level. Table 6 lists CSPE already published and those that will be presented at the EB in June and November 2022.

**Table 6: Country Strategic Plan Evaluations 2017 - November 2022**

| Regional Bureau | Country                          | Title   | EB presentation    |          |
|-----------------|----------------------------------|---|--------------------|----------|
| NA              | China                            | Evaluation of China WFP Country Strategic Plan (2017-2021)                            | EB.2 2021          | November |
| RBB             | Afghanistan                      | Evaluation of Afghanistan WFP Country Strategic Plan 2018-2022                        | EB.2 2022          | November |
|                 | India                            | Evaluation of India WFP Country Strategic Plan 2019-2022                              | EB.2 2022          | November |
|                 | Kyrgyzstan                       | Evaluation of Kyrgyz Republic WFP Country Strategic Plan 2018-2022                    | EB.2 2022          | November |
|                 | Pakistan                         | Evaluation of Pakistan WFP Country Strategic Plan 2018 - 2022                         | EB.2 2022          | November |
|                 | Sri Lanka                        | Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022                          | EB.2 2022          | November |
|                 | Tajikistan                       | Evaluation of Tajikistan WFP Country Strategic Plan 2019-2024                         | EB.2 2022          | November |
|                 | Lao People's Democratic Republic | Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan (2017-2021) | EB.2 2021          | November |
|                 | Indonesia                        | Evaluation of Indonesia WFP Country Strategic Plan 2017-2020                          | EB.2 2020          | November |
|                 | Timor-Leste                      | Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020                        | EB.2 2020          | November |
|                 | Bangladesh                       | Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019                         | EB.1 February 2021 |          |
| RBC             | Algeria                          | Evaluation of Algeria WFP Interim Country Strategic Plan                              | EB.2 2022          | November |

|     |                                  |  |              |              |
|-----|----------------------------------|--|--------------|--------------|
|     | Jordan                           | Jordan: An Evaluation of the Country Strategic Plan 2018-2020  | EB.2<br>2022 | November     |
|     | Lebanon                          | Evaluation of Lebanon WFP Country Strategic Plan 2018-2021   | EB.2<br>2021 | November     |
| RBD | Chad                             | Évaluation du plan stratégique de pays du PAM Tchad 2019-2023  | EB.2<br>2022 | November     |
|     | The Gambia                       | Evaluation of The Gambia WFP Country Strategic Plan 2019-2021  | EB.2<br>2021 | November     |
|     | Cameroon                         | Evaluation of Cameroon WFP Country Strategic Plan 2018-2020  | EB.2<br>2020 | November     |
| RBJ | Mozambique                       | Evaluation of the country strategic plan for Mozambique (2017-2021)                                  | EB.A         | June 2022    |
|     | United Republic of Tanzania      | Evaluation of the WFP Country Strategic Plan in (United Republic of Tanzania) (2017 - 2022)          | EB.A         | June 2022    |
|     | Democratic Republic of the Congo | Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020              | EB.2<br>2020 | November     |
|     | Zimbabwe                         | Republic of Zimbabwe: An evaluation of WFP Country Strategic Plan (2017-2020)                        | EB.1         | Feb-Mar 2022 |
| RBN | South-Sudan                      | Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2022                               | EB.2<br>2022 | November     |
|     | Sudan                            | Evaluation of Sudan WFP Country Strategic Plan 2019-2022   | EB.2<br>2022 | November     |
| RBP | Bolivia                          | Evaluación del Plan Estratégico para el País del PMA en el Estado Plurinacional de Bolivia 2018-2022 | EB.2<br>2022 | November     |
|     | Ecuador                          | Ecuador: Evaluación del Plan Estratégico País (2017-2022)  | EB.2<br>2022 | November     |
|     | Peru                             | Evaluación de Plan Estratégico País de PMA Perú 2018-2022  | EB.2<br>2022 | November     |
|     | El Salvador                      | Evaluación del plan estratégico para El Salvador (2017-2022)   | EB.1         | Feb-Mar 2022 |
|     | Honduras                         | Evaluación de Honduras Plan Estratégico País de PMA (2018-2021)                                      | EB.1         | Feb-Mar 2022 |

Source: WFP OEV/MIS, extracted on 15 March 2022

- Since the start of the policy implementation, the office of evaluation has managed nine policy evaluations, seven strategic evaluations, five synthesis evaluations and three corporate emergency evaluations which provide global findings on cross-cutting themes such as gender, south-south and

triangular cooperation (SSTC), technology, funding, country capacity strengthening, peacebuilding and humanitarian protection (Table 7). Global evidence is also available on core WFP businesses such as capacity to respond to emergency, school feeding, safety nets, nutrition, and disaster risk management. Since 2017, 103 Decentralized Evaluations (DEs) have been completed or finalized, 56 are currently on-going and 28 are planned to start in 2022. In 2020, the Office of Evaluation managed a corporate emergency evaluation to WFP's response to the COVID-19 pandemic from February 2020 – June 2021.<sup>26</sup> Furthermore, a Joint Evaluation on the Collaboration among the RBAs was presented to the EB session in November 2021. The evaluation highlighted the strategic relevance of RBA collaboration in the UNDS, more in emergency response contexts compared to formal development work.

**Table 7: Global evaluations since 2018**

| Evaluation type                | Title   | Publication Year |
|--------------------------------|---|------------------|
| Policy evaluations             | Evaluation of the WFP Humanitarian Protection Policy  | 2018             |
|                                | WFP's Policies on Humanitarian Principles and Access in Humanitarian Contexts: A Policy Evaluation                            | 2018             |
|                                | Update of WFP's Safety Nets Policy  | 2019             |
|                                | Evaluation of the WFP People Strategy (2014-2017)   | 2020             |
|                                | Gender Policy Evaluation  | 2020             |
|                                | Evaluation of the WFP South-South and Triangular Cooperation Policy   | 2021             |
|                                | WFP's Role in Peacebuilding in Transition Settings  | 2023             |
|                                | Disaster Risk Reduction and Climate Change Evaluation   | 2023             |
|                                | Policy on Building Resilience for Food Security and Nutrition   | 2023             |
| Strategic Evaluations          | WFP's Capacity to Respond to Emergencies  | 2018             |
|                                | Strategic Evaluation of the Pilot Country Strategic Plans   | 2020             |
|                                | Funding WFP's Work  | 2020             |
|                                | Strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals | 2021             |
|                                | Joint evaluation of collaboration among the United Nations Rome-Based Agencies  | 2021             |
|                                | WFP's Use of Technology in Constrained Environments   | 2022             |
|                                | Nutrition and HIV/AIDS  | 2023             |
| Synthesis                      | Evaluation Synthesis of Four Evaluations of the Impact of WFP Programmes on Nutrition in Humanitarian Contexts in the Sahel.  | 2018             |
|                                | Synthesis report of WFP's country portfolio evaluations in Africa (2016–2018)   | 2019             |
|                                | Synthesis of Policy Evaluations   | 2020             |
|                                | Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations                            | 2021             |
|                                | Evaluation Synthesis of WFP's Performance Measurement and Monitoring 2018-2021  | 2022             |
| Corporate Emergency Evaluation | Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis  | 2018             |
|                                | Evaluation of WFP's Corporate Emergency Response in Northeast Nigeria (2016-2018)   | 2019             |
|                                | Evaluation of WFP's Response to the COVID-19 Pandemic   | 2022             |

Source: OEV/MIS, extracted on 15 March 2022. Note: for evaluations that will be published in 2023, intermediate draft evaluation deliverables will be available by June 2022.

26 WFP. 2022. *Evaluation of WFP's Response to the COVID-19 Pandemic*

**Table 8: Decentralized evaluations 2017-2022 by status and RB**

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| HQ    | Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020 | X         |           |         |                   |                   |             |
| HQ    | Breaking Barriers to Girls' Education Project in Chad   |           |           |         |                   | X                 |             |
| HQ    | Breaking Barriers to Girls' Education Project in Niger  |           |           |         |                   |                   | X           |
| HQ    | Decentralized Evaluation of Preschool Nutrition Pilot in Selected Counties of China from February 2018 to January 2021: An Evaluation from Baseline to Impact   |           |           | X       |                   |                   |             |
| HQ    | Renewed Efforts Against Child Hunger and undernutrition (REACH) Decentralized Evaluation  |           | X         |         |                   |                   |             |
| HQ    | Synthesis of Evidence and Lessons from WFP's Evaluation Series on School Feeding in Emergencies   |           |           | X       |                   |                   |             |
| HQ    | Building adaptive capacity to climate change through food security and nutrition actions in vulnerable Afro and indigenous communities in the Colombia-Ecuador border area (Adaptation Fund)                      |           |           |         | X                 |                   |             |
| HQ    | Evaluación final del Proyecto "Respuesta al fenómeno de El Niño en el Corredor Seco", El Salvador, Guatemala, Honduras y Nicaragua, 2016 - 2018   |           | X         |         |                   |                   |             |
| HQ    | Innovative Pilot Evaluation: Aflatoxin Reduction in the Rwanda Maize Value Chain from October to December 2021  | X         |           |         |                   |                   |             |
| HQ    | Joint Final Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme (March 2017-March 2022)  |           |           | X       |                   |                   |             |
| HQ    | Regional evaluation of the Venezuela migrant crisis response (Ecuador, Peru) 2021   |           |           |         |                   | X                 |             |
| HQ    | Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region, 2016 - 2020   | X         |           |         |                   |                   |             |
| HQ    | Thematic Evaluation of Supply Chain outcomes in the Food System in Eastern Africa from 2016-2021  |           |           | X       |                   |                   |             |
| HQ    | WFP Contribution to Market Development and Food Systems in Southern Africa: A thematic Evaluation (2018 to 2021)  | X         |           |         |                   |                   |             |
| HQ    | Evaluation Series on Emergency School Feeding in Lebanon 2015-2019  | X         |           |         |                   |                   |             |
| HQ    | Evaluation Series on Emergency School Feeding in Niger 2015-2019  | X         |           |         |                   |                   |             |
| HQ    | Evaluation Series on Emergency School Feeding in Syria 2015-2019  | X         |           |         |                   |                   |             |
| HQ    | Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo 2015-2019   | X         |           |         |                   |                   |             |
| RBB   | Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka from 2013 to 2020  |           | X         |         |                   |                   |             |
| RBB   | Baseline Evaluation of USDA Local and Regional Food Aid Procurement LRP-442-2019-011-00 (2019-2023)   |           | X         |         |                   |                   |             |

