WFP EVALUATION

Evaluation of India WFP Country Strategic Plan 2019-2023

Centralized evaluation report - Volume II Annexes

Office of Evaluation
OEV/2022/018

October 2022

WFP
World Food Programme
SAVING LIVES
CHANGING LIVES

Acknowledgements

The Evaluation Team is grateful for all the assistance provided by Anne-Claire Luzot, Deputy Director of Evaluation; Julie Thoulouzan, Senior Evaluation Officer; Aurélie Larmoyer, Senior Evaluation Officer; Federica Zelada, Evaluation Manager, and Natalia Melendez Fuentes, Research Analyst of the WFP Office of Evaluation; as well as Bishow Parajuli, Country Director of WFP India; Eric Kenefick, Deputy Director of WFP India; Abhay Kumar, Head of Evidence and Results Unit as well as their many colleagues at WFP headquarters, in the regional bureau, country office, and sub-office. The WFP staff provided invaluable support to the Evaluation Team with planning, logistics and access to relevant information.

We also acknowledge with thanks the contribution of the participants from government, multilateral, bilateral, and non-governmental organizations who generously gave their time and advice during the evaluation process. The Evaluation Team also wishes to thank the indirect beneficiaries who participated in the focus group and shared their experiences.

Disclaimer

The opinions expressed are those of the Evaluation Team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory, or sea area, or concerning the delimitation of frontiers.

Photo credits

Cover photo: WFP/Parvinder Singh

Key personnel for the evaluation

OFFICE OF EVALUATION

Anne-Claire Luzot	Deputy Director of Evaluation
Julie Thoulouzan	Senior Evaluation Officer
Aurélie Larmoyer	Senior Evaluation Officer
Federica Zelada	Evaluation Manager
Natalia Meléndez Fuentes	Research Analyst

EXTERNAL EVALUATION TEAM

A. K. Shiva Kumar	Team Leader
Pradeep Keshava	Evaluator
Chaman Pincha	Evaluator
Shingha Bahadur Khadka	Evaluator
Cornelia Aton	Research Analyst
Clémence Bouchat	Research Analyst
Michael Reynolds	Quality Assurance
Nicola Giordano	Quality Assurance
Federico Ercolano	Project Manager

List of Annexes

Annex I: Summary Terms of Reference 1
Annex II: Evaluation timeline 3
Annex III: Case Study 1–WFP transformative capacity strengthening of the Government of India Department of Food and Public Distribution in the Ministry of Consumer Affairs, Food and Public Distribution of the Government of India 5
Annex IV: Case Study 2–Support to the production of Take-Home Rations 10
Annex V: Case Study 3–Transformation of Nutritional Food Basket through the Odisha Millets Mission 13
Annex VI: Case Study 4–National evaluation capacity development through WFP Strategic and Technical Collaboration with the Development Monitoring and Evaluation Office, NITI Aayog 16
Annex VII: Overview of GEEW in the CSP 19
Annex VIII: Methodology 20
Annex IX: Data collection tools 31
Annex X: List of Participants in interviews and the focus group discussion 47
Annex XI: Reconstructed Theory of Change 52
Annex XII: Corporate Indicator Performance Overview 56
Annex XIII: Fieldwork mission agenda 58
Annex XIV: Evaluation Matrix 65
Annex XV: WFP alignment and engagement with UNSDF Results Groups 85
Annex XVI: Knowledge products generated by the Evidence and Results Unit 88
Annex XVII: Findings, conclusions and recommendations mapping 90
Annex XVIII: Findings on WFP indicators to measure outputs and outcomes 94
Annex XIX: Bibliography 96
Annex XX: List of Acronyms 103

Annex I: Summary Terms of Reference

Evaluation of India
WFP Country Strategic Plan 2019-2022

Summary Terms of Reference

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

Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for India (2019-2022) centers around three Strategic Outcomes focusing on technical assistance and capacity strengthening, with no provision of food or cash transfer. Under the CSP, WFP India aims to enhance the efficiency and effectiveness of the national three food-based safety nets programmes through capacity and systems strengthening of the government, national non-governmental organizations (NGOs) and civil society organizations (CSOs) in supply chain optimization, support to smallholders, food fortification and technology, food security and analysis, social behaviors change communications, women's empowerment and gender transformative approaches, and, in all phases of disaster preparedness, response and climate change adaptation.

The overall budget of the India CSP approved by the Executive Board in November 2018 was USD 20.02 million. As of April 2021, total funding amounted to US$11.42, which corresponds to 57% of the overall needs. The bulk of resources have been allocated under SO2 (31%), followed by SO1 (26%) and SO3 (20%), all addressing the root causes focus area. No budget revisions have taken place to date.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also analyze the WFP partnership strategy, and focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and present an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2022.

Key evaluation questions

The evaluation will address four key questions:

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

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs, in particular in response to the COVID-19 pandemic; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

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

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

considerations) and wider equity and inclusion issues. It will also assess the extent to which the achievements of the CSP are likely to be sustainable.

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

The evaluation will assess whether outputs were delivered within the intended timeframe; the extent to which the provision of technical assistance was appropriately aimed at enhancing the coverage and targeting of the interventions of the Government of India; the cost-efficient provision of technical assistance; and whether alternative, more cost-effective measures were considered.

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

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaborations; greater flexibility in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in November 2018.

The evaluation covers all WFP activities (including cross-cutting results and wider equity and inclusion issues) for the period January 2019-September 2021. For the country capacity strengthening activities that have been initiated during the previous CSP (2015–2018) and continue in the current CSP, the evaluation will also assess their respective achievements.

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

In light of recent developments related to the COVID-19 pandemic, the inception phase will be conducted remotely. During the data collection phase, in case of international travel restrictions, national evaluation team members not affected by travel restrictions will conduct the in-country fieldwork. Should the contextual and security situation allow it, a final learning workshop will be held in New Delhi.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the India CSPE (including government capacity strengthening, social protection and supply chain, nutrition, support to smallholder farmers, climate change adaptation, disaster risk management and mitigation, gender equality and inclusion, and South-South and triangular cooperation).

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Federica Zelada, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer in the WFP Office of Evaluation. The Deputy Director of Evaluation will approve the final versions of all evaluation products.

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

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

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau in Bangkok and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in December 2021 to inform the new CSP design process. A country stakeholder workshop will be held in March 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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

Timing and key milestones

Inception Phase: July – September 2021
Data collection: November 2021
Debriefing: December 2021
Reports: January 2021 – June 2022
Executive Board: November 2022

Annex II: Evaluation timeline

Phase 1: Preparation		Who	Dates
	Proposal Deadline based on the Draft ToR	LTA	21 May 2021
	Final revised ToR sent to WFP Stakeholders	EM	17 June 2021
	LTA Proposal Review	EM	21 May–18 June 2021
	Contracting ET/firm	EM	28 June 2021
Phase 2: Inception			
	Team preparation, literature review	Team	2–6 August 2021
	Remote Inception Briefing with OEV	EM & Team	10–13 August 2021
	Inception Briefings with Country Office	EM + TL	16–20 August 2021
	Inception Briefings with the Government of India	TL	23–25 August 2021
	Inception ToC workshop	EM + Team + CO	7 September 2021
	Submit draft Inception Report (IR)	TL	23 September 2021
	OEV quality assurance and feedback	EM & QA2	24 September–1 October 2021
	TL addresses comments and submits revised IR	TL	2–11 October 2021
	OEV quality assurance and feedback	EM & QA2	12–13 October 2021
	TL reviews IR and addresses OEV comments	TL	14–15 October 2021
	DDoE quality assurance and feedback	DDoE	18–19 October 2021
	TL reviews IR and addresses DDoE comments	TL	20–21 October 2021
	OEV reviews and sends IR to DDoE for clearance	EM, QA2, DoE	22 October 2021
	Draft IR is shared with the CO for review and comments	EM, CO	25 October–2 November 2021
	TL addresses CO comments and submits revised IR for clearance	TL	3–7 November 2021
	Review and provide clearance to IR	QA2	8 November 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	9 November 2021
Phase 3: Data collection, including fieldwork			
	In country / Remote Data Collection	Team	15 November–17 December 2021
	Exit Debrief (ppt)	TL	8 Dec 2021
	Preliminary Findings Debrief	Team	21 Dec 2021
Phase 4: Reporting			
Draft 0	Submit high-quality draft ER to OEV (after the company's quality check) (D0)	TL	2 February 2022
	OEV quality feedback sent to TL	EM/QA2	11 February 2022
Draft 1	Submit revised draft ER to OEV (D1)	TL	28 February
	ER QA1 review	EM	1–2 March
	ER QA2 review	QA2	3–4 March
	Submit revised draft ER to OEV	TL	11 March
	EM review and checks that all comments have been addressed prior to DDoE submission	EM/RA	14 March
	DDoE review window of Draft 1	DDoE	15–21 March
	ET revises report based on DDoE comments	TL	22–28 March

	EM review and checks that all comments have been addressed prior to submission to IRG	EM/RA	29 March
	OEV shares draft ER with IRG	EM	30 March
	IRG reviews/comments on draft ER	IRG	30 March–13 April
	Consolidate WFP comments and share with Team	EM	13 April
Draft 2	Submit revised draft ER to OEV based on WFP comments, with team responses on the matrix of comments (D2)	ET	21 June
	EM review and checks that all comments on D2 have been addressed prior to DDoE submission	EM / QA2	27 June–4 July
Draft 3	Submit final draft ER to OEV (D3)	TL	6 July
	Review D3	EM	7–10 July
	DDoE review window of Draft 3	DDoE	10–14 July
	ET revises report based on DDoE comments and resubmits	ET	15 July
	DDoE approves final ER	DDoE	10 August
SER	Draft Summary Evaluation Report	EM	8 July 2022
	SER QA2 review	QA2	22 July 2022
	Seek DDoE clearance to send SER	DDoE	29 July 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	29 July 2022
	Phase 5: Executive Board (EB) and follow-up		
	Submit SER/ recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	19 August 2022
	Tail-end actions, OEV website postings etc.	EM	27 August 2022
	Presentation and discussion of SER at EB Round Table	DDoE & EM	October 2022
	Presentation of Summary Evaluation Report to the Executive Board	DDoE	November 2022
	Presentation of management response to the Executive Board	RD RBB	November 2022

Note: Country Office (CO), Director of Evaluation (DoE), Deputy Director of Evaluation (DDoE), Long-term agreements (LTA), Evaluation manager (EM), 2nd level quality assurance (QA2), Research analyst (RA), Regional Director (RD), Team leader (TL), Evaluation team (ET) Evaluation Report (ER), and Summary Evaluation Report (SER).

Annex III: Case Study 1–WFP transformative capacity strengthening of the Government of India Department of Food and Public Distribution in the Ministry of Consumer Affairs, Food and Public Distribution of the Government of India

Background and Context

1. The Department of Food and Public Distribution within the Ministry of Consumer Affairs, Food and Public Distribution is the nodal department for the implementation of the Targeted Public Distribution System (TPDS) under the National Food Security Act (NFSA) of 2013.[1] The primary function of the DFPD is to ensure food security to vulnerable populations through timely and efficient procurement and distribution of subsidized food through: (i) procurement of grain from farmers, grain storage and processing if required; (ii) maintenance of food stocks; (iii) movement and delivery of food to state agencies for delivery to beneficiaries; and (iv) monitoring of production, stock levels and food grain prices. The TPDS provides highly subsidized food grains to more than 800 million beneficiaries through more than 500,000 Fair Price Shops (FPS).[2]

2. The Department of Food and Public Distribution has successfully addressed several challenges since it began implementing the TPDS to provide beneficiaries with their entitlement of food grains as mandated by the NFSA. The substantial challenges in the initial years due to operations being done manually, without fully developed monitoring and control systems were overcome by ensuring: (i) the identification of eligible beneficiaries; (ii) timely food delivery to vulnerable populations; (iii) quality assurance of the distributed subsidized food; (v) establishment of M&E systems; (vi) operational transparency and accountability to improve efficiency; and (vii) development of an effective grievance redressal system.

3. In April 2012, WFP signed a Memorandum of Understanding[3] (MoU) with the Department of Food and Public Distribution to provide technical support for the efficient implementation of TPDS. Since then, WFP has been providing technical support to national and state governments through capacity strengthening. This technical support included acting as a knowledge partner in piloting interventions, supporting implementation of best practices, conducting analytical studies, proposing innovative technological solutions, and supporting skills development of staff. WFP support and reforms taken up by the Department of Food and Public Distribution are relevant and aligned with the objectives and priorities of the Government of India and state governments. This includes Government of India commitments to SDG 2 to end all forms of hunger and malnutrition by 2020 as well as the legal entitlements assured under

[1] Government of India. 2013. National Food Security Act
[2] Government of India. 2013. National Food Security Act.
[3] WFP India and Government of India. 2012. Memorandum of Understanding, unpublished.

the National Food Security Act 2013 whereby the Government must provide subsidized food to 75 percent of the rural population and 50 percent of the urban population.

4. Documents made available by the Country Office suggest that the support provided by WFP, particularly in digitization and data analytics, has helped in streamlining and strengthening the supply chain activities and identification of beneficiaries.

Effectiveness

5. WFP India has participated in the reform process since 2012 by providing capacity-strengthening support to the Department of Food and Public Distribution. This included demonstrating the viability of pilot interventions for food security-related issues that were adopted by the Government upon successful implementation. Examples of such interventions include the development of a food commodity price monitoring dashboard, TPDS data analytics, and the evaluation of TPDS operations at district level.[4] Other key support areas that enhanced the operational efficiency of the Department of Food and Public Distribution and the effectiveness of food-security programmes are: (i) providing policy inputs, advocacy, technical assistance and direct support to the central project management unit in the Department of Food and Public Distribution; (ii) integrating improved socioeconomic demographic profiling, reducing inclusion/exclusion errors, and converging food-based programmes under NFSA; (iii) raising awareness among vulnerable people, especially migrants, of their entitlements through 'One Nation One Ration Card' (ONORC); (iv) improving supply chain management of grains and the exchange of warehouse storage through data analytics and optimization of movement plans; (v) facilitating improvements in national safety nets through both quality and control standards; and (vi) providing technological and innovative solutions like the introduction of food grain automated teller machines and mobile storage units.

6. WFP can play an important role in ongoing and future reforms to strengthen food security systems in India. During the key informant interviews, Department of Food and Public Distribution officials acknowledged that WFP interventions have improved the operational efficiency and effectiveness of the food security programmes.

7. WFP India conducted a baseline evaluation in 2014 and an endline evaluation in 2019 to assess the impact of TPDS reforms in Odisha.[5] These evaluations focused on supply-chain management, beneficiary identification, beneficiary satisfaction, reduction of inclusion and exclusion errors, receipt of services through FPS and system accountability and transparency. The evaluations showed significant improvements along several parameters:

- Increased food safety net coverage, with the ownership of ration cards increasing from 59 percent in 2014 to 66 percent in 2019
- Increased beneficiary satisfaction level to 97 percent
- Improved retail services with almost 98 percent of the surveyed FPS having a functional electronic Point of Sale (e-PoS) device installed and 93 percent of FPS owners expressing satisfaction with its usefulness
- Increased awareness among beneficiary households on eligibility criteria for TPDS (from 17 percent in 2014 to 69 percent in 2019)
- Increased awareness on grievance redressal and community oversight on FPS.

8. According to the Ministry of Consumer Affairs, Food and Public Distribution publication "Four Years of Sustainable Development Towards Food Security and Consumer Empowerment", introduction of reforms in DEPARTMENT OF FOOD AND PUBLIC DISTRIBUTION has significantly improved the operational effectiveness of the TPDS (see table 1 below) resulting in greater transparency, better M&E, improved accountability, new user-friendly systems, reduced leakages, and enhanced beneficiary access to food.

Table 1: Progress made in NFSA implementation: 2014–2021

Progress Indicator	May 2014	2018	Dec. 2021 (Coverage)

[4] NFSA Dashboard
[5] WFP India. 2019. Endline Evaluation of Reforms in the Targeted Public Distribution system in Bhubaneshwar, Odisha

Number of states/union territories in which NFSA is implemented	11	36	36 (All states & union territories)
Number of automated Fair Price Shops	5,835	310,593	488,832 out of 543,732
Number of Ration Cards	NA	NA	237.3 million ration cards
Beneficiaries	NA	NA	790.3 million beneficiaries
Women heads of household	NA	NA	168.1 million women heads of household
Digitization of ration cards	75%	100%	100%
Ration Card linked with Adhar Card and associated beneficiaries	6% (ration cards); 3% Beneficiaries	83%	92% of ration cards; 89% of beneficiaries
Installation electronic point of sale(e-PoS) devices at FPSs	4,350		490,000 (92% of total FPSs)
Portability facility under One Nation One Ration Card	Not in Existence	Not in Existence	32 states and union territories
Deletion of ineligible /bogus ration cards (w.e.f. 2013)	68 million	NA	43.9 million
Supply chain management of food grain	3 states and union territories	NA	31 states and union territories
Central Dashboard https://nfsa.gov.in/ https://impds.nic.in/portal# https://annavitran.nic.in/welcome	Not in Existence	NA	3 portals: NFSA, Integrated Management of Public Distribution System and Annavitran (Distribution of Food Grains) through ePoS devices are now functional and cover PDS operations
Integrated Management of Public Distribution System	Not in Existence		21 states covered
NFSA Portal	Not in Existence		34 states and union territories 728 out of 740 districts covered (December 2021)
Biometrically authenticated transactions at FPS	Not in Existence		70% of transactions
Online allocation of food grains started	9 states and union territories	30 states and union territories	34 states and union territories
Supply Chain computerized	4 states and union territories	states and union territories	31 states and union territories
Toll free numbers/ Grievance redressal system implemented	25 states and union territories	36 states and union territories	36 states and union territories
Direct Benefit Transfer in PDS launched	NA	3 union territories	248,505 households 936,572 beneficiaries in 3 union territories;

			INR 164 million cash transferred

Source: NFSA/IMPDS Dashboard[6]; WFP Report[7] ; Annual Report 2020–21 Dept. of Food and Public Distribution GOI [8]

Efficiency

9. WFP India has shown that it is possible, with limited resources, to bring significant improvements to the operational efficiency of the TPDS at the national level through strategic investments that can be scaled up or institutionalized as part of systems strengthening. WFP technical value added was evident through cost-effective interventions including pilot interventions, such as savings in transportation costs using advanced analytics and operations research techniques; filling immediate skill and capacity gaps among government partners with the secondment of WFP staff; partnering with NGOs and CSOs to reach vulnerable beneficiaries using their grassroots network; and providing support through in-house resources.

10. Moreover, government stakeholders interviewed in the Government of India and Government of Odisha acknowledged and appreciated the WFP ability to respond to their requests for support in a timely manner. None of them raised any concern about delays in completion of deliverables.

Sustainability

11. The sustainability of WFP interventions is likely to be assured, given their contribution to wider strengthening of systems that rely on governmental mechanisms. The ownership of TPDS reforms and the implementation of best practices remains fully with the governments. The implementation was led by the Government and all support provided by WFP was procured in consultation or upon request from the Department of Food and Public Distribution or state governments. However, there are also sustainability risks such as possible changes in priorities due to changes in government, or the lack of availability of competent staff at different levels of public administration.

Conclusions

12. WFP, as a trusted partner of the Department of Food and Public Distribution, has contributed significantly to Government of India efforts at strengthening the TPDS. Various reforms undertaken by Department of Food and Public Distribution helped to improve its operational efficiency and meet its food security objectives.

13. Factors contributing to WFP achievements include (i) the strong relationship with governments, such as in Odisha; (ii) the deputation of WFP staff in government offices which helped ensure close interaction with the Government and build trust; (iii) the pilot approach to address issues that facilitated government willingness to implement scale-ups; (iv) technical and funding partnerships; and (v) the use of technology and innovation in tackling food supply-related issues faced by the Government of India and implementing agencies.

14. The WFP contribution to strengthening technical capacities could have been enhanced through more pro-active and comprehensive advocacy at national and state levels to advance the SDG 2 agenda. Better outcomes would also require stronger advocacy to ensure that state governments provide adequate funds for scaling up some of the technical innovations. Key informants familiar with WFP operations believed that more frequent policy dialogues at senior levels of government are important for ensuring that FNS issues remain a focus and priority.

Way Forward

Reforms are a continuous process that make the food delivery system more effective and efficient. Though significant improvements have been made to the TPDS, there are still gaps that need to be addressed. Several categories of vulnerable populations are still left out of TPDS coverage, including migrant workers, communities living in remote rural and tribal areas, the homeless, and populations who have been unable to comply with the digital registration requirements of the delivery system. Government officials stated that there is a need to strengthen grievance redressal mechanisms and social audit systems to check leakages and other irregularities at the point of service delivery. There is

[6] Government of India. 2013. National Food Security Act.
[7] WFP India. 2021. Food Security Response During COVID-19 and PDS Best Practices in some States/Union Territories
[8] Government of India Department of Food and Public Distribution. 2021, Annual Report

also a need to assure the quality of food grains supplied based on beneficiaries' complaints. Although the Government of India is responsible for ensuring effective and efficient delivery of subsidized food, key government interviewees pointed out that WFP can make further contributions by addressing some of the last-mile challenges and further strengthening the accessibility of the system for vulnerable populations.

Annex IV: Case Study 2–Support to the production of Take-Home Rations

Background and Context

15. WFP piloted the production of improved[9] take-home rations (THR) between 2015 and 2019, which the Government of Kerala then scaled up across the state in 2020. The objective of improved THR is to ensure the availability of a high-quality and nutritious product to prevent malnutrition, especially anaemia deficiency in young children and pregnant and lactating women (PLW). Close to 87.5 million beneficiaries receive THR, which are distributed by Integrated Child Development Services (ICDS). Social behaviour change communication (SBCC) materials highlighting the importance of consuming a nutritional diet have been mainstreamed alongside THR production to ensure adequate preparation and consumption of THR. Anganwadi workers (AWWs) disseminated comprehensive health, nutrition and hygiene knowledge during distribution. In Kerala, WFP trained different stakeholders, NGOs, community members, women self-help groups (WSHGs), government officials and frontline workers on health and nutrition, infant and young children feeding, and food fortification.

Relevance

16. THR interventions are consistent with government priorities and policies such as the commitment of India to SDG 2, the National Food Security Act 2013,[10] the National Policy for Children,[11] and the National Nutrition Strategy. WFP operates in Uttar Pradesh, the most populous state of India, where there is great need for fortified foods given the state's high levels of anaemia. According to NFHS-5, the share of anaemic children (6–59 months), men and pregnant women (15–49 years) in India is 67.1 percent, 25 percent and 52.2 percent respectively. In Kerala it is 39.4 percent, 17.8 percent and 31.4 percent respectively; and in Uttar Pradesh, it is 66.4 percent, 21.5 percent and 45.9 percent respectively. Considering the spill over effect of the pilot, Uttar Pradesh was selected for a THR production unit.

Effectiveness

17. WFP has contributed in increasing the accessibility to THR by: (i) developing appropriate SBCC materials, (ii) organizing community events on nutritional awareness through different approaches, such as through media and rallies, (iii) building capacity of WSHGs and Anganwadi centres, (iv) providing orientation to Government and other key stakeholders on the importance of THR, and (v) advocating for THR to the Government.

18. Based on the knowledge and experience gained in Kerala, in April 2021 WFP set up two pilot production units in Uttar Pradesh covering 52,000 indirect beneficiaries. In Odisha, WFP set up two pilot units by the end of 2020, which the government plans to scale up to 547 units across the state by 2022.[12] However, it requires 2–3 months to receive the quality-testing[13] report, quality control and quality

[9] "Improved THR" in comparison to currently available THR in the country until that point. Improved THR means increased protein quality and content, and fat content through adding skimmed milk powder, reducing the sugar content, adding micronutrients, and improved packaging materials for increased shelf life. Pilot production of improved THR was started in April 2021 in Uttar Pradesh. In 2019, WFP conducted an assessment of available THR that were distributed under ICDS countrywide.

[10] *Gazette of India*, extraordinary, Part II, section I, 10 September 2013.

[11] *Gazette of India*, Part I, section I, 11 May 2013.

[12] KII with WFP staff and government personnel.

[13] Based on KII with WFP field staff (Shreekanta Senapati, Regional Coordinator), and UPSRLM field staff (Amit Pandey, Block Mission Manager), WFP is collecting the product for testing (proximate analysis, micronutrient, and microbial testing) on a monthly basis and is sending it to the National Accreditation Board for Testing and Calibration Laboratories (NABL), Faridabad. However, delays in receiving the testing reports (2–3 months) preclude the correction in production processes in case of any substandard products.

assurance of THR, which can pose challenges. For quality assurance, certain aspects are crucial, such as smooth production, regular testing of THR samples as well as personal hygiene and sanitation. In the case of any lapses, THR quality could be jeopardized.

19. Before initiating the pilot on improved THR production, WFP completed a national review of existing THRs in each state under the ICDS.[14] Findings show that most of the THRs were not fortified: they contained both low quantity and quality of protein, were high in sugar and low in fat. Acceptability among consumers was also low. After the review, WFP worked on production trials,[15] shelf life, anti-nutritional factors, acceptability and product packaging, as well as on the development of SBCC material. After the trials, WFP developed better THR with less sugar and added skimmed milk powder to enhance the quality and quantity of protein and fat content along with vitamins and minerals.

20. In the aftermath of the trials, government reports indicate that acceptance of THR among beneficiaries has been satisfactory,[16] due to improved SBCC, complementary and supplementary feeding practices, the empowerment of women, and livelihood opportunities. SBCC has contributed[17] to capacity building and increasing awareness among AWWs and beneficiaries on the importance of THR, fortified foods and complementary and supplementary feeding practices. Respondents of the Unnao WSHG said "We all are educated, and we are capable to produce quality THR." [18]

21. As a result of continuous WFP advocacy, UPSRLM has committed to scale up to 43 districts through additional 202 units by the end of 2023.[19]

22. Currently, there are 26,000 indirect beneficiaries across two blocks[20] in Unnao and 25,600 in Fathepur. In Unnao, the monthly THR requirement is 75 metric tons (mt) and the production capacity is 2.5 mt/8 hours. The monthly production plan for each unit was 75–76 mt (20–25 days and two shifts per day). However, it could not run as planned[21] due to irregularities in financial reimbursements to WSHGs and electrical issues. WFP assisted Uttar Pradesh in pilot production and distribution of improved THR under ICDS for children aged 6–72 months and pregnant and lactating women. In Uttar Pradesh, the following factors contributed to the scale-up of pilots: (i) the confidence of the Government of Uttar Pradesh in WSHG capacity in the operation of machinery and production of quality products, (ii) contributions of WFP seconded staff, (iii) acceptance of THR by target groups, and (iv) improved opportunities for the local economy and WSHG enterprises.

Efficiency

23. WFP provides assistance to Uttar Pradesh State Rural Livelihoods Mission, Integrated Child Development Services, WSHGs and AWWs. However, the National Accreditation Board for Testing and Calibration Laboratories (NABL) takes 2–3 months to provide product testing reports, which precludes immediate opportunities for correcting THR quality. Considering the modality adopted by WFP, THR piloting and scale up seems efficient. The implementation modality demonstrated the viability and efficiency of the pilot, the technical assistance provided to the Government, continued advocacy to Government, evidence generation, and scale up by the Government. The Government decided to scale up the pilot from 2 to 202 units.