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBB   | Baseline Evaluation of USDA McGovern Dole Grants FFE-442-2019-013-00 (2019-2023)  |           | X         |         |                   |                   |             |
| RBB   | Baseline McGovern Dole School Feeding Programme Evaluation (2018 - 2020)  |           | X         |         |                   |                   |             |
| RBB   | Baseline Study for USDA McGovern Dole (2020-2024) for WFP School Feeding in Laos  |           |           | X       |                   |                   |             |
| RBB   | Baseline Study of WFP School Feeding USDA McGovern-Dole Grant for FY 2020-2023 in Bangladesh  |           |           | X       |                   |                   |             |
| RBB   | Baseline Study USDA McGovern-Dole International Food for Education and Child Nutrition Programme in Nepal (2020 - 2024)                                       |           |           | X       |                   |                   |             |
| RBB   | Climate change adaptation (GCF) final evaluation  |           |           |         |                   | X                 |             |
| RBB   | Decentralized Evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan from 2015-2017                                 |           | X         |         |                   |                   |             |
| RBB   | Endline Assessment of Fortification of Mid-day Meal Project in Dhenkanal, Odisha  |           | X         |         |                   |                   |             |
| RBB   | Endline Evaluation - Improving IYCN through the ICDS scheme in Rajasthan  |           |           |         |                   |                   | X           |
| RBB   | Endline Evaluation for WFP School Feeding USDA McGovern-Dole Grant FY 2020-2023 in Bangladesh   |           |           |         |                   |                   | X           |
| RBB   | Endline Evaluation of the Target Public Distribution (TPDS) Reforms Project in Bhubaneswar (Odisha)   |           | X         |         |                   |                   |             |
| RBB   | Endline Evaluation of United States Department of Agriculture (USDA) McGovern Dole Grant Food for Education Programme for WFP Cambodia (2017-2019)            |           | X         |         |                   |                   |             |
| RBB   | End-line evaluation of USDA Local Regional Procurement project in Nalae District, Luang Namtha Province in Lao PDR (2016-2019)                                |           | X         |         |                   |                   |             |
| RBB   | Endline Evaluation of USDA McGovern-Dole International Food for Education and Child Nutrition Programme in Nepal (2020 - 2024)                                |           |           |         |                   |                   | X           |
| RBB   | Endline McGovern Dole School Feeding Programme Evaluation (2018-2021) in Nepal  |           |           | X       |                   |                   |             |
| RBB   | End-term evaluation of Protracted Relief and Recovery Operation (PRRO 200875) in Dhading, Gorkha and Nuwakot districts of Nepal                               |           | X         |         |                   |                   |             |
| RBB   | End-Term Evaluation of WFP School-Feeding USDA McGovern-Dole Grant 2017-2020 in Bangladesh  | X         |           |         |                   |                   |             |
| RBB   | Evaluation Baseline - Improving IYCN through the ICDS scheme in Rajasthan (India)   |           |           | X       |                   |                   |             |
| RBB   | Evaluation of WFP's support to smallholder farmers and expanded portfolio across the agriculture value chain in Bhutan from January 2019 to June 2021         |           |           | X       |                   |                   |             |
| RBB   | Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund in the Philippines |           | X         |         |                   |                   |             |
| RBB   | Evaluation of Humanitarian Response Facilities Network in Pakistan from January 2014 to September 2020  |           |           | X       |                   |                   |             |

| RB/HQ | Title  | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|--|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBB   | Final evaluation of the Kyrgyzstan Joint UN Women/ FAO/ IFAD/ WFP Programme on Accelerating Progress towards the Economic Empowerment of Rural Women                   |           | X         |         |                   |                   |             |
| RBB   | Final McGovern Dole School Feeding Programme Evaluation (2013 - 2016) combined with Baseline McGovern Dole School Feeding Programme Evaluation (2017 - 2019)           |           | X         |         |                   |                   |             |
| RBB   | Final McGovern Dole School Feeding Programme Evaluation (2014-2017) combined with baseline (2017-2020)   |           | X         |         |                   |                   |             |
| RBB   | Final McGovern Dole School Feeding Programme Evaluation (2015-2017) combined with Baseline McGovern Dole School Feeding Programme Evaluation (2018-2022)               | X         |           |         |                   |                   |             |
| RBB   | Final McGovern Dole School Feeding Programme Evaluation (2018 - 2022) Laos   |           |           |         |                   |                   | X           |
| RBB   | Final McGovern Dole School Feeding Programme Evaluation (Bangladesh) (2015-2017)   |           | X         |         |                   |                   |             |
| RBB   | MAM Treatment in Timor-Leste   |           | X         |         |                   |                   |             |
| RBB   | Mid Term Evaluation of the McGovern-Dole International Food for Education and Child Nutrition Program in Nepal 2018-2021   |           | X         |         |                   |                   |             |
| RBB   | Mid-Term Evaluation of USDA Local and Regional Food Aid Procurement LRP-442-2019-011-00 (2019-2023) Cambodia   |           |           |         |                   |                   | X           |
| RBB   | Mid-Term Evaluation of USDA McGovern Dole Grants FFE-442-2019-013-00 (2019-2023) Cambodia  |           |           |         |                   |                   | X           |
| RBB   | Midterm Evaluation of USDA McGovern-Dole International Food for Education and Child Nutrition Programme in Nepal (2020-2024)   |           |           |         |                   |                   | X           |
| RBB   | Mid-Term Evaluation of WFP School-Feeding USDA Mc Govern Dole Grant for FY 2017-2020 in Bangladesh   |           | X         |         |                   |                   |             |
| RBB   | Thematic evaluation of WFP Philippines' country capacity strengthening activities 2018-2020  |           |           | X       |                   |                   |             |
| RBB   | WFP's relief food and cash assistance for conflict-affected people in Kachin and northern Shan States (January 2016 to December 2019)                                  |           | X         |         |                   |                   |             |
| RBC   | Emergency Social Safety Nets (ESSN) Mid-term Evaluation  |           | X         |         |                   |                   |             |
| RBC   | Evaluation of WFP's Livelihood Activities in Turkey from July 2020 to February 2022  |           |           |         |                   |                   | X           |
| RBC   | Evaluation of the First 1000 Days Programme in Egypt from 2017 to 2021   |           |           | X       |                   |                   |             |
| RBC   | Evaluation of the joint action of UNHCR and WFP in Lebanon   |           |           |         |                   |                   | X           |
| RBC   | Evaluation of the Joint Programme "Towards a Universal and Holistic Social Protection Floor for Persons with Disabilities and Older Persons in the State of Palestine" |           |           |         | X                 |                   |             |
| RBC   | Evaluation of the Nutrition Components of the Algeria PRRO 200301  |           | X         |         |                   |                   |             |
| RBC   | Evaluation of WFP Livelihoods and Resilience Activities in Lebanon from 2016 to 2019   |           | X         |         |                   |                   |             |

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBC   | Evaluation of WFP's capacity strengthening activities to develop the School Meals Programme from 2016 to 2018   |           | X         |         |                   |                   |             |
| RBC   | Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan from 2015 to mid-2018  |           | X         |         |                   |                   |             |
| RBC   | Evaluation of WFP's Unconditional Resource Transfer Activity under the Social Safety Net Programme in Palestine (2018-2020)   |           | X         |         |                   |                   |             |
| RBC   | General Food Assistance and School Feeding Programmes, Libya (2017-2019)  | X         |           |         |                   |                   |             |
| RBC   | Home Grown School Feeding/Pilots  |           |           |         |                   | X                 |             |
| RBC   | Impact Evaluation of the Nutrition-sensitive Aspect of the "Development of Sustainable School Feeding" Project in Armenia (2018-2019)   |           | X         |         |                   |                   |             |
| RBC   | Resilience and national capacity building activities  |           |           |         |                   | X                 |             |
| RBD   | Baseline Evaluation of USDA McGovern-Dole-funded "Support for the Integrated School Feeding Program" in Cote d'Ivoire (2021-2025)   |           |           | X       |                   |                   |             |
| RBD   | Cote d'Ivoire PRRO 200464: a decentralized evaluation   |           | X         |         |                   |                   |             |
| RBD   | DE of School Feeding activities   |           |           |         | X                 |                   |             |
| RBD   | Developing an integrated social protection model in the region of Guidimakha, Mauritania - 2020- June 2022  |           |           |         |                   |                   | X           |
| RBD   | Evaluation à mi-parcours de l'intervention prolongée de secours et de redressement (IPSR) Niger 200961 (Janvier 2017 – Décembre 2019) et de la dernière année de l'IPSR 200583 (Janvier 2014 – Décembre 2016) |           | X         |         |                   |                   |             |
| RBD   | Evaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Aout 2017 – Mai 2019   |           | X         |         |                   |                   |             |
| RBD   | Evaluation Décentralisée « Projet lait » au sein du programme d'alimentation scolaire du PAM dans la région du Sahel, Burkina Faso, de 2017 à 2019  |           | X         |         |                   |                   |             |
| RBD   | Evaluation décentralisée de la contribution du PAM au Système de Protection Sociale Adaptative (SPSA) en Mauritanie depuis 2018   |           | X         |         |                   |                   |             |
| RBD   | Évaluation du projet "IRF 217 peers for peace building social cohesion in Mopti and Segou regions"  |           | X         |         |                   |                   |             |
| RBD   | Evaluation of resilience package  |           |           |         |                   | X                 |             |
| RBD   | Evaluation of WFP Chad Recovery and Resilience Building Activities  |           |           |         |                   |                   | X           |
| RBD   | Evaluation of WFP São Tomé and Príncipe Smallholder Farmers Support   |           |           |         |                   | X                 |             |
| RBD   | Evaluation of WFP School Feeding and Nutrition activities   |           |           |         |                   | X                 |             |
| RBD   | Evaluation of WFP Senegal CBT Modality in School Feeding Activities   |           | X         |         |                   |                   |             |

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBD   | Evaluation of WFP Senegal Home Grown School feeding Activities  |           |           |         |                   | X                 |             |
| RBD   | Evaluation thématique des activités de renforcement des capacités institutionnelles en Guinée de juillet 2019 à juin 2021   | X         |           |         |                   |                   |             |
| RBD   | Evaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016-2018)  |           | X         |         |                   |                   |             |
| RBD   | FAO/WFP Joint Evaluation of DEVCO-funded resilience activity in northern Mali   |           | X         |         |                   |                   |             |
| RBD   | Final Evaluation of Enhanced Nutrition and Value Chains (ENVAC) project 2016-2021   | X         |           |         |                   |                   |             |
| RBD   | Final Evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau 2016-2019   |           | X         |         |                   |                   |             |
| RBD   | Final Evaluation of USDA McGovern-Dole-funded "Support for the Integrated School Feeding Program" in Cote d'Ivoire (2016-2020)  |           |           | X       |                   |                   |             |
| RBD   | Formative Evaluation of Livelihoods Activities in Northeast Nigeria 2018 to 2020  |           |           | X       |                   |                   |             |
| RBD   | Guinea CP 200326: a decentralized evaluation  |           | X         |         |                   |                   |             |
| RBD   | Institutionalizing Social Protection for Accelerated SDG Implementation in Nigeria - 2020 - June 2022   |           |           |         |                   |                   | X           |
| RBD   | Mid-Term Evaluation of "Support for the Integrated School Feeding Program" Funded by the United States Department of Agriculture through the McGovern-Dole Food for Education Program |           | X         |         |                   |                   |             |
| RBD   | Mid-term Evaluation of McGovern-Dole Funded School Feeding Project in Guinea-Bissau (January 2016 - June 2018)  |           | X         |         |                   |                   |             |
| RBD   | Midterm Evaluation of Nutrition Activities in The Gambia 2016-2019  |           | X         |         |                   |                   |             |
| RBD   | Sierra Leone PRRO 200938: a decentralized evaluation  |           | X         |         |                   |                   |             |
| RBD   | The Gambia DEV 200327: a decentralized evaluation   |           | X         |         |                   |                   |             |
| RBD   | Togo, Capacity Strengthening in School Feeding: an evaluation   |           | X         |         |                   |                   |             |
| RBD   | WFP CAR Gender-focussed Thematic Evaluation   |           | X         |         |                   |                   |             |
| RBD   | WFP/Government of Benin Final Joint Evaluation of the Integrated National School Feeding Programme (PNASI) 2017-2021  |           |           | X       |                   |                   |             |
| RBJ   | Baseline Evaluation of the WFP McGovern Dole Funded School Feeding Programme in the Republic Of Congo from 2021 to 2026   |           |           |         |                   |                   | X           |
| RBJ   | Baseline Report of the WFP McGovern Dole Funded School Feeding Programme in the Republic of Congo (2018 - 2022)   |           | X         |         |                   |                   |             |
| RBJ   | Baseline Report of the WFP Mozambique Gender Transformative and Nutrition Sensitive (GTNS) Programme (2019 to 2021)   |           | X         |         |                   |                   |             |



| RB/HQ      | Title  | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|------------|--|-----------|-----------|---------|-------------------|-------------------|-------------|
| <b>RBJ</b> | Contribution des cantines scolaires aux résultats de l'éducation dans le sud de Madagascar (2015 à 2019) : Une analyse de la contribution  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of Cash Based Transfers   |           |           |         | X                 |                   |             |
| <b>RBJ</b> | Evaluation of Country Capacity Strengthening and Refugee support   |           |           |         | X                 |                   |             |
| <b>RBJ</b> | Evaluation of Food Assistance for Assets (FFA) in the Context of Malawi (2015-2019)  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of linking Eswatini Smallholder Farmers to the Home-grown School Feeding Market (HGSM) in Eswatini from 2019 to 2021  |           |           |         |                   |                   | X           |
| <b>RBJ</b> | Evaluation of Namibia National School Feeding Programme (2012-2018)  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of National School Feeding Programme in Eswatini (2010-2018)  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe [2018 – 2021]  | X         |           |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of the Asset Creation and Public Works Activities in Lesotho (2015-2019)  |           |           | X       |                   |                   |             |
| <b>RBJ</b> | Evaluation of the Joint Programme for Girls Education (JPGE) with financial support from the Norwegian Government (July 2014 – October 2017)   |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training (2007-2017)  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of the School Meals Programme in Malawi with financial support from United States Department of Agriculture (USDA) 2016 to 2018   |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Evaluation of the SDG fund joint programme in support of strengthening the social protection system in the United Republic of Tanzania   |           |           |         |                   | X                 |             |
| <b>RBJ</b> | Evaluation of the SDG Fund Joint Programme on Social Protection for Congo's indigenous populations in Lékoumou District (2020-2021)  |           |           |         |                   |                   | X           |
| <b>RBJ</b> | Evaluation of the WFP's capacity strengthening support to the Government   |           |           |         |                   |                   | X           |
| <b>RBJ</b> | Final Evaluation of McGovern Dole Funded School Feeding Programme (2018-2022)  |           |           |         |                   |                   | X           |
| <b>RBJ</b> | Final Evaluation of Mozambique Gender Transformative and Nutrition Sensitive (GTNS) Programme (2019 to 2021): A mixed Methods Approach   |           |           |         |                   |                   | X           |
| <b>RBJ</b> | Final Evaluation of the Programme "Accelerate Progress Towards Millennium Development Goal 1C (MDG1.C Programme)"  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Final Evaluation of the SDG Joint fund project Social Protection for the Sustainable Development Goals in Malawi: Accelerating inclusive progress towards the Sustainable Development Goals (2020 to 2021) | X         |           |         |                   |                   |             |
| <b>RBJ</b> | Formative Evaluation of the Integrated Social Protection Programme in the South of Madagascar (2020-2021)  |           |           | X       |                   |                   |             |

| RB/HQ      | Title  | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|------------|--|-----------|-----------|---------|-------------------|-------------------|-------------|
| <b>RBJ</b> | Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019  |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Mid-Term Evaluation of McGovern Dole Funded School Feeding Programme (2018-2022)   |           |           | X       |                   |                   |             |
| <b>RBJ</b> | Mid-term Evaluation of the Zambia Country Programme 200891 (2016-2020)   |           | X         |         |                   |                   |             |
| <b>RBJ</b> | Resilience and Country Capacity Strengthening  |           |           |         | X                 |                   |             |
| <b>RBJ</b> | Social Behaviour Change Communication (SBCC) Strategy  |           |           |         |                   | X                 |             |
| <b>RBN</b> | (Endline) Evaluation of the R4 programme, Rural Resilience Initiative in Ethiopia  |           |           |         |                   | X                 |             |
| <b>RBN</b> | (Endline) Satellite Index Evaluation (SIPE)  |           |           |         | X                 |                   |             |
| <b>RBN</b> | [Baseline] WFP'S USDA McGovern - Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions 2019-2024  |           |           | X       |                   |                   |             |
| <b>RBN</b> | [endline] WFP'S USDA McGovern - Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions 2019-2024   |           |           |         |                   |                   | X           |
| <b>RBN</b> | Baseline of Local and Regional procurement   |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation des programmes intégrés de cantines scolaires financés par l'Ambassade des Pays Bas (provinces Bubanza, Bujumbura rural et Cibitoke) et par l'Union Européenne (province Gitega) et mis en œuvre par le bureau du PAM au Burundi. |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation du Programme de Traitement de la Malnutrition Aiguë Modérée dans les provinces de Cankuzo, Kirundo, Ngozi et Rutana (2016 - 2019)   |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation of Outcome 1 (Refugees) + Outcome Monitoring (OM) (baseline)  |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation of Outcome 1 (Refugees) + Outcome Monitoring (OM) (endline)   |           |           |         |                   |                   | X           |
| <b>RBN</b> | Evaluation of Outcome 2 (Food Systems) + outcome monitoring (baseline)   |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation of Outcome 2 (Food Systems) + outcome monitoring (endline)  |           |           |         |                   |                   | X           |
| <b>RBN</b> | Evaluation of Post Harvest Loss in East Sudan  |           |           |         |                   | X                 |             |
| <b>RBN</b> | Evaluation of Safety Nets (endline)  |           |           |         |                   | X                 |             |
| <b>RBN</b> | Evaluation of Satellite Index Insurance for Pastoralists in Ethiopia (SIPE) Programme  |           | X         |         |                   |                   |             |
| <b>RBN</b> | Evaluation of School Feeding in Sudan  |           |           |         |                   |                   | X           |
| <b>RBN</b> | Evaluation of the Satellite Index Insurance for Pastoralists in Ethiopia (SIPE) Programme: Impact Evaluation of the SIPE Pilot (2017 - 2019)   |           | X         |         |                   |                   |             |