Sustainability

24. The Government of Uttar Pradesh initiated the pilot project and its scale-up, which ensures government ownership. Currently, two WFP staff are seconded to Uttar Pradesh State Rural Livelihoods Mission for provision of technical support. WSHGs involved in THR production are also likely to ensure its continuity and can use their knowledge and skills into new entrepreneurship avenues should they leave the

[14] WFP India. 2019. Review of Take-Home Rations under the Integrated Child Development Services in India
[15] WFP and Christy Friedgram Industry. n.d. Report on trial conducted for WFP for the production of take-home ration for ICDS - Odisha.
[16] KII with WFP staff and state government representatives
[17] KII with WFP staff, central and state governments, external stakeholders, and WSHG members.
[18] Some 20 percent have completed their Bachelor degrees.
[19] KII with WFP staff at field and country offices.
[20] A "block" is a district subdivision consisting of a cluster of villages.
[21] KII with ICDS respondents said that THR plan was operated about for 50–60 days between April – November 2021.

unit. However, WSHGs need to analyse the risks of alternative enterprises, considering the supply chain, market demand and competitiveness, production and supply scales, and quality assurance.

25. WFP has pooled resources through internal learning and extensive collaboration with knowledge partners, research institutes, and academia. Private sector actors also provided technical assistance in the operationalization of the plan and quality testing of products. The partnership between WFP and UPSRLM is expected to strengthen the economic fabric of the intervention districts and their sustainability by linking production and processing and by developing micro-enterprises, and market and employment opportunities. The different local production chains and value additions are important, not only for buyers but also for suppliers, benefiting the entire local economy.

Conclusions

26. WFP contributed to increased access to THR through: (i) development and dissemination of SBCC in suitable languages, (ii) orientation for government and other stakeholders, along with increased community awareness on THR and nutrition, and (iii) capacity strengthening of Anganwadi Centers. However, further capacity-strengthening of WSHGs would be required in: (i) mixing and blending of fortifying ingredients, (ii) storage of ingredients, and (iii) knowledge on product quality assurance. Increased capacity of WSHGs, AWWs and Uttar Pradesh government officials also contributed to an increased demand of THR by target groups.

27. Several elements appear to have significantly affected the effective and adequate implementation of the THR production units: (i) strong political will, ownership and institutional systems, (ii) strong technical know-how, (iii) good machinery for quality products, and (iv) a rigorous monitoring system. Such elements should be considered by WFP and its partners in future programming and the replication of this activity in particular.

28. Existing gaps should be addressed to ensure that the THR production units in Uttar Pradesh and elsewhere run seamlessly and serve the local communities. Having emerged from field studies they now have the need for: (i) alternative mechanisms for quality testing of THR products; (ii) regular reimbursements to WSHGs; and (iii) entrepreneurship skills of WSHGs so that they can use the machinery for other products. Gaps can be addressed in consultation with NABL, private agro-entrepreneurs, state government and WFP. Convergence[22] or meaningful coordination between ICDS and UPSRLM would further enhance the success.

Way forward

29. Considering the strategic leadership of WFP in THR production, the way forward for WFP in this domain could be : (i) the use of millet in THR recipes resulting in increased iron, calcium, potassium, zinc and magnesium contents, and contribution in millet promotion; (ii) production of "Super flour"[23] or composite[24] flour for general public consumption which could contribute to a full-fledged operationalization of THR plans and the sustainability thereof;[25] (iii) capacity-building of WSHGs on quality assurance and quality control; and (iv) improvement of building construction (i.e., height, ventilation, and working space) to protect workers' health and safety.

[22] KII with ICDS, UPSRLM and WFP staff.
[23] UNICEF has promoted the recipe as two part soybeans, one part wheat and one part maize (corn)
[24] Considering the promotion or mainstreaming of underutilized cereals (location specific) and legumes for promotion of the local economy.
[25] After scaling up the THR units, if they are underutilised, super flour or composite flour can be produced so that the THR units will have optimum use.

Annex V: Case Study 3– Transformation of Nutritional Food Basket through the Odisha Millets Mission

Background and Context

30. Odisha Millets Mission (OMM), also known as the Special Programme for Promotion of Millets in Tribal Areas of Odisha, was launched by the Government of Odisha in 2017 to revive millets on farms and on plates. The aim was to tackle malnutrition by introducing millets to the public distribution system (PDS) and other nutritious schemes such as ICDS and mid-day meals. To that end, the OMM addresses production, consumption (both in urban and rural areas), processing and marketing of millets. The OMM also aims to gradually diversify crops to augment the share of less water-intensive options, thus moving away from wheat and rice towards millet, which has the added advantage of being climate change resilient and nutrient-rich. NITI Aayog (National Institution for Transforming India) has recognized the efforts of the Government of Odisha for designing and implementing this much-needed initiative to encourage millet production and consumption across Odisha and nationally. The Government of India has also recommended the OMM as the model millet promotion project in other states. OMM aligns with the global commitment of India to achieving the SDGs and supports the United Nations General Assembly resolution that promotes diversified, balanced and healthy diets through the sustainable production and consumption of climate-resilient and nutritious millets.

Relevance

31. The relevance of OMM to sustainable food and nutrition security cannot be overemphasized. It interlinks with food and nutrition security through diversified food plates, livelihood generation for the smallholder farmers, inclusion and empowerment of women farmers through the entire value chain, and it is and effective way for expanding land use to climate-resilient, nutritionally dense crops. The objective of OMM also aligns with SDGs 2 and 17. In addition, the need for technical assistance and capacity-strengthening for the entire value chain of millets remains crucial for state and national governments.[26] Against this backdrop, WFP core activities related to food accessibility, nutrition and food security, the resilience of such systems, evidence-generation support to governments through South-South and Triangulation Cooperation (SSTC), and disaster risk reduction (DRR), are aligned with the OMM objectives.

32. With its footprint firmly established in Odisha by its decade-long support to the Government of Odisha, WFP is already working with Mission Shakti, an aggregator of 70,000 women SHGs[27] in Odisha. These WSHGs offered opportunities for diversified livelihoods programmes of different government departments, including OMM. Besides, WFP is recognized for global, national and state-specific experiences in FNS in the areas of: (i) innovative technology-driven solutions for efficient supply chain, (ii) "pilot to scale-up approach" for fortified THR and mid-day meals; (iii) convention of consultations and dialogues; (iv) evidence-based studies and research; (v) capacity for evolving SSTC at national and global levels; (vi) farmer and least developed countries development support on millet production for food and nutrition security (FNS), and (vii) climate-resilient livelihoods. These factors led the OMM to partner with WFP through an MoU (2021–2023) that spells out six areas where WFP will offer technical, collaborative and consultative expertise at the state level (with SSTC arrangement at its centre):

- Knowledge management

[26] Interviews with the stakeholders at OMM.

[27] A self-help group (SHG) is a development group for the poor and marginalized that is recognized by the Government and does not require any formal registration. The purpose of the SHG is to build the functional capacity of the poor and the marginalized, especially of women, in the field of employment and income-generating activities.

- Supervision, technical know-how, field demonstrations
- Collaboration with development partners, including in the framework of CSR
- Funding of the collaboration among developing countries to support field demonstrations/ direct exchange of knowledge, experiences, skills, resources and technical know-how to accelerate the achievement of SDG 2
- Joint work for responding to requests related to millets revitalization/ mainstreaming from other developing countries through SSTC arrangements
- Collaboration on case-to-case basis to facilitate the sharing of OMM experiences, knowledge, skills.

Effectiveness

33. Since the relevant WFP activity started only recently in March 2021, its effectiveness cannot be gauged. At the time of the Evaluation Team visit, a draft report of the OMM study[28] was available along with several evidence-based policy briefs.[29] However, the forward-looking stance of this case study registers the pivotal positioning that WFP has ensured for itself by arousing the interest of national and state governments through the OMM assessment report and policy briefs, leading NITI Aayog to sign a statement of intent with WFP in December 2021), primarily for SSTC within and outside of the country.

Efficiency

34. WFP technical support and awareness-raising on nutritionally rich food baskets will help better utilize barren land to cultivate climate-resilient millet crops. This will also potentially increase the income of farmers. Millets, since they are already rich in essential nutrients, require no fortification, resulting in cost savings for the food baskets.

Sustainability

35. Millet production and promotion spanning the entire value chain process are among the priority areas of both the central and state governments. OMM is an example of how WFP has chosen a strategic area for capacity-strengthening by partnering with the Government of India and the Government of Odisha to address the interlinked issues of accessibility, affordability, equitable consumption at the household level, as well as women's empowerment and social inclusion. At both national and state levels, the Government is also committed to SDG 17. Demand for WFP local expertise anchored in its global experience is successfully steering the SSTC arrangements for millets. Government systems are in place[30] and can benefit from strengthening. Hence, WFP strategic positioning in a new but promising field is likely to be sustainable.

Conclusions

36. This case study highlights the strategic commitment of WFP for support to the Government of India in the promotion of millets as a climate resilient nutricereal with potential to address food and nutrition security sustainably in the long run. Underscoring the need to strengthen the millet value-chain, the WFP partnership with Odisha Millet Mission can offer useful insights on scalable operational models that can be replicated in India and globally. The WFP assessment of the efforts of OMM in this direction could provide inputs towards creating platforms of exchange in the country, region and globally. The global work of WFP on Food for Assets and procurement potential could be areas for further contributions and partnerships going forward in the promotion of millets.

[28] WFP India in partnership with Odisha Millet Mission. 2021. Assessment and Documentation of Good Practices, Lessons Learned and Preparation of Policy Briefs for Millets Mainstreaming, Odisha Millets Mission.

[29] A Policy path for increasing consumption of millets; A policy path for inclusion of millets in social safety nets; Policy path for Organic Certification of millets; A Policy path for Strengthening the production and processing of millets; Policy path for Including all varieties of millets under minimum support price; Policy path for Increasing the consumption of millets, and Policy Path For Private Sector Engagement to strengthen the supply chain for ready-to-cook/ eat millet products; Position Paper on Millets in India: WFPs Potential Contribution.

[30] Some of the systems are: state level Millet mission, and National Millet expert in NITI Aayog, a proactive Ministry of Agriculture and Farmers' Welfare with a mission to double farmers' incomes, vibrant self-help groups, including women smallholding farmers' groups successfully running food safety nets through which a diversified diet can be promoted, and leading agricultural research organizations.

Way forward

37. Looking forward, WFP can expand the strategic space for SSTC at the state, national, and global levels by: (i) developing a best practice compendium around millet mainstreaming and a scale-up strategy; (ii) mainstreaming millet through knowledge sharing and intense engagement with select states; (iii) leveraging expertise from India to support developing countries for millet mainstreaming; and (iv) working on building capacities for climate-resilient and adaptive livelihood practices. The technical and conceptual support of WFP for promoting millet production can be expected to bring food and nutrition security to vulnerable populations in both rural and urban communities, thus "changing lives" for better food and nutrition security outcomes. At the same time, SSTC has the potential of influencing other developing countries through knowledge exchange and need-based technical support for accelerating achievement of SDG 2.

Annex VI: Case Study 4–National evaluation capacity development through WFP Strategic and Technical Collaboration with the Development Monitoring and Evaluation Office, NITI Aayog

Background and Context

38. WFP began technical collaboration with the Development Monitoring and Evaluation Office in February 2020 to strengthen the M&E capacity of the national government.[31] The collaboration aims at increasing the availability and utilization of evidence on food security and nutrition and enabling the exchange of knowledge and best practices to help achieve SDG 2 targets.

39. WFP is partnering with the Development Monitoring and Evaluation Office to review secondary literature and analyse existing evidence, joint research, evaluations and assessments on food security and nutrition topics. WFP also supports the Development Monitoring and Evaluation Office in organizing conferences and workshops and holding consultative meetings on food security, nutrition, and evaluation.

Relevance

40. The WFP partnership with the Development Monitoring and Evaluation Office/NITI Aayog for strengthening national evaluation capacity is well aligned with Government of India priorities for strengthening government evaluation capacities as the purpose of the Development Monitoring and Evaluation Office is to fulfil the M&E mandate and to build the M&E ecosystem in India.

41. WFP signed an MoU with the Government of Rajasthan in October 2020 to enhance the state's capacity for achieving SDG 2 targets. Since then, a separate Letter of Understanding has been signed between WFP and the Government of Rajasthan Department of Planning in February 2021 to monitor Food and Nutrition Security/SDG 2 and establish a system of evidence-based policy and decision-making. WFP has also been invited to join a 13–member Technical Advisory Group chaired by the Secretary of the Department of Planning, created to examine existing datasets, identify data gaps, provide technical inputs, and contribute to finalizing the data architecture for the Rajasthan SDG 2 dashboard.

Effectiveness

42. Discussions with the Development Monitoring and Evaluation Office pointed to the usefulness of regular input from the WFP Country Office into the preparation of several critical documents and analytical reports.[32] The significant contributions of WFP as noted by the Development Monitoring and Evaluation Office include input into (i) drafting of the national evaluation policy framework document; (ii) drafting case studies on good practices and learning from national evaluation policies across 10 countries and drafting best practices of states within India; (iii) drafting an organizational strategy paper that outlines key initiatives and interventions (both ongoing and planned); (iv) conceptualizing and designing a comprehensive impact evaluation of the flagship inter-ministerial National Food Security Act (NFSA) and its associated schemes (TPDS, ICDS and school meals) that have been launched; and (v) developing short (1–2

[31] WFP India. Internal note: National Evaluation Capacity Development: WFP's Strategic and Technical Collaboration with Development Monitoring and Evaluation Office, NITI Aayog.
[32] KIIs with Development Monitoring and Evaluation Office personnel as well as formal communication from the Director General of the Development Monitoring and Evaluation Office to the Country Director WFP dated 25 October 2021.

years), medium (3–5 years), and long-term (by 2030) strategic objectives for the Development Monitoring and Evaluation Office.