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBN   | Evaluation of USDA's Local and Regional Food Aid Procurement Program (Rwanda 2017-2019)   | X         |           |         |                   |                   |             |
| RBN   | Final evaluation of the USDA-supported Local and Regional Procurement (LRP) project in Kenya (2017-2020)  |           | X         |         |                   |                   |             |
| RBN   | Final McGovern Dole evaluation of school feeding program in Afar and Somali region (2013 - 2017)  |           | X         |         |                   |                   |             |
| RBN   | Home-Grown School Feeding Programme in Rwanda from 2020 to 2025 (baseline)  |           |           | X       |                   |                   |             |
| RBN   | Home-Grown School Feeding Programme in Rwanda from 2020 to 2025 (Endline)   |           |           |         |                   |                   | X           |
| RBN   | Home-Grown School Feeding Programme in Rwanda from 2020 to 2025 (Midline)   |           |           |         |                   |                   | X           |
| RBN   | Impact Evaluation of WFP's Fresh Food Voucher Pilot Programme 2017-2018 (baseline)  |           | X         |         |                   |                   |             |
| RBN   | Impact Evaluation of WFP's Fresh Food Voucher Pilot Programme 2017-2018 (endline)   |           | X         |         |                   |                   |             |
| RBN   | Joint Evaluation of the 2017 Somalia Humanitarian Cash-Based Response   | X         |           |         |                   |                   |             |
| RBN   | McGovern Dole 2016-2020 baseline evaluation   |           | X         |         |                   |                   |             |
| RBN   | McGovern Dole 2016-2020 endline evaluation  |           |           |         |                   | X                 |             |
| RBN   | McGovern Dole 2016-2020 midline evaluation  |           | X         |         |                   |                   |             |
| RBN   | Mid-term Evaluation (including annual outcome monitoring) of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya CSP, in arid and semi-arid areas in Kenya |           |           | X       |                   |                   |             |
| RBN   | Programme Activity Evaluation of Food Assistance for Assets (FFA) Project in South Sudan March 2016 to December 2019  |           | X         |         |                   |                   |             |
| RBN   | Strategic Outcome 3 of WFP Kenya Country Strategic Plan (2018- 2023) - (endline evaluation)   |           |           |         |                   | X                 |             |
| RBN   | Strengthening Resilience in South-Central Somalia Programme (2018-2020) (endline)   |           |           |         |                   |                   | X           |
| RBN   | Support for Strengthening Resilience of Vulnerable Groups in Ethiopia: The Fresh Food Voucher Programme Expansion in Amhara Region                                  | X         |           |         |                   |                   |             |
| RBN   | Sustainable Solutions Project (UE funded project) - Food Security and Livelihoods Support for Urban poor and Vulnerables Households                                 |           |           |         |                   | X                 |             |
| RBN   | UNSDG Joint Programme for Social Protection   |           |           |         |                   |                   | X           |
| RBN   | USDA-funded Local Regional Procurement baseline   |           | X         |         |                   |                   |             |
| RBN   | WFP Kenya - An evaluation of the effects, and a cost benefit Analysis, of GFD Cash Modality scale up for the refugees and host community in Kakuma and Dadaab Camp  |           | X         |         |                   |                   |             |
| RBN   | WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2020 (midline)                                       |           | X         |         |                   |                   |             |

| RB/HQ | Title   | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|-------|---|-----------|-----------|---------|-------------------|-------------------|-------------|
| RBN   | WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2021 (endline)   | X         |           |         |                   |                   |             |
| RBP   | Decentralized evaluation of DEVCO Resilience Project  |           |           |         | X                 |                   |             |
| RBP   | Evaluación conjunta de la actividad articulada de Progresando con Solidaridad y el Servicio Nacional de Salud, con apoyo del Programa Mundial de Alimentos, para la prevención de la desnutrición y la anemia en población nutricionalmente vulnerable de la República Dominicana 2014-2020 | X         |           |         |                   |                   |             |
| RBP   | Evaluación de género del Plan Estratégico de País de El Salvador (2017-2021)  |           | X         |         |                   |                   |             |
| RBP   | Evaluación del modelo de descentralización del Programa Nacional de Alimentación Escolar (PNAE) 2016-2019   |           | X         |         |                   |                   |             |
| RBP   | Evaluación del Programa País 200434 en Nicaragua y actividades complementarias  |           | X         |         |                   |                   |             |
| RBP   | Evaluación descentralizada del Efecto Estratégico 1 (SO1) hacia los objetivos Hambre Cero a través de la abogacía, comunicación y movilización, del Plan Estratégico de País-Perú entre los años 2018 - 2020  |           |           | X       |                   |                   |             |
| RBP   | EVALUACIÓN FINAL - Relevancia del rol y la respuesta del PMA para avanzar hacia un enfoque de asistencia alimentaria vinculado a los sistemas de protección social en Ecuador   |           | X         |         |                   |                   |             |
| RBP   | Evaluación Final del Programa de País del Programa Mundial de Alimentos de las Naciones Unidas en el Estado Plurinacional de Bolivia - PP 200381 2013 - 2017  |           | X         |         |                   |                   |             |
| RBP   | Evaluación final del proyecto BOOST   |           |           |         | X                 |                   |             |
| RBP   | Evaluación Intermedia del Proyecto BOOST desde agosto 2018 hasta junio 2021 en las zonas de Nueva Segovia, Madriz, Estelí, Matagalpa, Jinotega y la RACCN   |           |           | X       |                   |                   |             |
| RBP   | Final Evaluation of Joint Programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean' from 2020 to 2022  |           |           | X       |                   |                   |             |
| RBP   | Final Evaluation of School-feeding response activity, Colombia (2019-2021)  | X         |           |         |                   |                   |             |
| RBP   | Final evaluation of WFP Haiti's Food for Education and Child Nutrition Programme (2016-2019)  |           | X         |         |                   |                   |             |
| RBP   | Formative evaluation of Cuba microinsurance pilot (2020-2)  |           |           |         |                   |                   | X           |
| RBP   | Gender and Nutrition Thematic Evaluation  |           |           |         | X                 |                   |             |
| RBP   | Piloto Arauca - Protección Social Reactiva a Emergencias en Arauca  |           |           | X       |                   |                   |             |
| RBP   | Resilience Mid term DEVCO 2   |           |           |         | X                 |                   |             |
| RBP   | WFP Haiti's Food for Education and Child Nutrition Program (2020-2023), Baseline, FY19 McGovern-Dole  |           | X         |         |                   |                   |             |
| RBP   | WFP Haiti's Food for Education and Child Nutrition Program (2020-2023), Endline, FY19 McGovern-Dole   |           |           | X       |                   |                   |             |

| RB/HQ        | Title | Completed | Finalized | Ongoing | Planned confirmed | Planned tentative | Preparation |
|--------------|-------|-----------|-----------|---------|-------------------|-------------------|-------------|
| <b>Total</b> |       | 21        | 82        | 28      | 11                | 17                | 28          |

Source: WFP OEV/MIS, extracted on 19 April 2022

3. Since 2017, 43 internal audit reports on country office operations have been published covering 37 countries (Table 9). The audit reports are focused on the country office's key processes: beneficiary management, cash-based transfers, supply chain, monitoring, and finance, and tailored reviews of the management of cooperating partners and humanitarian access. Table 10 illustrates relevant thematic internal audits, including the 2018 Internal Audit of the Integrated Road Map Pilot Phase.

**Table 9: Internal Audit Reports on CO operations 2017-2022**

| Regional Bureau   | Country                               | Title  | Publication Year |
|---|---------------------------------------|--|------------------|
| RBB   | Bangladesh                            | Internal Audit of WFP Operations in Bangladesh - December 2017   | 2017             |
|   |                                       | Internal Audit of WFP Operations in Bangladesh - October 2021  | 2021             |
|   | Cambodia                              | Internal Audit of WFP Operations in Cambodia - July 2021   | 2021             |
|   | Democratic People's Republic of Korea | Internal Audit of WFP Operations in the Democratic People's Republic of Korea - June 2017  | 2017             |
|   | Myanmar                               | Internal audit of WFP operations in Myanmar - May 2020   | 2020             |
|   | Pakistan                              | WFP Operations in Pakistan - June 2019   | 2019             |
|   | Philippines                           | Internal Audit of WFP Operations in the Philippines  | 2018             |
| RBC   | Iran                                  | Internal Audit of WFP Operations in Iran - February 2022   | 2022             |
|   | Iraq                                  | WFP's Delivery through Non-Governmental Organizations and Cash-Based Transfers in Iraq - February 2020                               | 2020             |
|   | Jordan                                | Internal Audit of WFP's Operations in Jordan - March 2017  | 2017             |
|   | Lebanon                               | Internal Audit of WFP Operations in Lebanon - December 2021  | 2021             |
|   | Libya                                 | Internal Audit of WFP Operations in Libya - February 2019  | 2019             |
|   | Syrian Arab Republic                  | Internal Audit of WFP's Implementation of General Food Assistance and Livelihood Activities in the Syrian Arab Republic - March 2019 | 2019             |
|   |                                       | Internal Audit of WFP Operations in Syria - February 2022  | 2022             |
|   | Tunisia                               | Internal Audit of WFP Operations in Tunisia - January 2019   | 2019             |
|   | Yemen                                 | Internal Audit of WFP Operations in Yemen - January 2018   | 2018             |
|   |                                       | WFP Operations in Yemen - January 2020   | 2020             |
| RBD   | Burkina Faso                          | Internal Audit of WFP Operations in Burkina Faso - April 2021  | 2021             |
|   | Cameroon                              | Internal Audit of WFP Operations in Cameroon - August 2021   | 2021             |
|   | Central African Republic              | Internal Audit of WFP Operations in Central African Republic - January 2019  | 2019             |
|   | Chad                                  | WFP Operations in Chad - August 2019   | 2019             |
|   | Ghana                                 | Internal Audit of WFP Operations in Ghana - July 2021  | 2021             |
|   | Liberia                               | Internal Audit of WFP Operations in Liberia - April 2019   | 2019             |
|   | Mali                                  | Internal Audit of WFP Operations in Mali - September 2021  | 2021             |
|   | Niger                                 | WFP Operations in Niger - June 2019  | 2019             |
|   | Nigeria                               | Internal Audit of WFP Operations in Nigeria - February 2018  | 2018             |
| Internal Audit of WFP Operations in Nigeria - July 2021 |                                       | 2021   |                  |
| RBJ   | Democratic Republic of the Congo      | Internal audit of WFP operations in the Democratic Republic of the Congo - June 2020   | 2020             |
|   | Lesotho                               | Internal Audit of WFP Operations in Lesotho - April 2019   | 2019             |

| Regional Bureau | Country     | Title  | Publication Year |
|-----------------|-------------|--|------------------|
|                 | Madagascar  | Internal Audit of WFP Operations in Madagascar - November 2018           | 2018             |
|                 | Mozambique  | Internal Audit Report of WFP's Operations in Mozambique - September 2017 | 2017             |
|                 |             | Internal Audit of WFP Operations in Mozambique - February 2022           | 2022             |
|                 | Zimbabwe    | Internal Audit of WFP Operations in Zimbabwe - January 2022              | 2022             |
| RBN             | Burundi     | Internal Audit of WFP Operations in Burundi - October 2018               | 2018             |
|                 | Ethiopia    | WFP Operations in Ethiopia - February 2020                               | 2020             |
|                 | Somalia     | Internal Audit of WFP Operations in Somalia -December 2017               | 2017             |
|                 |             | Internal Audit of WFP Operations in Somalia - November 2021              | 2021             |
|                 | South Sudan | Internal Audit of WFP Operations in South Sudan - July 2018              | 2018             |
|                 | Sudan       | WFP Operations in Sudan - July 2019                                      | 2019             |
|                 | Uganda      | WFP Operations in Uganda - February 2020                                 | 2020             |
| RBP             | Colombia    | Internal Audit of WFP Operations in Colombia - August 2021               | 2021             |
|                 | Honduras    | WFP Operations in Honduras - August 2019                                 | 2019             |
|                 | Peru        | WFP Operations in Peru - September 2019                                  | 2019             |

**Table 10: Thematic Audit Reports relevant for the evaluation 2017-2022**

| Thematic Audit Reports |  | Publication year |
|------------------------|--|------------------|
| 1                      | Internal Audit of Operationalization of WFP's Enterprise Risk Management - June 2017               | 2017             |
| 2                      | Internal Audit of Management Performance Indicators and Supporting Information Systems - June 2017 | 2017             |
| 3                      | Internal Audit of Monitoring in WFP – October 2018   | 2018             |
| 4                      | Internal Audit of the Integrated Road Map Pilot Phase in WFP April 2018                            | 2018             |
| 5                      | Internal Audit of the Development and Delivery of COMET - January 2019                             | 2019             |
| 6                      | Internal Audit of ICT Management in Country Offices - May 2019                                     | 2019             |
| 7                      | Internal Audit of Governance of IT- Enabled Projects in WFP - December 2019                        | 2019             |
| 8                      | Internal Audit of Performance Management and Appraisal in WFP - December 2019                      | 2019             |
| 9                      | Internal Audit of WFP's Nutrition Activities - February 2020                                       | 2020             |
| 10                     | Internal Audit of WFP's Contributions Management - December 2020                                   | 2020             |
| 11                     | Consolidated Report of Findings from COVID-19 Real-Time Assurance Reviews - January 2021           | 2021             |
| 12                     | Internal Audit of Business Continuity Management in WFP - March 2021                               | 2021             |

Source: Office of the Inspector General Annual Reports 2017, 2018, 2019, 2020.

- Further evidence on CSP implementation can be collected from the external audits. The WFP External Auditor performs audits of WFP accounts and WFP operational and administrative performance, resulting in the issuance of an audited annual accounts report, two performance audit reports and several management letters addressed to specific regional bureau or country office. The current External Auditor is the Cour des comptes of France, appointed for a six-year term from 1 July 2016 to 30 June 2022.
- External Auditor Performance Review reports contain findings and recommendations from performance audits designed to determine whether activities are carried out in accordance with the principles of

economy, efficiency and effectiveness and whether there is scope for improvement in the areas reviewed.

6. External Auditor Management Letters contain findings and recommendations from country office and regional bureau audits. Although most Management Letter recommendations are addressed to the field, they sometimes include actions addressed to headquarters.

**Table 11: Reports of the External Auditor 2017-2022**

| Title                                     | Publication year |
|---|------------------|
| <b>External Audit Performance Reviews</b> |                  |
| Changes in human resources                | 2017             |
| Country portfolio budget                  | 2019             |
| Beneficiary information management        | 2021             |
| Critical corporate initiatives            | 2021             |
| Audited annual accounts                   | 2021             |
| <b>External Audit Management Letters</b>  |                  |
| Bangladesh CO                             | 2019             |
| Guatemala CO                              | 2019             |
| Haiti CO                                  | 2019             |
| Jordan CO                                 | 2019             |
| RB Panama                                 | 2019             |
| Tanzania CO                               | 2019             |
| Uganda CO                                 | 2019             |
| Côte d'Ivoire CO                          | 2020             |
| Kenya CO                                  | 2020             |
| Mali CO                                   | 2020             |
| Philippines CO                            | 2020             |
| RB Bangkok                                | 2020             |
| RB Dakar                                  | 2020             |

Source: External audit dashboard as of 12 April 2022

7. The Joint Inspection Unit (JIU) is the only independent external oversight body of the UN system with a system-wide mandate for evaluations, inspections and investigations. The JIU issues reports, notes and management letters to Executive Heads and governing bodies of UN Organizations for their consideration.
8. Every year the WFP Executive Board issues a document entitled "Reports by the Joint Inspection Unit relevant to the work of WFP", revising the JIU reports published in the previous reporting year and highlighting the recommendations for WFP. Table 12 presents the latest JIU reports including recommendations for WFP that could provide insights for this evaluation.

**Table 12: Joint Inspection Unit Reports**

| Title  | Publication year |
|--|------------------|
| Results-based management in the United Nations development system. Analysis of progress and policy effectiveness.  | 2017             |
| Results-based management in the United Nations development system: high-impact model for results-based management – benchmarking framework, stages of development and outcomes | 2017             |
| Review of donor reporting requirements across the United Nations system  | 2017             |
| Donor-led Assessments of the United Nations System Organizations   | 2017             |
| Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation   | 2018             |
| Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development   | 2018             |
| Review of change management in United Nations system organizations.  | 2019             |



| Title  | Publication year |
|--|------------------|
| Review of the management and administration of the joint united nations programme on HIV/AIDS (UNAIDS) | 2019             |
| Enterprise risk management: approaches and uses in United Nations system organizations                 | 2020             |
| Policies and platforms in support of learning: towards more coherence, coordination and convergence    | 2020             |

Source: Reports by the Joint Inspection Unit relevant to the work of WFP 2018, 2019, 2020, 2021, 2022

9. WFP recurring reporting exercises that may provide useful evidence include the mid-term review of the WFP Strategic Plans, WFP Annual Country Reports, Annual Performance Plans, Management Plans, Risk Registers, CO Country Briefs and Internal, External and Situational Reports, VAM assessment on food security and nutrition, regional studies on social protection and safety nets, regional studies on nutrition.
10. The Annual Performance Reports include data for the Key Performance Indicator on the overall progress in the country strategic plan implementation as well as for indicator on the implementation of the Quadrennial Comprehensive Policy Review (Annex 7). In addition, the APR 2017, 2018, 2019 and 2020 track the progresses of the critical corporate initiatives and the Integrated Road Map is one of these initiatives.
11. Furthermore, this evaluation will be able to draw from external monitoring and evaluation exercises such as National Hunger Strategic Reviews, QCPR monitoring reports, Common Country Analysis and UNDAF/UNCDF evaluations, OCHA Humanitarian Response Plans and related evaluations.