43. WFP has contributed to capacity-building initiatives to strengthen the evaluation capacities of national and state-level officials by: (i) developing course curriculum and competencies for government officers at all levels; (ii) conducting a workshop for Development Monitoring and Evaluation Office staff on the use of visual thinking techniques for evaluation dissemination; and (iii) training of officials at the Development Monitoring and Evaluation Office and state governments.[33] For example, WFP and the Development Monitoring and Evaluation Office have collaborated to train the officials of the Directorate of Evaluation Office, State Planning Department, Government of Rajasthan on relevant evaluation topics. WFP and Development Monitoring and Evaluation Office teams jointly undertook a one-day in-person workshop on evaluations with all Directorate of Evaluation Office officials in September 2021, followed by a daylong virtual training on Output-Outcome-Monitoring-Framework and Evaluation Principles in November 2021.

44. WFP has developed the M&E curriculum and competency framework for government officials at central and state governments in line with the Mission Karmayogi and Framework for Activities, Roles, and Competencies guidelines. The evaluation curriculum has been shared with the Department of Personnel and Training for further institutionalization at Central and Administrative Training Institutions (CTIs/ATIs). The Department of Personnel and Training has mandated and instructed all CTIs/ATIs to integrate M&E curriculum in both induction as well as in-service trainings.

45. WFP, with technical insights from the Development Monitoring and Evaluation Office, undertook an institutional and individual capacity and needs assessment of the Directorate of Evaluation Office, Government of Rajasthan.[34] The final insights and recommendations for state evaluation capacity strengthening were presented to the State Planning Department through a virtual consultative workshop by WFP, the Development Monitoring and Evaluation Office, and the Karnataka Evaluation Authority held in July 2021. The state government has accepted M&E capacity and needs assessment report and taken measures on the recommendations.

46. Discussions with WFP staff and Development Monitoring and Evaluation Office officials point to several important milestones and delivery of high-quality outputs from the partnership that have been achieved over a relatively short period of time. WFP has been particularly effective in providing on-going technical knowledge and expertise by ensuring easy access to WFP staff in New Delhi and also seconding two consultants housed in the Development Monitoring and Evaluation Office to support day-to-day technical activities. WFP has also been able to catalyze and support activities initiated with other partners by the Development Monitoring and Evaluation Office. An example is the follow-up agreement signed with the Government of Rajasthan for strengthening the state's capacity for monitoring and evaluation. Officials also acknowledged WFP inputs for augmenting Development Monitoring and Evaluation Office in-house capacities to draw up Terms of References, conduct secondary research, and synthesize evaluation reports.

47. WFP and the Development Monitoring and Evaluation Office have jointly organized workshops and conferences on food security, nutrition, and evaluation. These included:

- The presentation of findings from the Joint Rapid Needs Assessment[35] in Odisha: A detailed analysis of the food and nutrition sector during COVID-19 held in August 2020 for all Development Monitoring and Evaluation Office staff
- A panel discussion, "Evidence when it matters most: Remote food security and nutrition monitoring solutions for improved results", which included senior government officers as well as national and

[33] For instance, WFP and the Development Monitoring and Evaluation Office have collaborated to train the officials of the Directorate of Evaluation Office, State Planning Department, Government of Rajasthan on relevant evaluation topics. WFP and the Development Monitoring and Evaluation Office teams jointly undertook a one-day in-person workshop on evaluations with all Directorate of Evaluation Office officials in September 2021, followed by a daylong virtual training on Output-Outcome-Monitoring-Framework and Evaluation Principles in November 2021.

[34] WFP and Directorate of Evaluation Organization, Government of Rajasthan. September 2021. Draft Report on the Capacity and Needs Assessment of the Directorate of Evaluation Organization, Government of Rajasthan.

[35] IAG Odisah, WFP. 2020. Joint Rapid Needs Assessment in Odisha, India: A Detailed Analysis of Food and Nutrition Sector during COVID-19.

international food security experts at the First National Conference on Monitoring, Evaluation, and Learning hosted by the Development Monitoring and Evaluation Office in March 2021

- For the gLOCAL evaluation week in June 2021, WFP: (i) partnered with the Development Monitoring and Evaluation Office to organize a workshop on visual thinking for evaluations titled "Picturing evaluation: How visual thinking can improve facilitation and use"; (ii) supported the Development Monitoring and Evaluation Office in conceptualizing and implementing a learning workshop titled "Systematic Essentials for Strengthening Government Evaluation Capacities"
- Supporting the Government of India in the preparation and presentation of a case study on strengthening capacities for evidence generation in a session titled "Country-led SDG Evaluations: the missing piece of the jigsaw" in July 2021, as part of the United Nations High-Level Political Forum on Sustainable Development.

Efficiency

48. The use of in-house expertise has been an effective and efficient way of leveraging limited WFP resources to maximize impact. WFP contributions to capacity-strengthening has been directly channelled through the secondment of a full-time WFP staff with evaluation experience at the request of the Development Monitoring and Evaluation as of June 2020 to provide dedicated support and coordination for various National Evaluation Capacity Development activities. Also, the Country Office has provided technical support through the recruitment of two short-term consultants for work on specific WFP/Development Monitoring and Evaluation Office projects. RBB support has backed the entry of the Country Office into this new domain.

Sustainability

49. Any effort at national evaluation capacity development should be seen as a sustainable investment in 'soft skills' that is likely to get embedded in evaluation systems. To that extent, WFP investments can be regarded as having a high potential for long-run sustainability.

Conclusions

50. While it is difficult to assess WFP contributions to national evaluation capacity development within such a short period of time, WFP has emerged as a trusted partner from among 19 other agencies that are partnering with the Development Monitoring and Evaluation Office. Four factors have particularly strengthened this partnership. First, the Development Monitoring and Evaluation Office /NITI Aayog appreciates the speed and flexibility with which WFP responded to the request from the Development Monitoring and Evaluation Office for support. Even though national evaluation capacity-strengthening was not part of the CSP or the annual plans, the Country Office accommodated the government request and included it as part of the CSP. Second, in addition to WFP staff that engaged regularly with the Development Monitoring and Evaluation Office, in June 2020 WFP recruited an evaluation expert for full-time secondment to the Development Monitoring and Evaluation Office, which the Office has considered an extremely constructive move to augment their own evaluation capacities. Third, the full-time WFP professional seconded to the Development Monitoring and Evaluation Office has an office on location, making regular interactions efficient and effective. Fourth, while the focus is on strengthening evaluation capacities for the SDG 2 agenda, WFP has also offered more broad-based support to the Development Monitoring and Evaluation Office.

Way forward

51. WFP has been able to gain the confidence of the Development Monitoring and Evaluation Office within a relatively short period of time. However, looking ahead, WFP should consider the following: (i) develop in partnership a five-year plan of cooperation that outlines concrete activities and sets targets for activities with the Development Monitoring and Evaluation Office. Such a plan will be important because there could be leadership changes at the top of the Development Monitoring and Evaluation Office; (ii), assuming that WFP would be interested in doing so, it should develop a plan for state evaluation capacity development in consultation with the Development Monitoring and Evaluation Office and the state government. Supporting the state government to set up an independent evaluation authority (like in Karnataka) or drawing up a state evaluation plan and strategy would be good starting points; (iii) WFP should think of innovative modalities to fund its staff members who might be assigned to the state governments for evaluation capacity development.

Annex VII: Overview of GEEW in the CSP

52. Table 2 captures the activities that were planned and executed during the 2019–2021 period, in line with the India Country Office Gender Action Plans (2019–2021). The table also indicates how GEEW activities were not performed in siloes but cut across Strategic Outcomes, and the CSP portfolio as a whole in terms of food security and nutrition.

Table 3: Overview of Gender Action Plan activities

	1: Gender equity is integrated into programmes and technical assistance to the government and non-government sectors	• Commissioned and completed study on gender dynamics of food consumption within households in Uttar Pradesh (SO3, Activity 3) • Developed an e-learning module on gender protection and inclusion, and guidance notes on gender and inclusion in emergency response for capacity-strengthening for NGOs (SO3, Activity 4) • Developed evaluation ToRs, proposals, and tools reviewed for gender integration (SO3, Activity 3) • Developed SBCC for awareness on gender and FSN (SO1, SO2)
	2: Women's empowerment is enhanced through WFP India programmes and technical assistance to the government and non-government sectors	• Supported Mission Shakti and Government of Odisha for empowerment and livelihood development of women's self-help groups in Odisha (SO1) • Developed and piloted Tech Based app for Cook Cum Helpers (SO2, SO3) • Conducted online training of women SHG members managing THR units on women empowerment & financial literacy (SO2) • Developed e-learning modules on empowerment & financial literacy (SO1 and SO2)
	3: Inclusion in government food safety nets and nutrition programmes is enhanced	• Carried out gender and inclusion assessment of food security amongtribal populations in Rajasthan (SO3, Activity 3) • Carried out assessment of Food Security Among Vulnerable Groups in Odisha during COVID-19 (SO1, SO3, Activity 4)
	4: Organizational WFP gender commitments, including protection from sexual exploitation and abuse are delivered	• Submitted mandatory corporate reporting on Gender and Age Marker (all SOs and Activities) • Participated in activities of Inter-Agency Preventing Sexual Exploitation and Abuse network (inter-agency network level) • Conducted staff gender sensitization and learning sessions (organizational level)
	5: Advocacy, partnerships and capacity strengthening on gender is enhanced	• Organized dissemination workshops for Gender Dynamics in Food consumption in the households (SO2/ SO3 Activity 3) • Disseminated e-learning module on gender, protection and inclusion, and guidance notes on gender and inclusion in emergency response for capacity-strengthening for NGOs (SO3, Activity 4)

Source: Country Office India Gender Action Plan (2019–2020 & 2021).

Annex VIII: Methodology

Evaluation Scope

53. The India CSP was designed to cover the 2019–2023timeframe. However, the CSP was shortened by one year to end in 2022 to align with the United Nations Sustainable Development Framework, planned to start in 2023. The evaluation covered all WFP activities (including cross-cutting themes of protection, accountability to affected populations, gender equality and other equity considerations, and environment)[36] for the period January 2019–November 2021). Some country capacity-strengthening activities were initiated during the previous CSP (2015–2018) and continued in the current CSP. The Evaluation Team examined the evolution in these activities and assessed, to the extent possible, the strategic shifts in CCS that have been made from the perspective of ensuring long term impact and sustainability. In the case of SO1 and SO2, it has been possible to trace the evolution because of the technological nature of capacity-strengthening. This has been more difficult with SO3 as the nature of capacity-strengthening of evidence-gathering and SSTC is longer-term. Additionally, the COVID-19 pandemic delayed clearances and approvals needed from Government. As a result, many of the activities initiated under the current CSP are underway with MoUs having been signed only in the recent past.

54. The geographical coverage included WFP activities at the national level in New Delhi as well as at the sub-national level in the states of Kerala, Odisha, Rajasthan, Uttarakhand, and Uttar Pradesh.

55. The evaluation addressed the four main questions common to all WFP CSPEs as described in table 3. Within this framework, the Evaluation Team has customized sub-questions that are relevant to the CSP and country context, including assessing the response to the COVID-19 crisis.

Table 4: Evaluation questions

EQ1 – To what extent is the WFP strategic position, role and specific contribution based on country priorities and people's needs as well as WFP strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in India to ensure that no one is left behind?
1.3	To what extent has the strategic positioning of WFP remained relevant throughout the implementation of the CSP, considering changing context, national capacities and needs and, in particular, the response to the COVID-19 pandemic?
1.4	To what extent is the CSP coherent and aligned with the wider United Nations and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in India?
EQ2 – What is the extent and quality of the specific WFP contribution to CSP strategic outcomes in India?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent were WFP activities cost-efficient in the provision of its technical assistance?
3.3	To what extent were alternative, more cost-effective measures considered?

[36] Humanitarian principles have been de-emphasized as they relate to contexts with direct assistance and where there is an imperative to respond to humanitarian needs. Also, the India CSP documents does not include any reference to humanitarian principles and logframe does not include indicators to report on this area of work.

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in India to develop the CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to strategic partnerships and collaborations with other actors that positively influenced performance and results and adapted to partnership needs or to additional opportunities arising during the pandemic?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges, such as socio-economic shock?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

56. Upon consultation with OEV and the Country Office, the TOR evaluation question EQ 3.2, "To what extent was the provision of technical assistance aimed at enhancing coverage and targeting of Government interventions appropriate?" was removed from the evaluation matrix and this question was considered irrelevant within the context of the WFP India CSP.

Evaluability assessment

57. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The Evaluation Team completed an in-depth evaluability assessment to determine how the CSP can be credibly evaluated, determining if the following evaluability dimensions exist: (i) a clear description of the situation before or at its start that can be used as a reference point to determine or measure change; (ii) a clear statement of intended outcomes;[37] (iii) a set of clearly defined and appropriate indicators with which to measure changes; and (iv) a defined timeframe by which outcomes should be occurring.

58. During the evaluability assessment conducted during the inception phase, the Evaluation Team concluded that the CSP could be evaluated credibly, although some limitations were foreseen, especially with regards to the possession of indicators to measure change. Country capacity-strengthening required a nuanced approach to articulate contribution. The Evaluation Team relied more extensively on qualitative methods to inform these aspects of the evaluation, including through the application of inclusion of the CCS progress milestones from the CCS Framework that were used to map the range of WFP contributions to CCS.

59. Moreover, the evaluability assessment found that the results from this evaluation might be underrepresented, since some of the impact of CCS activities are expected to become visible and measurable in a timeframe beyond the scope of this evaluation. However, the expected sustainability of the results was within the scope of this evaluation and the case studies adopted a forward-looking approach to capture some of the potential results in addition to actual results of the CSP.

60. The evaluability challenges and identified mitigation measures are included in the table below.

Table 5: Summary of evaluability challenges and mitigation measures

Dimension	Assessment from the inception report	Evaluability rating	Mitigation Measures
Description of the situation	• Baseline figures are mostly available, except for a few indicators relating to SO3 and SO4. COVID-19 response activities may also lack baseline values due to the emergency nature of the interventions and new opportunities related to climate	Good evaluability, may need mitigation measures.	The Evaluation Team used the modified CSP detailed logframe as a starting point to assess the indicators proposed by the Country Office. The India CSP logframe indicators served as baseline values, targets and/or benchmarks for CCS interventions.

[37] This outcome description should also include a clear description of the level of change expected by the outcomes according to the WFP capacity framework—individual, institutional, or enabling environment

	change adaptation and disaster risk mitigation. • The CSP objectives and intended recipients are identified and described consistently across CSP documents.		
Intended outcomes	• The Evaluation Team developed a reconstructed ToC during the inception phase, as detailed in the previous section and annex VI. The ToC validation workshop organized with various Country Office staff showed that a consensus can be found regarding the key linkages in the causal chains. • Due to the the lack of direct beneficiaries and the complexity of the CCS-focused CSP, where different projects and actors interact to affect the intended outcomes, attribution will be very difficult to establish reliably, also for cross-cutting dimensions since appropriate outcome indicators do not feature in the CSP. • Assessing the contribution of WFP, a relatively small agency in India, to the attainment of SDG 2 and SDG 17 is complex given the large-scale and complex context. The Government of India total outlay in 2020–21 towards food subsidy is expected to be above USD 28.7 billion.[90]	Moderate evaluability, mitigation measures imperatively needed.	Country capacity strengthening requires a nuanced approach to articulate contributions. The CSP, including cross-cutting effects of the programme, defined outcomes, and performance was evaluable. The Evaluation Team relied on qualitative methods more extensively to inform these aspects of the evaluation. The Evaluation Team supplemented data with the inclusion of a CCS progress milestone checklist, based on the CCS Corporate Framework that was used to map the range of WFP contributions.
Indicators to measure change	• A Logical Framework exists with a clear budget and activities. However, the definition of outputs and outcomes is relatively vague and corporate cross-cutting indicators are not applicable and therefore have not been included. • Due to the relatively small contribution of WFP and the complexity of a CCS-focused CSP, in which different projects and actors interact to affect the intended outcomes, and to the lack of direct beneficiaries, attribution will be very difficult to establish reliably for cross-cutting results and SO3 activities, where reliable indicators are not consistently available. • The quality of the CSP indicators selected during the design of the CSP may complicate the validation of WFP operations' effectiveness, and impede evaluability in this regard. • Gender disaggregated data are generally not available. The availability of monitoring data is limited, in particular after the onset of the COVID-19 crisis. The initial assessment of data availability for output and outcome indicators shows some gaps in reporting.	Moderate evaluability, mitigation measures imperatively needed.	As indicated above, indicators for cross-cutting results do not feature in the CSP. The use of qualitative methods for analysing results rather than a comparison against the standard corporate framework was necessary to ensure evaluability in this CSPE. These included use of case studies, MSC personal histories, and triangulation by different stakeholders. The data collection sampling design was informed by the preliminary assessment of available data, and endeavoured to complement some of the gaps identified, especially with regards to gender considerations.
Timeframe	• Results of capacity-strengthening interventions are likely to require a longer timeframe than would be the case for direct assistance modalities. As such, outcome and strategic-level changes may not yet be visible at the time of the	Good evaluability may need mitigation measures.	Results may be underrepresented in the CSPE as some of the impact of CCS activities are expected to become visible and measurable in a timeframe beyond the scope of this evaluation. However, the expected sustainability

	evaluation, even if activities and outputs are shown to be proceeding successfully. • Although the CSP objectives were designed before the timeline of the CSP was shortened by one year, an initial review of indicator data indicated that WFP has been successful in achieving or surpassing most of its output targets, which indicates CSP objectives as they were designed in 2018 may still be realistic and achievable. • Many activities since April 2020 have been derailed by the two waves of the COVID-19 pandemic.		of the results remained within the scope of this evaluation. Further qualitative data collection sampling and methods paid particular attention to the effect of the COVID-19 crisis on programming in India.
Institutional context	• The Evaluation Team does not foresee difficulties regarding the availability of WFP staff and key external stakeholders to cooperate fully in the evaluation. • To enrich and triangulate evaluation findings, the Evaluation Team aims to collect data from indirect beneficiaries of WFP India, specifically smallholder farmers and women's self-help groups. Due to the nature of the CCS-focused CSP, identifying affected populations who have benefitted from WFP-supported activities and are willing and able to participate in the data collection may present logistical challenges. This may be complicated further by the COVID-19 crisis. • The COVID-19 public health situation may impact the ability of the Evaluation Team to travel to and within India.	Good evaluability may need mitigation measures.	The Evaluation Team relied on Country Office support to identify and engage WFP indirect beneficiaries. Since travel was not restricted, the Evaluation Team did not have to conduct data collection remotely except in the case of key informant interviews where the informants were outside of New Delhi, Uttar Pradesh or Odisha. The Evaluation Team continued to work closely with WFP in monitoring health risks that may arise with field travel. Even though travel was considered safe and face-to-face data collection was possible, the Evaluation Team fully adhered to the recommended COVID-19 safety protocols.
Utilization	• During the inception briefing, direct stakeholders including government officials expressed their interest in the lessons learned that may emerge from the evaluation. • Because the Government is the main donor of the CSP, government stakeholders may be particularly sensitive to questions of critical depth relating to their flagship programmes and policies. • Timeliness will be key to guarantee evaluation findings are utilized by the primary users. If the CSPE process is delayed, it will impede the use of conclusions and recommendations for the next CSP in India, which is one of the main objectives of this evaluation.	Good evaluability may need mitigation measures.	The Evaluation Team took cognisance of the sensitive nature of the CSPE in the Indian context and communicated tactfully with all stakeholders. All data collection tools were reviewed and vetted by the WFP Country Office team. The Evaluation Team, jointly with OEV, will manage the evaluation such that timelines are respected and CSPE preliminary and final findings are communicated to the Country Office in a timely manner so that findings and recommendations can be put to productive use for the formulation of the new CSP.

Methodological approach

61. The methodological approach focused on the WFP capacity strengthening objective for which WFP generates outcomes in three capacity domains: (i) enabling environment (laws, policies, regulations), (ii) institutional capacity (internal policies, systems and strategies, arrangements, procedures, and frameworks), and (iii) individual capacities (skills and knowledge of persons involved in institutions or shaping the enabling environment). The 2018 WFP corporate approach to CCS foresees WFP supporting stakeholders' capacities along five critical pathways: (i) policies and legislation; (ii) institutional effectiveness

and accountability; (iii) strategic planning and financing; (iv) stakeholder programme design, delivery & M&E; and (v) engagement and participation of communities, civil society, and private sector.[38]

62. Assessing the WFP contribution to capacity strengthening in quantitative terms was constrained. The challenge resided in the existing indicators' focus on the number of initiatives facilitated, not on the results. Hence, to assess results, the Evaluation Team prioritized the use of qualitative methods rather than solely comparing monitoring data against the standard corporate framework to ensure a more contextualized analysis.

63. The Evaluation Team recognized that evidence of causation between the WFP CCS activities and policy changes at the regional and national level is at its early stage. As a result, substantial attention was given to promising trends that may indicate a degree of contribution, including as part of the case study analysis. During interviews, the Evaluation Team discussed how stakeholders prioritize their capacity strengthening agenda and synergize with different actors. More specifically, the Evaluation Team focused on what could be learned from the experience of other United Nations agencies in India in relation to designing, funding, and implementing future capacity-strengthening activities.

64. Capacity-strengthening lines of inquiry were included in the interview tools, looking at issues of quality, impact, and satisfaction with CCS activities in different CCS domains of enabling environment, institutional and individual development. The primary source of data on the quality of CCS activities in all three domains was the key informant interviews. To understand the quality of the WFP contribution to improving the enabling environment, the Evaluation Team interviewed senior government officials at the national and regional level and senior NITI Aayog management and WFP Country Office senior management. Quality assessment of the WFP CCS contribution to institutional development was based on interviews with officials from institutional development support recipients, and quality of individual-level CCS was assessed based on discussions with immediate participants in trainings. For CCS activities in the institutional domain, the quality of the contribution was assessed based on institutional performance improvements linked to WFP-supported innovations documented in relevant evaluation reports.

65. Given the exclusive reliance of WFP on CCS to deliver results, cross-cutting priorities as listed in table 4, were consistently threaded within CCS modalities to ensure that they are reflected in the activities undertaken and their results.

Table 6: Cross-cutting elements assessment framework

Theme	Key aspects	Methodology and Tools
Progress towards gender equality	Improved gender equality and empowerment of women among WFP-assisted population	**Primary data:** Key informant interviews, case studies and focus group discussion **Secondary data:** Gender assessments, strategies and workplans
Protection and accountability to affected populations	Affected populations can benefit from WFP programmes in a manner that ensures and promotes their safety, dignity, and integrity. Affected populations can hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	**Primary data:** Key informant interviews and case studies **Secondary data:** Accountability mechanisms reports and activity workplans
Environment	Targeted communities' benefit from WFP programmes in a manner that does not harm the environment	**Primary data:** Key informant interviews **Secondary data:** Strategy documents, progress reports of relevant activities and environmental assessments

Source: The Evaluation Team

[38] WFP. 2018. WFP Corporate Approach to Country Capacity Strengthening.

Data collection

66. The Evaluation Team conducted a systematic review of relevant literature and CSP-related documents for the 2019–2022 period during the inception phase. The objective of the desk review was for the Evaluation Team to gain a substantial understanding of the CSP and map data gaps, with the view to designing the data-collection approach and tools in ways that address identified gaps. During the data-collection phase, the Evaluation Team was able to identify further documents and data that were needed to triangulate emerging findings, update some of the information gathered previously, and complement the analysis in certain areas. These included WFP strategy and policy documents at corporate level; decentralized evaluations, reviews, and studies; monitoring plans and reports at CSP and Country Office level; thematic evaluations; strategy and policy documents of the national government and partners' and partnership documents.

67. The Evaluation Team complemented the document review with primary data collection. The Evaluation Team selected Odisha and Uttar Pradesh for field missions. Odisha was selected because WFP has had a field presence in the state for over a decade. Uttar Pradesh was selected because it is a new state where WFP plans to establish a strong presence over time. Also, Uttar Pradesh is where WFP has set up two THR production unites operated by women's SHGs which are to serve as pilots for scaling up. WFP no longer operates in Kerala and operations in Rajasthan and Uttarakhand are at a very early stage.

68. A total of 141 individuals participated in key informant interviews. The Evaluation Team used a purposive sampling approach to interviews in close collaboration with the Country Office, selecting the most relevant stakeholders against the following criteria: respondents sufficiently familiar with WFP interventions to provide insights from different perspectives including gender; accessibility; understanding of WFP focus areas, approaches and their results; and diversity. A semi-structured Key informant interview guide was used to collect information systematically from the respondents and enable triangulation. The guide can be found in the annex IX on data collection tools.

69. As complementary information, to generate in-depth understanding and deepen the evidence about successes and challenges with respect to institutional or regulatory changes facilitated by WFP, four cases studies were conducted by the Evaluation Team. The case studies were used to assess several aspects of the CSP, and their analytical structure was closely linked to the evaluation questions. Based on consultations with WFP India, the following four cases, each corresponding to one of four strategic activities undertaken by the Country Office, were conducted: Case Study 1: WFP transformative capacity-strengthening of the Department of Food and Public Distribution in the Ministry of Consumer Affairs, Food and Public Distribution of the Government of India; Case Study 2: Support to the production of Take-Home Rations; Case Study 3: Transformation of Nutritional Food Basket through the Odisha Millets Mission; and Case Study 4: National evaluation capacity development through WFP strategic and technical collaboration with the Development Monitoring and Evaluation Office, NITI Aayog

70. Case study 1 was conducted because of the long-standing association that WFP has with the Department of Food and Public Distribution, and the WFP contribution to technical capacity strengthening is well recognized by the Government and other stakeholders. Case Study 2, Support to the production of Take-Home Rations, was carried out to provide insights into the benefits and challenges of cascading WFP capacity-strengthening work to the vulnerable populations. Case Study 3 provides insights into a new strategic area that WFP is beginning to explore. Similarly, Case Study 4 illustrates the potential for WFP to be effective even within a short period of time. Finally, case studies in the CSPE were used to complement and inform specific evaluation questions and, whilst they proved very helpful, they are best seen as illustrations of potential learnings given their limited scope.

71. To capture the change effect of CSP activities inductively, a tailored MSC approach was applied to gather personal stories through meaningful unstructured interactions with programme staff and two members of a women's self-help group that operates a THR production unit. These participants were identified by referral from WFP. Stakeholders were asked to relay personal stories of change they had experienced directly. The MSC guides that were used by the Evaluation Team to collect personal stories of change were adapted from the official guides provided by the founders of the MSC methodology.[39]

[39] Davies, R. & Dart, J. 2005. The Most Significant Change Technique – A guide to its use.

72. The Evaluation Team conducted one focus group discussion with self-help group members from Annaprashan Prerna Mahila Laghu Udyog, in Unnao, Uttar Pradesh who were present at the time of the visit to the production unit. The focus group allowed the Evaluation Team to note common experiences and to identify individuals who could share more in-depth information for the personal stories. A standard semi-structured guide was used to facilitate the discussion (see below).

73. The Evaluation Team carried out direct observations that complemented and triangulated information collected through other methods. Notably, during the field visit in Unnao, the team was able to observe the THR production unit and interact with locals on an informal basis.