# Annex VI. CSP coverage as of 29 March 2022

|        |  |                             |
|--------|--|-----------------------------|
| Legend |  | Already 2G                  |
|        |  | 2G in June or November 2022 |

| Regional Bureau | Country                          | 1G CSP    | 2G CSP    | Current ICSP | Prior ICSP | Current T-ICSP | Prior T-ICSP      | Current LEO | Prior LEO            | Relevant EB session |
|-----------------|----------------------------------|-----------|-----------|--------------|------------|----------------|-------------------|-------------|----------------------|---------------------|
| RBB             | Afghanistan                      | 2018-2023 |           |              |            |                |                   |             |                      |                     |
| RBC             | Algeria                          |           |           | 2019-2022    |            |                | Jan 2018-Jun 2019 |             |                      |                     |
| RBJ             | Angola                           |           |           | 2020-2022    |            |                | Aug 2019-Dec 2019 |             |                      |                     |
| RBC             | Armenia                          | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |             |                      |                     |
| RBC             | Azerbaijan (LEO)                 |           |           |              |            |                |                   |             | 2020-2021            |                     |
| RBP             | Bahamas                          |           |           |              |            |                |                   |             | Sept 2019 - Dec 2019 |                     |
| RBB             | Bangladesh                       | 2017-2021 | 2022-2026 |              |            |                |                   |             |                      | EB.2/2021           |
| RBD             | Benin                            | 2019-2023 |           |              |            |                | Jan 2018-Jun 2019 |             |                      |                     |
| RBB             | Bhutan                           | 2019-2023 |           |              |            |                | Jan 2018-Dec 2018 |             |                      |                     |
| RBP             | Bolivia (Plurinational State of) | 2018-2022 |           |              |            |                | Jan 2018-Jun 2018 |             |                      | EB.2/2022           |
| RBD             | Burkina Faso                     | 2019-2023 |           |              |            |                | Jan 2018-Dec 2018 |             |                      |                     |
| RBN             | Burundi                          |           |           | 2022-2024    | 2018-2022  |                |                   |             |                      | EB.1/2022           |
| RBB             | Cambodia                         | 2019-2023 |           |              |            |                | Jan 2018-Dec 2018 |             |                      |                     |
| RBD             | Cameroon                         | 2018-2022 | 2022-2026 |              |            |                |                   |             |                      | EB.1/2022           |
| RBP             | M-CSP Caribbean                  | 2022-2026 |           |              | 2020-2022  |                |                   |             |                      | EB.1/2022           |

| Regional Bureau | Country                               | 1G CSP    | 2G CSP    | Current ICSP | Prior ICSP        | Current T-ICSP | Prior T-ICSP      | Current LEO | Prior LEO         | Relevant session | EB |
|-----------------|---------------------------------------|-----------|-----------|--------------|-------------------|----------------|-------------------|-------------|-------------------|------------------|----|
| RBD             | Central African Republic              |           |           | 2018-2022    |                   |                |                   |             |                   |                  |    |
| RBD             | Chad                                  | 2019-2023 |           |              |                   |                |                   |             |                   |                  |    |
| NA              | China                                 | 2017-2022 |           |              |                   |                |                   |             |                   | EB.A/2022        |    |
| RBP             | Colombia                              | 2017-2021 | 2021-2024 |              |                   |                |                   |             |                   | EB.1/2022        |    |
| RBJ             | Comoros                               |           |           |              |                   |                |                   |             | May 2019-May 2020 |                  |    |
| RBJ             | Congo                                 | 2019-2023 |           |              |                   |                |                   |             |                   |                  |    |
| RBD             | Côte d'Ivoire                         | 2019-2025 |           |              |                   |                | Jan 2018-Dec 2018 |             |                   |                  |    |
| RBP             | Cuba                                  | 2021-2024 |           |              | Jan 2020-Jun 2021 |                | Jan 2018-Dec 2019 |             |                   |                  |    |
| RBB             | Democratic People's Republic of Korea |           |           | 2019-2023    |                   |                | Jan 2018-Dec 2018 |             |                   |                  |    |
| RBJ             | Democratic Republic of the Congo      | 2021-2024 |           |              | 2018-2020         |                |                   |             |                   |                  |    |
| RBN             | Djibouti                              | 2020-2024 |           |              |                   |                | Jan 2018-Dec 2019 |             |                   |                  |    |
| RBP             | Dominican Republic                    | 2019-2023 |           |              |                   |                | Jan 2018-Dec 2018 |             |                   |                  |    |
| RBP             | Ecuador                               | 2017-2021 |           |              |                   |                |                   |             |                   | EB.2/2022        |    |
| RBC             | Egypt                                 | 2018-2023 |           |              |                   |                | Jan 2018-Jun 2018 |             |                   |                  |    |
| RBP             | El Salvador                           | 2017-2022 |           |              |                   |                |                   |             |                   | EB.A/2022        |    |
| RBJ             | Eswatini                              | 2020-2025 |           |              |                   |                | Jan 2018-Dec 2019 |             |                   |                  |    |
| RBN             | Ethiopia                              | 2020-2025 |           |              | Jan 2019-Jun 2020 |                |                   |             |                   |                  |    |
| RBD             | Gambia                                | 2019-2022 |           |              |                   |                | Jan 2018-Dec 2018 |             |                   |                  |    |
| RBD             | Ghana                                 | 2019-2023 |           |              |                   |                | Jan 2018-Dec 2018 |             |                   |                  |    |
| RBP             | Guatemala                             | 2018-2021 | 2021-2024 |              |                   |                |                   |             |                   | EB.2/2020        |    |

| Regional Bureau | Country                          | 1G CSP    | 2G CSP    | Current ICSP | Prior ICSP | Current T-ICSP | Prior T-ICSP      | Current LEO | Prior LEO | Relevant EB session      |
|-----------------|----------------------------------|-----------|-----------|--------------|------------|----------------|-------------------|-------------|-----------|--------------------------|
| RBD             | Guinea                           |           |           | 2019-2022    |            |                | Jan 2018-Jun 2019 |             |           |                          |
| RBD             | Guinea-Bissau                    | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |             |           | EB.2/2022                |
| RBP             | Haiti                            | 2019-2023 |           |              |            |                | Jan 2019-Jun 2019 |             |           |                          |
| RBP             | Honduras                         | 2018-2021 |           |              |            |                |                   |             |           | EB.2/2022                |
| RBB             | India                            | 2019-2023 |           |              |            |                | Jan 2018-Dec 2018 |             |           | EB.2/2022                |
| RBB             | Indonesia                        | 2017-2020 | 2021-2025 |              |            |                |                   |             |           | EB.2/2020                |
| RBC             | Iran (Islamic Republic of)       |           |           | 2018-2022    |            |                |                   |             |           | For new ICSP - EB.2/2022 |
| RBC             | Iraq                             | 2020-2024 |           |              |            |                | Jan 2018-Dec 2019 |             |           |                          |
| RBC             | Jordan                           | 2020-2024 |           |              |            |                | Jan 2018-Dec 2019 |             |           | EB.2/2022                |
| RBN             | Kenya                            | 2018-2023 |           |              |            |                |                   |             |           |                          |
| RBB             | Kyrgyzstan                       | 2018-2022 |           |              |            |                |                   |             |           | EB.2/2022                |
| RBB             | Lao People's Democratic Republic | 2017-2021 | 2022-2026 |              |            |                |                   |             |           | EB.2/2021                |
| RBC             | Lebanon                          | 2018-2022 |           |              |            |                |                   |             |           | EB.2/2022                |
| RBJ             | Lesotho                          | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |             |           |                          |
| RBD             | Liberia                          | 2019-2023 |           |              |            |                | Jan 2018-Jun 2019 |             |           |                          |
| RBC             | Libya                            |           |           | 2019-2021    |            |                |                   |             |           |                          |
| RBJ             | Madagascar                       | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |             |           |                          |
| RBJ             | Malawi                           | 2019-2023 |           |              |            |                |                   |             |           |                          |
| RBD             | Mali                             | 2020-2024 |           |              |            |                | Jan 2018-Dec 2019 |             |           |                          |
| RBD             | Mauritania                       | 2019-2023 |           |              |            |                | Jan 2018-Dec 2018 |             |           |                          |