74. The Evaluation Team was able to further analyse the achievements and challenges met during the CSP using this qualitative tool. The checklist allowed the team to complement the performance indicator analysis. The checklist was shared with several key members of the Country Office to gather their impressions on the progress achieved during the CSP with regards to the milestones set out in the corporate CCS framework.

75. To ensure that the evaluation adopted a gender-sensitive lens, the methodology followed the United Nations Evaluation Group guidance on gender (part of a United Nations Systemwide Action Plan) to inform the evaluation approaches and results assessment. Gender was mainstreamed throughout the evaluation matrix, embedding gender-related questions into enquiry tools. A gender-sensitive lens was applied to the evaluation of all WFP activities. The evaluation team reflected gender in findings, conclusions, and recommendations, when relevant.

76. The evaluation methods and sampling frame addressed the diversity of stakeholders affected by the intervention to the extent possible and feasible. Even where the stakeholders and sampling did not relate to the indirect beneficiaries, women's representation was sought for collecting and triangulating information.

77. The interview guide questions for case studies included a focus on the empowerment of women. Where possible, individual interviews and the focus group discussion were held with grassroots women. This occurred at the production unit in Uttar Pradesh for the case stories. Women were also interviewed for the MSC-informed case stories. Interviews with other stakeholders (government and non-government) were held with both women and men. Overall, women accounted for 41 percent of the people consulted for the evaluation.

78. Furthermore, gender considerations and principles of inclusion, participation and non-discrimination were included in the evaluation methodology, data collection and reporting in line with UNEG Guidance on Human Rights and Gender Equality in Evaluation.[40]

Data analysis

79. Following the completion of primary data collection in December 2021, the Evaluation Team analysed the evidence to produce findings, conclusions and recommendations. The analytical framework guiding the analysis process was based on the four key evaluation questions, lines of enquiry and indicators included in the Evaluation Matrix.

80. The Evaluation Team analysed the qualitative information gathered along the lines of enquiry of the Evaluation Matrix. The matrix guided the systematic thematic analysis based on data from the desk review, KIIs, FGD, MSC personal stories, observations and case studies, to identify key patterns. As the data collection tools were standardized to include the same or similar questions, the Evaluation Team was able to triangulate data from different sources and methods.

81. Quantitative data was analysed using Excel to assess progress against benchmarks for performance, budget implementation and timeliness. As no primary quantitative data were collected, the analysis was only applied to datasets obtained from secondary sources. The data analysed was sourced primarily from ACRs, however internal WFP Country Office datasets, national and state-level public databases, IRM and COMET data were also consulted. The analysis was disaggregated by year, strategic outcome, activity, location, and gender, as relevant.

[40] UNEG. 2014. Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

82. Contribution Analysis was used to assess cause and effect, and pathways from interventions to results embedded in the Theory of Change. In this case, the Evaluation Team primarily relied on qualitative information gathered from secondary sources, through key informant interviews and as part of the development of the case studies and measured mainly against the CCS framework checklist. This helped the Evaluation Team identify how contributions have evolved over time and to what degree the observed changes have been the result of WFP interventions.

83. The Evaluation Team consistently used triangulation to corroborate findings and guarantee that a rich, rigorous and comprehensive account was mapped against the evaluation questions. The Evaluation Team used method and source triangulation, which involved checking consistency of findings generated across different data collection methods and data sources. This systematic approach enabled the validation of findings while avoiding bias, as far as is possible, in the evaluation judgement

Ethical considerations

84. The Evaluation Team also identified potential ethical issues and considered safeguards that could have jeopardized the ethical delivery of the evaluation. They are shown in the table below.

Table 7: Considered ethical issues and safeguards

Phases	Ethical issues	Safeguards
Data collection	Rights of participants, avoidance rights of harm, confidentiality and anonymity, informed consent	All interviewees and focus group discussion participants were notified at the start of each discussion that their participation was voluntary, confidential and anonymous. They were invited to raise any concerns that they had about participation and could withdraw their consent at any time if they so choose. The Evaluation Team emphasized its independence and neutrality and invited informants to speak plainly about positive and negative aspects of WFP performance. The Evaluation Team worked carefully and respectfully with vulnerable respondents to reassure them that their interests would not be harmed in any way from their participation in the evaluation. Informants were invited to speak in their local language/dialect if they preferred. The Evaluation Team also guaranteed the security of women and girl participants by holding interviews in a safe location. Where cultural consideration so demanded, women and girls were interviewed by a female member of the Evaluation Team. The Evaluation Team did not make audio, photo, or video recordings of key informant interviews or the focus group discussion.
Data analysis	Honesty and integrity	The Evaluation Team committed to presenting procedures, data and findings accurately in the reports. Validity of data and findings was tested and triangulated using multiple methods and data sources.
Reporting	Honesty, integrity and confidentiality	Based on the data analysis, the Evaluation Team presented the findings without any external influence and with full integrity to WFP. The Evaluation Team acknowledged references and prior work done by others, without plagiarism. The report only used specific information (e.g., agency of reference) related to data collection participants where their informed consent had been received. No names or personally identifiable characteristics were used in the report without the informed consent of the individuals. Since WFP India works with the Government at national and subnational levels, and its major donors are national and state governments, a conscious effort was also made to report the findings in a politically neutral manner.
Dissemination	Accountability, transparency, confidentiality, language used	Dissemination will be done adopting the ethical norms of transparency and accountability to all participants. The mode of dissemination will be kept as per the type of audience it is directed to and in the language that the audience can understand. Special attention will be paid to ensure that relevant findings are disseminated using appropriate channels (report, workshop, etc.). All the norms of confidentiality and informed consent underpinning the "Do No Harm" approach will be adhered to during the dissemination phase of the evaluation.

Limitations and mitigation measures

85. Of the lines of enquiry of interest to the CSPE, the Evaluation could not comprehensively address which CCS strategies and activities offer greater potential in terms of producing results at

scale and having a long-term impact beyond the current CSP. While, in principle, WFP activities can be expected to yield benefits over the long term, most of them have been operational only for a short period of time. MoUs for many activities have been signed but full-fledged operations have not been implemented.[41] Similarly, the current operational and financial framework provided by WFP Headquarters is not best suited for a portfolio that focusses on capacity-strengthening.[42] Finally, the Evaluation Team could not draw on the lessons learned from the experience of other United Nations agencies in India in relation to designing, funding and implementing capacity-strengthening activities because of the paucity of time as well as the non-availability of key United Nations personnel during the data-collection phase.

86. The limitations encountered during the evaluation and the mitigation measures implemented by the Evaluation Team are summarized in the table below.

Table 8: Limitations and mitigation measures

Limitations	Mitigation Measures
Short duration of the programme: The CSP duration is of a limited time period whereas it is well-known that capacity strengthening results will accrue over the long term. Also, many of the activities initiated during the current CSP were at an early stage of implementation during this CSPE data collection and reporting stages.	Though outcomes and impacts could not be strictly evaluated, the Evaluation Team exercised its judgment and drew on key informant interviews and secondary documents and datasets, to arrive at reasonably robust conclusions on effectiveness.
Cost efficiency analysis: Conventional analysis of cost-effectiveness and cost-efficiency could not be done given the nature of CCS activities and the absence of tangible outcome measures.	The Evaluation Team commented instead on the extent to which the limited resources of WFP have been used to promote national and state government investment of their own resources for scale-up.
Sensitivities of the stakeholders: Because the Government is the main donor of the CSP, government stakeholders may be particularly sensitive to questions of critical depth relating to their flagship programmes and policies.	The Evaluation Team communicated tactfully with government officials thanks to their understanding of the Indian and CSP contexts. Data collection tools were vetted by the Country Office and all interviews of the Government were scheduled by the Country Office.
Availability of government stakeholders: In some cases, government officials could not devote sufficient time to fully delve into some topics because of their busy schedules.	The Evaluation Team relied more significantly on consultations with other, more available stakeholders, including WFP staff. Documentation was also consulted to attempt to bridge the gap.
Validation of outcomes: Thorough key informant interviews with government officials were not always possible. Often 4–8 officials were present in meetings with the Government, making it difficult to conduct in-depth discussions or cover a wide range of topics within the 45 minutes allotted to the Evaluation Team. It was not possible for the Country Office to arrange additional meetings with government officials. Also, in many instances, there were no government documents that acknowledged the WFP contribution.	Some validation was provided by stakeholders outside government. But, by and large, the Evaluation Team relied on documentation provided by the Country Office.
Availability of other stakeholders: Some WFP staff also could not be interviewed, including the former Country Director, and staff who had worked in Rajasthan and Uttarakhand.	The Evaluation Team relied heavily on secondary sources that documented the work done by WFP in these areas and under the supervision of the former Country Director.

[41] See section 2 covering SO1, SO2 and SO3 in the Main Report.
[42] These are discussed in section 4.2 of the Main Report.

Validation of outcomes: Validation of outcomes through KIIs with government officials was not possible	
Knowledge of stakeholders: Due to high staff turnover within government agencies, some of the people interviewed were not familiar with WFP work, and their agencies had poor institutional memory.	The Evaluation Team relied more significantly on consultations with other stakeholders who were more available, including WFP staff. Documentation was also consulted to attempt to bridge the gap.
Force majeure: Various stakeholders involved in the evaluation fell ill to COVID-19 and the Evaluation Team had to manage unforeseen circumstances, which caused delays to the evaluation timeline	Action Against Hunger and the rest of the Evaluation Team provided the support needed to ensure that the experts' responsibilities could be transferred without jeopardising the quality of the deliverables. The Evaluation Team and OEV coordinated on shorter feedback deadlines to mitigate further delays to the timeline.
Extension of the data collection phase: Initially scheduled to last from 15 November until 3 December, data collection was extended until 15 December, which negatively impacted the Evaluation Team's capacity to work on data analysis	The Evaluation Team members adjusted the workload to ensure that the quality of analysis was not compromised.
Availability of secondary data: Due to the many particularities of the India CSP portfolio and CCS-only nature of the work done by the Country Office, as well as the lack of synergies of such work with corporate financial systems, budgetary and financial data was difficult to identify, and interpret in an efficient manner.	The Evaluation Team, OEV and Country Office dedicated significant time to make sure that the financial analyses present in the report were accurate and reflected the situation in India.
Assessing the WFP contribution to capacity strengthening in quantitative terms: This was constrained due to the limited quantitative data available and because indicators for CCS in the logframe are not adequate to reflect all of WFP work in CCS.	To better understand the WFP engagement and performance in this area of work and to supplement quantitative data on CCS indicators, a review of the Country Office's activities against the CCS Framework domains and pathways of change was used to map the range of WFP contributions. The Evaluation Team shared the adapted checklist with 5 WFP Country Office senior management staff members, who are familiar with all the dimension of WFP national capacity strengthening work, to fill out as part of a self-assessment. The Evaluation Team, however, decided to drop reporting of the results because of considerable variations in the viewpoints of the respondents. The small number of five respondents made it difficult to reconcile the differences in the internal ratings.
Delays in the evaluation timeline precluded the organization of the stakeholder workshop	A draft of the report was shared with the Country Office for their detailed feedback and further key informant interviews were conducted when deemed necessary. Once completed, the report will be presented by the Evaluation Team leader at external consultations with other United Nations agencies and/or government representatives.

Adherence to COVID-19 protocol

87. The Evaluation Team followed the COVID-19 protocols issued by WHO and the Government of India. Specific state government protocols were adhered to during the field visits to Odisha and Uttar Pradesh.

88. Before initiating field work, the Evaluation Team:

- Ensured that Team members: (i) had completed two doses of the COVID-19 vaccine; (ii) had access to dedicated PPE (if needed), provisions, and supplies, if feasible, to minimize sharing; (iii) were asymptomatic for at least two weeks before fieldwork; (iv) maintained reliable communication to receive updates or get assistance; and (v) remained aware of local public health requirements and COVID-19 guidelines issued by the national and state governments.
- Maintained necessary physical distancing, conducted the focus group discussions in open and ventilated spaces, and wore masks while conducting interviews
- Had easy access to communication options in the field, check-in procedures, and emergency procedures.

Annex IX: Data collection tools

89. The Evaluation Team conducted primary data collection in Odisha, Uttar Pradesh and Delhi between 15 November and 15 December 2021. A total of 141 individuals participated in key informant interviews and ten in a focus group discussion. Some of the interviews were collected using the MSC methodology and required specific instruments. The Evaluation Team also collected direct observations and WFP senior staff impressions through a checklist aligned with the CCS corporate framework milestones. All data-collection tools are provided below.

5.1 Key informant interviews

90. These questionnaires were designed to provide guidance on the topics to be covered during the interviews, but were not intended to be read word-for- word nor followed exactly.

91. With semi-structured questionnaires, the interviewer has the discretion to re-phrase questions to make them appropriate for their audiences. The interviewer can also omit questions if they are not relevant to the group or if they do not seem to be generating good data and responses. Semi-structured interview guides should be seen as frameworks, within which the interviewer must create the substance of the conversation. A semi-structured guide is commonly organized as follows:

- General, open-ended, questions that allow respondents to answer in whatever form first comes to mind. It is important to note what people say first and to allow them to express themselves in their own words.
- Underneath each open-ended question is a series of short checklists called “probes”. (i) These are not to be read as part of the question. Probes are intended to serve to remind the facilitator about items they may wish to inquire about more deeply as follow up. (ii) It is important to elicit concrete examples or instances from respondents as much as possible to be able to later illustrate themes identified in the evaluation report.

92. Each section covered a different segment of the Evaluation Matrix. The interviewer only covered a segment if the respondent had sufficient experience or insights to address that segment.

93. Depending on the stakeholder and their knowledge or degree of engagement with the CSP, the interviewer estimated about one hour on average for each interview. Essential questions are in regular font, additional questions (to explore if time allows) are in italics.

94. The interviewer introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the interview (i.e., when quoting interviews, attribution will be made to categories of stakeholders, not to individuals or organizations).

95. The questionnaire administered to WFP staff during interviews is presented below.

Table 9: Questionnaire for WFP staff

Interview information	Interviewer name:	Gender:	Date:
	Interviewee name:	Job title:	Platform:
Introduction	Introduction: Thank you for agreeing to participate in the interview and making yourself available. We are an Evaluation Team commissioned by WFP to carry out an evaluation of the WFP Country Strategic Plan (CSP) in India. The purpose of this evaluation is to assess the progress, results, lessons learned, and recommendations for future improvement of WFP support through this programme for the Government. We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this programme so far.		

	All questions asked are within the context of the WFP Country Strategic Plan implemented between 2019 and today. Please make sure you reflect on the previous years when responding to our questions. This interview will take about one hour. Participation is voluntary: Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty. Risks and benefits: This evaluation is designed to help improve future WFP programming in India by learning from the perspectives of everyone involved. You may not benefit personally from being in this evaluation. You should report any problems to [_____]. Confidentiality: Data and information collected during this interview are strictly confidential and will be consolidated and analysed to inform the final report. In instances where personal quotes or reflections are used, interviewee names will be anonymized. If you do not want to answer a question, you can just say so and we will skip that question. With your permission, I will record this interview. Please say 'no', if you do not want to be recorded. Do you have any questions at this point? Thank you for agreeing to be part of this interview.
PROGRAMME EFFECTS	
Capacity Strengthening: To what extent do you think WFP has contributed to capacity-strengthening within the Government of India and state governments as a result of the CSP for the following elements? ○ *Individual* capacity refers to individual technical skills in government staff ○ *Institutional* capacity refers to the procedures and processes in an agency ○ *Enabling environment* refers to changes in policies or funding to support each dimension. What are your perceptions regarding how the capacity-strengthening efforts at the national level cascade to sub-national levels? Prompts: barriers to sub-national capacity strengthening? (Focus on the dimensions that are applicable to the stakeholder interviewed)	
(Skip if no knowledge of WFP engagements) In your experience, what have been some of the unintended effects of the CSP programming approach during this CSP? *…among different activities and SO within the CSP* *…with external development and humanitarian actors*	
EQ1: Relevance	
Alignment to national priorities and SDGs	To what extent are CSP strategic outcomes aligned with government policies, strategies and plans? Thinking about the different types of support provided by the CSP. How significant and relevant were these various types of activities for meeting the capacity needs of Government? (Can also be asked of government stakeholders familiar with CSP activities)
Targeting	To what extent does WFP manage to reach its indirect beneficiaries through the support provided to government?
GEEW	What measures are in place in your area of work to integrate GEEW into implementation of your interventions?
	How were gender considerations integrated in the design of the CSP? *Prompt: recommendations from the gender analysis conducted in 2017? How do targeting mechanisms integrate GEEW?*

	Which aspect of intersectionality is most pronounced in CSP activities? *Prompt: Age? Marital status? Disability? Ethnicity? Gender identity? etc.*
Flexibility	Thinking about your area of intervention, how has the CSP been able to adapt to changing contexts and emergent needs? What have been some of the bottlenecks for adaptation and flexibility?
	How do you monitor changes in the context?
Synergies with other United Nations agencies	To what extent is the CSP complementary to other United Nations agencies' work in India?
	Have there been synergies created with other United Nations agencies where your mandates align? If so, can you give examples and describe opportunities and challenges?
	What could be done to improve synergies?
Comparative advantage	What would you say is the comparative advantage of WFP in India?
	Are there areas, activities, or strategies in which WFP does not currently work but where you think WFP could make a difference based on its knowledge or expertise in India?
EQ2: Effectiveness	
Achievement of outputs and outcomes for SO1, SO2, and SO3	In your opinion, what have been the main contributions of WFP work on capacity strengthening including in the areas of gender equality and the empowerment of women and inclusion in India? What do you see as having been the main successes of this CSP? What have been the main impacts from WFP support? Please also factor in GEEW and inclusion. (Focus on any or all that are applicable to the stakeholder interviewed)
	In your opinion, what activities have been the key to reach targets and achieve WFP objectives in India?
	In what way has the Government, implementing partners, or United Nations agencies increased their nutrition communication programming capacity? *a. Individual* *b. Institutional* *c. Enabling environment*
	Based on your experiences, what additional capacity-building needs do you see related to the nutrition-related activities? *a. Individual* *b. Institutional* *c. Enabling Environment*
	What have been the main enabling factors and challenges that you have faced in making progress? What additional capacity building needs, if any, exist related to the SO programming? In what way have you seen gender equality, the empowerment of women and inclusion dimensions (disability, other marginalized groups due to their gender identities, ethnicity, geographic locations, etc.) integrated into the activities?
	Which partnerships helped WFP the most to reach the CCS objectives? Please give examples.

	In your perspective, in what way has WFP been able to exercise its effective voice in influencing policy and programming? What have been some particularly effective strategies for influence and effective voice?
SO4	*To what extent can the WFP strategy and approach to SSTC deliver on the planned outcomes? What factors contribute to the achievement of results? What factors constrain the achievement of results?* *How effective has WFP been in supporting the achievement of sustainable development results based on South-South cooperation initiatives?* *Was WFP able to successfully leverage its global reach to assist other countries with the strengthening of their programmes?* *How sustainable are the benefits of South-South cooperation initiatives supported by WFP? What are the factors that can ensure sustainability?*
Achievement of cross-cutting objectives	To what extent is there a consistent understanding within WFP of the cross-cutting objectives of GEEW? How has it been operationalized (embedding gender expert in the ministries, hiring gender experts at various levels, proportion of resources spent in hiring gender experts to support government, non-government entities)? What difference, if any, such actions have brought in strengthening the processes and outcomes of GEEW?
	In your opinion, what have been the main contributions of WFP in supporting the Government with the integration of GEEW and inclusions in its programmes?
	What were the key impeding factors for achievement of GEEW and inclusions of cross-cutting objectives?
	What opportunities has WFP seized to support the Government in integrating protection and accountability to affected populations in social protection programmes?
	To what extent have targeted communities benefitted from WFP-supported programmes in a manner that does not harm the environment?
	How and to what extent did WFP consider harm to the environment when planning and implementing activities?
	To what extent has the CSP been an adequate framework for the delivery of cross-cutting results?
	What can WFP do in the future to better support protection and AAP considerations in government programmes?
Sustainability and ownership	Do you think WFP results from the Government of India capacity-strengthening during the CSP are likely to be sustainable?
	What are the factors that will affect whether or not the results are sustained?
	What challenges do you face at organizational level and through your partnerships to further GEEW? Prompt: budget, partnerships, resource mobilization, socio-cultural constraints.
	What activities do you think offer the greatest potential in creating sustainable results on a large scale?
	How would you describe government capacity to progressively take over services currently provided by WFP? Does WFP have an exit strategy in place?
	Has the Government of India been able and willing to scale up pilots with the support of WFP? Please give examples.
	Have national government plans, priorities and strategies changed as a result of interacting with WFP?

EQ3: Efficiency	
Timeliness	To what degree have CSP activities been implemented in a timely manner? (Focus on any or all activities that are applicable to the stakeholder interviewed) *a. In what components have there been significant delays? (If any)* *b. What effect have any significant delays had on the programme results?* *How well has the inter-institutional coordination functioned for supporting capacity-strengthening for CSP implementation? What are some coordination gaps or challenges? (Focus on any or all activities that are applicable to the stakeholder interviewed.)* *How well does the monitoring and reporting system function for the CSP programme? What are some gaps or challenges? (Focus on any or all activities that are applicable to the stakeholder interviewed.)* *To what degree is the monitoring and reporting for the programme aligned with the national reporting systems and data management? (Focus on any or all activities that are applicable to the stakeholder interviewed.)* *How has the monitoring and reporting information been used, if at all, to address programme implementation bottlenecks or improve performance of delivery of activities? What might be improved?*
	If yes: What were the reasons for the delays and what measures were taken to mitigate delays? *Prompt: Role of COVID-19*
	What impact did the delays have on WFP ability to reach targets?
Costs	How adequate was the planned budget to undertake the planned activities and achieve set targets?
	How did WFP ensure the selected activities were cost-efficient? Prompt: Are cost-benefit analyses undertaken before implementation? Were alternative, more cost-efficient activities considered as part of the design phase?
	Do you have mechanisms to review cost-effectiveness during the CSP lifetime?
	Regarding the management of the CSP programme, how would you assess the operational, human and financial resources in the programme? (Focus on any or all activities that are applicable to the stakeholder interviewed.)
Modality	Given the context of India, is the choice of CCS as the engagement modality an effective way to maximize intended outcomes? What are the limitations?
	To what extent are the WFP corporate results and financial frameworks adapted to CCS work in general and in India specifically? Please elaborate on this.
	What kind of changes in the WFP approach would you like to see?
EQ4: Factors	
Context awareness and evidence base	*How has WFP used data and generated evidence to inform the design and implementation of interventions of the CSP? Please provide examples.* *Prompt: Did lessons learned from other United Nations agencies on CCS strategies inform the CSP?*
	How was the CSP influenced by the performances and results of past interventions from the previous period?
	How were states selected for WFP operations?

Sustainability and ownership	Do you think WFP results of Government of India capacity-strengthening during the CSP are likely to be sustainable?
	What are the factors that will affect whether or not the results are sustained?
	Has the Government of India been able and willing to scale up pilots with the support of WFP? Please give examples.
	What challenges do you face at organizational level and through your partnerships to further GEEW? *Prompt: budget, partnerships, resource mobilization, socio-cultural constraints.*
	Since 2019, what do you think have been the major changes in capacity of partners to deliver WFP supported programmes and pilots?
Agility and adaptation to COVID-19	Has the CSP format allowed for sufficient flexibility to swiftly respond to emerging crises such as the COVID-19 pandemic? If yes, then how?
	How did the COVID-19 crisis affect the ability of WFP to achieve targets and reach target groups?
Other factors	What are the enablers and barriers to national, state and sub-state level buy-in for your activities on women empowerment and inclusion?
	Are there activities WFP wanted to implement that the Government of India was not interested to fund?
	To what extent could the Country Office rely on support from Headquarters and the Regional Bureau to deal with challenges?
	What are the main lessons learned from implementing CCS activities in India?
	What was the impact of human resources (volume/capacity); natural disasters; security concerns on performance of WFP CSP?

96. The questionnaire to be administered to non-WFP United Nations agency staff during interviews is presented below.

Table 10: Questionnaire for United Nations agencies

Interview information	Interviewer name:	Gender:	Date:
	Interviewee name:	Job title:	Platform:
Introduction	[Same as above]		
EQ1: Relevance			
Alignment to national priorities and SDGs	Are you aware of the CSP of WFP? If no: explain briefly what WFP does in India.		
	Do you think the CSP strategic outcomes are aligned with government policies, strategies and plans?		
	To what extent do you see synergies between WFP work and your agency's work? What more could be done to take advantage of those synergies?		

	During the design of your agency's country programme, were WFP staff or documentation consulted?
	To what extent are there synergies with the UNSDF objectives? Are there any missed opportunities for building synergies among UNSDF members? Capacity Strengthening: To what extent do you think WFP has contributed to capacity strengthening within the Government of India and state governments as a result of the WFP Country Strategic Plan for the following elements? o *Individual* capacity refers to individual technical skills in government staff o *Institutional* capacity refers to the procedures and processes in an agency o *Enabling environment* refers to changes in policies or funding to support each dimension.
Flexibility	What contextual changes have most impacted operations for United Nations agencies in India over the last two years, including changes in government priorities?
Comparative advantage	What would you say is the comparative advantage of WFP in India?
	Are there areas, activities, or strategies in which WFP does not currently work but where you think WFP could make a difference based on its knowledge or expertise in India?
EQ2: Effectiveness	
Sustainability and ownership	(Skip if they do not know WFP work in India) In your opinion, where has WFP contributed the most in India?
	(Skip if they do not know WFP work in India) Do you think advances supported by WFP on Government of India capacity-strengthening during the past three years are likely to be sustainable?
	What are the factors that will affect whether or not the results are sustained?
	What government programmes do you think offer the greatest potential in creating sustainable results on a large scale?
	How would you describe the government capacity to progressively take over services currently provided by WFP?
EQ3: Efficiency	
Modality	Given the context of India, do you think the choice of CCS as the engagement modality is an effective way to maximize intended outcomes?
	(If agency does CCS) What are your lessons learned on implementing CCS activities as [agency name]?
	What would motivate you to work more closely with WFP in India?
	What kind of changes in the WFP approach would you like to see?
EQ4: Factors	
Resourcing	Who are the main donors of [agency name]?

	(Ask if main donor of [agency name] is from the Government of India) Are there activities [agency name] wanted to implement that the Government of India was not interested in funding? If so, which ones?
	What is the budget of your current strategic plan in the country, level of resource mobilization, and level of earmarked funds?
Partnerships	To what extent were partnerships between [your agency] and the Government of India effective to achieve your agency's objectives?
	What challenges do you face at the organizational level and through your partnerships to further GEEW? Prompt: budget, partnerships, resource mobilization, socio-cultural constraints.