| Regional Bureau | Country                      | 1G CSP    | 2G CSP | Current ICSP | Prior ICSP | Current T-ICSP | Prior T-ICSP      | Current LEO | Prior LEO    | Relevant session | EB        |
|-----------------|------------------------------|-----------|--------|--------------|------------|----------------|-------------------|-------------|--------------|------------------|-----------|
| RBB             | Morocco                      | 2019-2022 |        |              |            |                | Jan 2018-Jun 2019 |             |              |                  |           |
| RBC             | Mozambique                   | 2017-2022 |        |              |            |                |                   |             |              | EB.A/2022        |           |
| RBP             | M-CSP Situation in Venezuela |           |        |              |            | 2020-2022      |                   |             | Mar-Aug 2019 |                  |           |
| RBB             | Myanmar                      | 2018-2022 |        |              |            |                |                   |             |              |                  |           |
| RBJ             | Namibia                      | 2017-2023 |        |              |            |                |                   |             |              |                  |           |
| RBB             | Nepal                        | 2019-2023 |        |              |            |                | Jan 2018-Dec 2018 |             |              |                  |           |
| RBP             | Nicaragua                    | 2019-2023 |        |              |            |                | Jan 2018-Mar 2019 |             |              |                  |           |
| RBD             | Niger                        | 2020-2024 |        |              |            |                | Jan 2019-Dec 2019 |             |              |                  |           |
| RBD             | Nigeria                      | 2019-2022 |        |              |            |                |                   |             |              |                  |           |
| RBB             | M-CSP Pacific Islands        |           |        | 2019-2022    |            |                |                   |             |              |                  | EB.A/2023 |
| RBB             | Pakistan                     | 2018-2022 |        |              |            |                |                   |             |              | EB.2/2022        |           |
| RBC             | Palestine                    | 2018-2022 |        |              |            |                |                   |             |              |                  |           |
| RBB             | Papua New Guinea             |           |        |              |            |                |                   |             | Mar-Aug 2018 |                  |           |
| RBP             | Peru                         | 2018-2022 |        |              |            |                |                   |             |              | EB.2/2022        |           |
| RBB             | Philippines                  | 2018-2023 |        |              |            |                | Jan 2018-Jun 2018 |             |              |                  |           |
| RBN             | Rwanda                       | 2019-2023 |        |              |            |                |                   |             |              |                  |           |
| RBD             | Sao Tome and Principe        | 2019-2024 |        |              |            |                | Jan 2018-Jun 2019 |             |              |                  |           |
| RBD             | Senegal                      | 2019-2023 |        |              |            |                | Jan 2018-Dec 2018 |             |              |                  |           |
| RBD             | Sierra Leone                 | 2020-2024 |        |              |            |                | Jan 2018-Dec 2019 |             |              |                  |           |
| RBN             | Somalia                      | 2022-2025 |        |              | 2019-2021  |                |                   |             |              |                  |           |
| RBN             | South Sudan                  |           |        | 2019-2022    |            |                |                   |             |              |                  | EB.2/2022 |
| RBB             | Sri Lanka                    | 2018-2022 |        |              |            |                |                   |             |              | EB.2/2022        |           |
| RBN             | Sudan                        | 2019-2023 |        |              | 2017-2018  |                |                   |             |              |                  |           |

| Regional Bureau | Country                     | 1G CSP    | 2G CSP    | Current ICSP | Prior ICSP | Current T-ICSP | Prior T-ICSP      | Current LEO         | Prior LEO    | Relevant EB session      |
|-----------------|-----------------------------|-----------|-----------|--------------|------------|----------------|-------------------|---------------------|--------------|--------------------------|
| RBC             | Syrian Arab Republic        |           |           | 2022-2023    | 2019-2021  |                | Jan 2018-Dec 2018 |                     |              |                          |
| RBB             | Tajikistan                  | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |                     |              | EB.2/2022                |
| RBB             | Timor-Leste                 | 2018-2022 |           |              |            |                |                   |                     |              | EB.2/2022                |
| RBD             | Togo                        |           |           | 2021         |            |                | Jan 2018-Jun 2019 |                     | Jul-Dec 2020 | EB.A/2022                |
| RBC             | Tunisia                     | 2018-2021 | 2022-2025 |              |            |                |                   |                     |              | EB.2/2021                |
| RBC             | Turkey                      |           |           | 2020-2022    |            |                | Jan 2018-Dec 2019 |                     |              | EB.2/2022                |
| RBN             | Uganda                      | 2018-2025 |           |              |            |                |                   |                     |              |                          |
| RBC             | Ukraine                     |           |           |              |            |                |                   | Feb 2022 - Jun 2022 |              |                          |
| RBJ             | United Republic of Tanzania | 2017-2022 |           |              |            |                |                   |                     |              | EB.A/2022                |
| RBC             | Yemen                       |           |           | 2019-2022    |            |                |                   |                     |              | For new ICSP - EB.2/2022 |
| RBJ             | Zambia                      | 2019-2024 |           |              |            |                | Jan 2018-Jun 2019 |                     |              |                          |
| RBJ             | Zimbabwe                    | 2017-2022 |           |              |            |                |                   |                     |              | EB.A/2022                |

# Annex VII: WFP Key Performance Indicators

12. A set of management performance indicators are available to measure progress in some of the dimensions of the CSP Policy, although their number and type has changes over time, thus challenging consistency in the analysis of trends.
13. The Corporate results framework of WFP Strategic Plan (2017–2021) did not include management results per se, as management functional areas in HQ, RB and COs were considered to be in support of WFP programme implementation. However, the results framework did include 3 key indicators (KPIs) that were meant to track performance, as shown in the table below.

| Key Performance Indicator   | Description   | Components   |
|---|---|--|
| <b>KPI 1: Overall progress in country strategic plan implementation</b> | Measures how funding and operational constraints influence WFP's implementation, and the performance of the activities and strategic outcomes that are implemented during the period being measured                     | Percentage of outcomes with implementation   |
|   |   | Percentage of outcomes for which values were achieved or on track  |
|   |   | Percentage of outputs with implementation  |
|   |   | Percentage of outputs for which values were achieved or on track   |
| <b>KPI 2: Effective emergency preparedness and response</b>             | Measures WFP's performance against emergency preparedness and response standards. This includes preparedness at the country and corporate levels, as well as implementation of corporate responses to acute emergencies | Percentage of country offices that update or implement at least 80 percent of minimum preparedness actions |
|   |   | Number of training events in emergency response according to FASTER standard                               |
|   |   | Timeliness of the Immediate Response Preparedness facility   |
|   |   | Timeliness of the operational task force   |
|   |   | Timeliness of the elaboration of concept of operations by the country office                               |
| <b>KPI 3: Overall achievement of management performance standards</b>   | Measures country office performance in each functional area in supporting the implementation of country strategic plans. Aggregation of functional areas permits a corporate analysis of management processes.          | Management: Gender representation  |
|   |   | Management: Number of outstanding audit recommendations  |
|   |   | Programme: Percentage of outputs achieved within partnerships  |
|   |   | Programme: Percentage of implemented evaluation recommendations  |

| Key Performance Indicator | Description | Components   |
|---------------------------|-------------|--|
|                           |             | Supply chain: Percentage of post-delivery losses   |
|                           |             | Supply chain: Percentage of tonnage uplifted by the agreed date  |
|                           |             | Budget and programming: Percentage of all CSP expenditure against implementation plan                                  |
|                           |             | Human resources: Performance and competency enhancement (PACE) compliance rate   |
|                           |             | Human resources: Percentage of staff who have completed all mandatory training   |
|                           |             | Administration: Percentage of internal controls in place and implemented in administration                             |
|                           |             | Administration: Percentage of WFP fixed assets physically counted and verified   |
|                           |             | Finance: Percentage of enhanced risk items in the financial dashboard  |
|                           |             | Information technology: Percentage of compliance with information technology security standards                        |
|                           |             | Security: Percentage of compliance with Field Security Accountability Framework standards                              |
|                           |             | Resource mobilization, communication and reporting: Percentage of needs-based plan funded in country office operations |

Source: WFP Revised Corporate Results Framework (2017–2021)

14. The corporate results framework of the new Strategic Plan (2022-2025) introduced 7 management results which capture the capabilities that support WFP in implementing the strategic plan. Each management result is broken down into a limited number of outputs to which KPIs have been assigned as shown in the table below.

| Result   | Indicator  |
|--|--|
| <b>Management result 1: Effectiveness in emergencies</b> |  |
| 1. Emergency and surge capacity                          | Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments s) |



| Result   | Indicator   |
|--|---|
|  | Number of days Emergency Operations Division staff deployed in response to emergencies  |
| 2. Ensure timely (pre-emptive) “no regrets” emergency response                                       | Percentage of surge support requests coordinated and supported in corporate scale up  |
| 3. Enhanced emergency processes: (Includes revised emergency protocols and IRM emergency mechanisms) | Percentage of corporate alert system countries having benefited from advance financing (IRA, IRR, IR-PREP)  |
|  | Number of corporate alert system reports issued   |
| <b>Management result 2: People management</b>  |   |
| 1. Nimble and flexible people management practices delivered   | Percentage of the workforce employed on short-term contracts  |
| 2. Performing and improving workforce promoted and safeguarded                                       | Percentage of employees completing mandatory training on both protection from sexual exploitation and abuse (PSEA) and preventing and responding to abusive conduct at WFP (harassment, sexual harassment, abuse of authority and discrimination) |
|  | Percentage of offices that have an action plan in place to align their people management practices with WFP’s people policy and its enabling initiatives  |
|  | Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA WeLearn Course for Focal Points on prevention and response to SEA  |
|  | Percentage of offices which have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees   |
|  | Percentage of country offices which have implemented corporate SEA prevention and outreach tools aimed at employees, cooperating partners, and front-line workers   |
|  | Performance and competency enhancement (PACE) compliance rate   |
| 3. Diversity of the workforce increased  | Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) indicators met or exceeded (QCPR) (common with UNICEF)   |
|  | Percentage of women among international professional and national staff (QCPR) (common with UNICEF, UNFPA)  |
|  | WFP meets or exceeds UNDIS entity accountability framework standards concerning employment (QCPR)   |
| 4. Caring and supportive work environment is provided  | Percentage of compliance with the WFP security management policy and framework of accountability  |

| Result   | Indicator  |
|--|--|
| <b>Management result 3: Engage in effective partnerships</b>   |  |
| 1. Enhanced collective action is aimed at the achievement of the SDGs  | Percentage of CSP development outlines that are aligned with UNSDCF  |
|  | Number of WFP programmes undertaken in collaboration with a United Nations partner agency, fund or programme   |
|  | Number and dollar value of national government/international financial institution (IFI)/WFP agreements signed   |
|  | Number of beneficiaries reached through private sector partnerships  |
| 2. Country-level partnerships are aimed at reaching the most vulnerable  | Percentage of outputs achieved within partnerships   |
|  | Percentage of WFP funding to cooperating partners, awarded as directly as possible to local and national responders  |
|  | Number of WFP country offices adopting the United Nations Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners   |
| 3. South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17 | Number of partners mobilized in the provider country to support WFP-facilitated South-South and triangular cooperation, disaggregated by type  |
| <b>Management result 4: Effective funding for zero hunger</b>  |  |
| 1. Maintain positioning of WFP and a strong funding base for the organization  | Percentage of contributions received vs WFP programme of work  |
|  | Percentage growth of WFP programme of work vs percentage growth funding level  |
|  | Score in the International Aid Transparency Initiative aid transparency index (QCPR) (common with UNICEF)  |
|  | Total (USD) funds received during the year   |
|  | Percentage of funds from top five donors   |
|  | Percentage of total funds received from: <ul style="list-style-type: none"> <li>• Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) governments</li> <li>• Non-OECD-DAC governments</li> <li>• International financial institution sources</li> <li>• Private Sector (common with UNICEF)</li> <li>• United Nations partnerships and joint programmes (funding compact)</li> <li>• Innovative financing arrangements</li> <li>• Others</li> </ul> |
|  | Percentage of CSP expenditures versus implementation plan  |

| Result   | Indicator  |
|--|--|
| 2. Effective and efficient planning and allocation of resources to organizational priorities of strategic importance | Dollar value and percentage of flexible funding sourced - Percentage fully flexible and softly earmarked                                       |
|  | Dollar value and percentage of funds made available on a multi-year basis  |
|  | Dollar value and percentage of funds received during quarter 1   |
|  | Dollar value and percentage of funds made available for advance financing mechanisms   |
|  | Dollar value and percentage of resources available by earmarking level: CSP, strategic outcome and activity level                              |
| 3. Effective leveraging of WFP's programmatic offerings for development-related activities                           | Percentage of resources for development-related activities channelled through inter-agency pooled funds (funding compact) (common with UNICEF) |
|  | Share of voluntary funding for development-related activities (funding compact)  |
| <b>Management result 5: Evidence and learning</b>  |  |
| 1. Overall progress in CSP results achievement   | Percentage of outcome indicators achieved or on track  |
|  | Percentage of output indicators achieved or on track   |
| 2. Utilization of audit and evaluation recommendations   | Number of outstanding audit recommendations  |
|  | Percentage of implemented evaluation recommendations (disaggregated by evaluation type)  |
|  | Percentage of WFP draft policies and draft CSPs which refer explicitly to evaluation evidence  |
|  | Number of joint and system-wide evaluations in which WFP engaged in reporting year (QCPR) (common with UNICEF)                                 |
| 3. More systematic knowledge-sharing in support of evidence-based decision making                                    | Number of engagements with WFP's network of knowledge management practitioners in headquarters, regional bureaux, country offices              |
|  | Percentage increase in knowledge-sharing to support decision making  |
|  | Management access to evaluations as per the coverage norms established in the draft evaluation policy by evaluation type*                      |
|  | Evaluation products accessed   |
|  | Percentage of country offices reporting at least 80 percent of beneficiary-related indicators, disaggregated by sex**                          |

| Result   | Indicator  |
|--|--|
| <b>Management result 6: Leverage technology</b>  |  |
| 1. More and better data for strategic and operational decision making                                | Percentage of compliance with IT security standards  |
|  | Number of data standards being implemented from the United Nations Financial Data Cube (QCPR) (common with UNICEF) |
|  | Number of countries where WFP uses/contributes to UN INFO (QCPR)   |
| 2. Improved technology solutions in support of beneficiary management                                | Percentage of WFP cash transfers supported digitally   |
|  | Percentage of cash-based transfers by value (USD) supported by trusted digital systems                             |
| <b>Management result 7: Leverage innovation</b>  |  |
| 1. Expanded profile as a trusted provider of operational technology solutions, innovation and advice | Number of external innovation programmes run (including repeat requests)   |
|  | Value of acceleration programmes signed with external customers  |
| 2. WFP's programmes are enhanced through innovation  | Number of innovation projects funded (in early stage and scaling phase)  |
|  | Number of beneficiaries reached via innovations  |
| 3. WFP's operations and management are enhanced through innovation                                   | Number of new efficiency projects launched (last year)   |
|  | WFP efficiency gains (measured on a yearly basis)  |

Source: WFP Corporate Results Framework 2022-2025

15. At this stage, one key indicator that is worth highlighting, among possible others, is the one related to overall progress on CSP implementation that was included as KP1 In the previous Strategic Plan and as KPI 5.1 in the current Strategic Plan. A preliminary assessment shows that although the title of the indicator has remained the same across the entire period covered by the evaluation, its method of computation has been revised in 2020.
16. The indicator is meant to describe how availability of resources, donors' funds prioritization and other operational constraints affect the level of implementation of the CSP, and it is intended to measure the effectiveness of the interventions. In 2018 and 2019 the indicator was measured combining 1) the proportion of outcome and output indicators for which corresponding activities have been implemented (i.e., output and outcome indicators for which there have been expenditures during the reporting period and for which the responsible office has planned and monitored activities) and 2) the proportion of the outcome and output indicators for which the corresponding indicator targets have been achieved. The calculation was revised in 2020 as part of the KPI review exercise. According to the 2020 revision, both outputs and outcomes are considered as being implemented if the approved CSP logical framework has some expenditure recorded during the reporting and if there are also some planned resources assigned to that output or outcome at any given point in the reporting year.
17. As mentioned, any change in the method of computation of the indicator challenges the possibility of a meaningful trend analysis. However, one way of managing this limitation could be to assume the target achievement rate of CSPs outputs and outcomes as a simple but consistent measure to illustrate and analyse trends in this area.

18. WFP also tracks Indicators on the implementation of the Quadrennial Comprehensive Policy Review that may be relevant for the scope of this evaluation. Table 14 presents the composition of the indicator up to 2020, providing information on alignment with SDG agenda and national priorities, harmonization with UNDAF/UNSDCF cycle as well as multi-year funding. It is important to note that indicators are not consistent over time and are measured based on a CO's responses to WFP global annual questionnaire on the implementation of the Quadrennial Comprehensive Policy Review. The forthcoming APR 2021 should include revised indicators based on the 2020 QCPR and related 2021 values.

| <b>Percentage of Quadrennial Comprehensive Policy Review (QCPR) indicators for which WFP reports achieved targets</b>  |
|--|
| 1. Percentage of country offices reporting that their country strategic plan (CSP), interim CSP or country programme/project document identifies specific actions on how WFP will contribute to technical and capacity development (including policy) support as called for in the 2030 Agenda |
| 2. Percentage of country offices reporting that their country strategic plan (CSP), interim CSP or country programme/project document is aligned with the national planning and budgeting cycles, and the UNDAF cycle  |

19. During the inception phase the evaluation team will have to examine in detail the validity and relevance of existing performance indicators for the purposes of this evaluation, as well as the actual availability of data for each of them.

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# Annex VIX. Acronyms and abbreviations

|      |   |
|------|---|
| 1G   | 1 <sup>st</sup> generation CSP                  |
| 2G   | 2 <sup>nd</sup> generation CSP                  |
| CO   | Country Office                                  |
| CPP  | Corporate Planning and Performance              |
| CRF  | Corporate Results Framework                     |
| CSP  | Country Strategic Plan                          |
| CSPE | Country Strategic Plan Evaluation               |
| DEV  | Development programme                           |
| DoE  | Director of Evaluation                          |
| EB   | Executive Board                                 |
| ED   | Executive Director                              |
| EM   | Evaluation Manager                              |
| EMOP | Emergency operation                             |
| EQAS | Evaluation Quality Assurance System             |
| ER   | Evaluation Report                               |
| FAO  | Food and Agriculture Organization               |
| FFR  | Financial Framework Review                      |
| GEN  | Gender Office                                   |
| GEWE | Gender Equality and Women's Empowerment         |
| HQ   | Headquarters                                    |
| ICSP | Interim Country Strategic Plan                  |
| IFAD | International Fund for Agricultural Development |
| IR   | Inception Report                                |
| IRG  | Internal Reference Group                        |
| IRM  | Integrated Road Map                             |



|        |  |
|--------|--|
| LEO    | Limited Emergency Operation                                  |
| MoU    | Memorandum of Understanding                                  |
| MR     | Management Response  |
| NBP    | Needs Based Plans  |
| NZHSR  | National Zero Hunger Strategic Review                        |
| OEV    | Office of Evaluation   |
| OMS    | Operations Management Support                                |
| PD     | Programme and Policy Development Department                  |
| PRO    | Programme Humanitarian and Development Division              |
| PRRO   | Protracted relief and recovery operation                     |
| QCPR   | Quadrennial Comprehensive Policy Review                      |
| RA     | Research Analyst   |
| RB     | Regional Bureau  |
| RBA    | Rome-based Agency  |
| SDG    | Sustainable Development Goal                                 |
| SER    | Summary Evaluation Report                                    |
| SO     | Special Operation  |
| T-ICSP | Transitional Interim Country Strategic Plan                  |
| TL     | Team Leader  |
| ToR    | Terms of Reference   |
| UNDAF  | United Nations Development Assistance Framework              |
| UNEG   | United Nations Evaluation Group                              |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| USD    | United States Dollar   |
| WHS    | World Humanitarian Summit                                    |