97. The questionnaire to be administered to government staff during interviews is presented below.

Table 11: Questionnaire for governmental stakeholders

Interview information	Interviewer name:	Gender:	Date:
	Interviewee name:	Job title:	Platform:
Introduction	[Same as above]		
EQ1: Relevance			
Alignment to national priorities and SDGs	*Do you think the CSP strategic outcomes are aligned with government policies, strategies and plans? Please provide examples.*		
	Capacity Strengthening: To what extent do you think WFP has contributed to capacity strengthening within the Government of India and state governments as a result of the WFP Country Strategic Plan for the following elements? ○ *Individual* capacity refers to individual technical skills in government staff ○ *Institutional* capacity refers to the procedures and processes in an agency ○ *Enabling environment* refers to changes in policies or funding to support each dimension.		
Targeting	*Did WFP provide effective support with targeting vulnerable groups for the provision of safety nets? Please elaborate with examples.*		
	Do you see any gaps in the identification and targeting of vulnerable populations? Prompt: are some at-risk groups excluded from safety nets, e.g., groups without access to technology?		
GEEW	*How does WFP support the Government of India and subnational governments for the empowerment of women and social inclusion?*		
	Has WFP supported you to enhance the integration of GEEW in your strategies?		
Flexibility	Has WFP adapted well to changes in government priorities? Please provide examples.		
Comparative advantage	*What would you say is the comparative advantage of WFP in India?*		
	Are there areas, activities, or strategies in which WFP does not currently work but where you think WFP could make a difference based on its knowledge or expertise in India?		

EQ2: Effectiveness	
Sustainability and ownership	In your opinion, what have been the main contributions of WFP work on capacity-strengthening in India?
	Since 2019, what do you think have been the major changes in the capacity of the Government of India as a result of WFP technical assistance?
	Since 2019, what have been the main successes you have witnessed as a result of the partnership with WFP?
	Do you think those successes are likely to be sustainable? Why/Why not?
	What activities supported by WFP do you think offer the greatest potential in creating sustainable results on a large scale?
EQ3: Efficiency	
Timeliness	Have any activities led by WFP suffered substantial delays?
	What impact did the delays have on the quality of the support the Government of India received from WFP?
Modality	*Given India's context, is the choice of CCS as the engagement modality an effective way to maximize intended outcomes?*
	What kind of changes in the WFP approach would you like to see?
EQ4: Factors	
Resourcing	What has been the experience of the Government of India as a donor for WFP?
	Are there activities WFP wanted to implement that the Government of India was not interested to fund?
	Since 2019, what have been the main successes you have witnessed as a result of the partnership between WFP and the Government of India? Any examples?
Agility and adaptation to COVID-19	Has WFP been able to swiftly respond to emerging crises such as the COVID-19 pandemic? If yes then how?
	How did the COVID-19 crisis affect the ability of the Government of India to reach target groups?
Other factors	What are your main lessons learned from working with WFP?

98. The questionnaire to be administered to external stakeholders not previously mentioned during interviews is presented below.

Table 12: KII questionnaire for external stakeholders (outside of the Government of India) United Nations agencies, Private Sector partners, Academia; CSOs; NGOs

Interview information	Interviewer name:	Gender:	Date:
	Interviewee name:	Job title:	Platform:

Introduction	[Same as above].
EQ1: Relevance	
Alignment to national priorities and SDGs	Are you aware of the CSP of WFP? If no: explain briefly what WFP does in India.
	Do you think the CSP strategic outcomes are aligned with government policies, strategies and plans?
	Capacity Strengthening: To what extent do you think WFP has contributed to capacity strengthening within the Government of India and state governments as a result of the WFP Country Strategic Plan for the following elements? ○ *Individual* capacity refers to individual technical skills in government staff ○ *Institutional* capacity refers to the procedures and processes in an agency ○ *Enabling environment* refers to changes in policies or funding to support each dimension.)
Targeting	Does WFP support match your needs?
	What vulnerable groups do you think WFP reaches in priority?
Flexibility	How have government priorities evolved over the last few years? Has WFP been able to adapt to the changes?
	How has the context changed since 2019? Prompt: political, institutional, financial, logistical, security, natural, donor…
GEEW	What unique contributions WFP has made to your work in the area of GEEW and Social Inclusion?
Comparative advantage	What would you say is the comparative advantage of WFP in India?
	Are there areas, activities, or strategies in which WFP does not currently work but where you think WFP could make a difference based on its knowledge or expertise in India?
EQ2: Effectiveness	
Sustainability and ownership	In your opinion, what have been the main contributions of WFP work on capacity-strengthening in India?
	Do you think advances supported by WFP on Government of India capacity strengthening during the past three years are likely to be sustainable?
	What are the factors that will affect whether or not the results are sustained?
	What activities supported by WFP do you think offer the greatest potential in creating sustainable results on a large scale?
	How would you describe government capacity to progressively take over services currently provided by WFP?
EQ3: Efficiency	

Timeliness	Have you ever witnessed substantial delays from WFP? How long were the delays and how were they mitigated?
Cost	*Are you aware of any challenges WFP may have faced due to the lack of financing of their activities?*
	Do you find that any activities that are currently implemented, or slated for implementation, are not cost effective, meaning they will likely deliver relatively small impact relative to the cost of these activities? What accounts for their low cost-effectiveness?
Modality	Given the context of India, is the choice of CCS as the engagement modality an effective way to maximize intended outcomes?
	What are the limitations to the "CCS only" approach in India, in your opinion?
	What would motivate you to work more closely with WFP in India?
	What kind of changes in the WFP approach would you like to see?
EQ4: Factors	
Partnerships	*Can you elaborate on WFP work with you? In which field have you worked closely together with WFP?*
	How has the WFP partnership with you contributed to strengthening your capacities? Can you give some examples?
	Is your work with WFP done in a consultative manner?
	How would have your work been affected in the absence of the WFP partnership?
Agility	To what extent has WFP adapted to key contextual changes, including internal changes and external factors, including the COVID-19 pandemic and its economic impact?

5.2 Most Significant Change guide

99. The Most Significant Change (MSC) technique first emerged in the 1990s as a monitoring tool and has since been modified and adapted. The questionnaire to be administered to SHG members during MSC interviews is presented below.

Table 13: Most Significant Change guide for women self-help groups in take-home ration production units

Interviewer name:		Gender:		Date:
Interviewee name:		Job title:		Platform:
Introduction: [Same as above].				
Name of Evaluation Team member recording story	Name of beneficiary (optional)	Programme/ pilot name and location	Date of recording	When did the story happen?

We are hoping to capture some stories about personal or social changes that are connected to listening to [add name of programme], or from your current or previous involvement in [add name of activities]. I will write down your stories and then after our discussion I'll check that I've got all the details of your stories right. This session should take about one hour. WFP may want to use your story and other information collected during our meeting for the following purposes: • To tell our donors and stakeholders about the significant changes that have happened to you and community members because of this programme • To help us understand what listeners and others think is working and what can be improved in this programme • To make improvements to the programmes. Tell me how you (the storyteller) first became involved with [programme pilot name], and what your current involvement is.
From your point of view, describe the most significant change that has resulted from your involvement with [programme/pilot name]. Describe who was involved, what happened, where and when. Include enough detail to make it understandable by someone not familiar with your situation.
From your point of view, describe the most significant change in your knowledge, behaviour or self-development that has resulted from [add name of programme] or taking part in [add name] activities. Please be as specific as possible and give examples.
Take a few minutes to think about any impacts that listening to [add name of programme] has had on your life or on the lives of others in your community. They could be positive or negative impacts. Would you be willing to share a story about the most significant change in the lives of others that you know that has happened because of [add name of programme]?
From your point of view, describe the most significant change in other community members or other groups that has resulted from you being involved [add name of programme] or taking part in [add name] activities. Please be as specific as possible and give examples.

5.2.1 Most Significant Change guide for WFP staff

100. The questionnaire to be administered to WFP staff during MSC interviews is presented below.

Table 14: Most Significant Change guide for WFP staff

Interviewer name:	Gender:	Date:
Interviewee name:	Job title:	Platform:
Introduction: [Same as above]		
Describe what you think is the most significant change that you contributed to, in some way, during your time associated with WFP. There may have been many changes, great and small, positive and negative. Choose the change that you feel is most significant for your organization. Describe who was involved, what happened, where and when. Include enough detail to make it understandable by someone not familiar with your role in WFP and to make it possible to follow up later to see if the change has continued. The significant change you choose can apply to (i) the lives of the beneficiaries of WFP (through government programmes), (ii) an aspect of WFP organizationally; or (iii) the wider policy environment.		
Take a few minutes to think about any effect that [add name of programme] has had that can apply to your organization, other entities and individuals. They could be positive or negative effects. Would one of you be willing to share a story how this most significant change applies to your organization that you know has happened because of [add name of programme]?		

Take a few minutes to think about any effect that the most significant change of [add name of programme] has had to other relevant organizations. They could be positive or negative effects. Would you be willing to share a story about how the most significant change applies to another organization that has happened because of [add name of programme]?
Could you share a story about how this most significant change applies to individuals supported by your organization that has happened because of [add name of programme]?
Explain why you chose this specific change. What kind of difference does it represent, and has it made/will it apply to a wider population? Why do you think the difference is important?

5.3 Focus Group Discussion:

101. A focus group[43] is a group interview of approximately 6 to 12 people who share similar characteristics or common interests. A facilitator guides the group based on a predetermined set of topics. The facilitator creates an environment that encourages participants to share their perceptions and points of view. Focus groups are a qualitative data collection method, meaning that the data is descriptive and cannot be measured numerically.

102. Focus group discussions are useful for:

- Getting more in-depth information on perceptions, insights, attitudes, experiences, or beliefs
- Gathering subjective perspectives from stakeholders
- Gathering additional information as an adjunct to quantitative data collection methods
- Providing interpretations of data collected through quantitative methods (quantitative data is numeric and measurable).

103. As part of this evaluation, one focus group discussion was conducted with a women's self-help group in Unnao. The group was randomly sampled from the two existing production units.

104. **Background**: On 8 September 2020, the Government of Uttar Pradesh and the World Food Programme entered a Memorandum of Understanding under Uttar Pradesh Rural Livelihood Mission to set up 204 nutrition production units across 18 districts to support food distribution under the government Integrated Child Development Services scheme. The ICDS scheme targets children under 6 years of age and pregnant and lactating women. Through the scheme, take home ration (THR) of micronutrient-fortified blended food or energy-dense food is distributed to children between 6–36 months of age and to pregnant and lactating women and adolescent girls for consumption at home. As part of take-home rations, ready-to-eat and ready-to-cook products in the form of dry rations and hot cooked meals are provided. With this MoU, the Government of Uttar Pradesh has moved to a decentralized model where women from Self Help Groups (SHGs) own and manage the production units. WFP will extend technical support to the Government and provide guidance for product composition, quality assurance, packaging, and other processes for managing the units. This intervention ensures nutrition security, and gender empowerment through livelihood opportunities and collective ownership of the units.

105. To begin with, WFP on a pilot basis has established two block-level production units, one each in Bighapur block, Unnao and Malva block, Fatehpur. The two units will work as demonstration sites for the state government who will learn and gradually scale up the project to another 16 districts.

106. **Rationale for the personal story:** The production units managed by self- help groups have linkages with SO1, SO2, and SO3 and support the sustainable development agenda (SDG1, SDG 2, SDG 5, and SDG 17). The journey of SHGs as institutions for the empowerment of women and enhanced agency through economic pathways will highlight important lessons with regard to challenges and an enabling environment that will benefit many such micro enterprises in the future. The story would also showcase a viable business model owned and led by women for local production, leading to better access to and visibility of nutritious food, cost efficiencies, employment generation, and linkages cascading backward and

[43] Centers for Disease Control and Prevention. 2018. Evaluation Briefs. Data Collection Methods for Program Evaluation: Focus Groups. No. 13.

forward at the local level. The story is directly related to the evaluation dimensions of relevance, effectiveness, efficiency and sustainability. This personal story of SHGs is expected to inspire hastening of other such ventures, and likely guide the existing ones on addressing barriers and strengthen the enabling environment.

107. **Methodology:** Qualitative methodology will be adopted with a focus group discussion with SHG members and semi-structured interviews with the leadership of the SHGs.

108. In the context of COVID-19, all protocols of safety were followed for the focus group discussion and interviews. Interviews were held in Hindi and the narratives were captured in written notes in English. No translator was required as all members of the national team spoke and understood Hindi.

109. The focus group guide is presented below.

Table 15: Focus group discussion guide

Interviewer name:	Gender:	Date:	
Interviewee name:	Job title:	Platform:	
Introduction: [Same as above].			
Name of Evaluation Team members recording the Story	Name of SHG/Production Unit and location	Date of Recording	When did the story happen?
We are hoping to capture some stories about personal or social changes that are connected to listening to [add name of program], or from your current or previous involvement in [add name of activities]. I will write down your stories and then after our discussion I'll check that I've got all the details of your stories right. This session should take about one hour. WFP may want to use your story and other information collected during our meeting for the following purposes: • To tell our donors and stakeholders about the significant changes that have happened to you and community members because of this programme • To help us understand what is working and what can be improved in this programme • To make improvements to the programmes			
When did you join the SHG? What occupation were you engaged in before starting the production unit?			
What is your current role in the production unit?			
How has your production unit progressed since its start?			
What was the primary focus of the production unit when it was established? What support did you receive from government agencies? From the local community? From your household?			
What infrastructure was available for your production units in its initial period? What has changed now?			
What are the current programmes that the SHG focuses on besides managing the production unit?			
What are the most significant changes that your SHG/production unit have experienced since its inception? Please give examples.			
What are the few things you would like to improve at the SHG/production unit for better growth, efficiency and impact? (For example, types of training, functional literacy and numeracy, equipment, access to better credit,			

improvement in work space and environment, negotiating and communication skills, exposure to technology, etc.)
Can you recount some of the specific challenges that were faced by your production unit from its inception? How were they addressed?
What are the upcoming goals of the SHG/production Unit? What barriers, if any, do you see in reaching those goals?
Where do you see yourself contributing in the coming years at the SHG/Production Unit?
How is your production unit viewed by the community, especially the male members of the community? Are your opinions more valued in your household/community now than before you worked in the production unit?
How do you think you as a person have changed/grown after you joined the production unit? Can you give an example of positive changes in your life? Are you better informed and more aware in terms of your social, political, and economic entitlements? Has it made you more confident? If yes, can you give a few examples of how you exercised your confidence and awareness in real life situation?

5.4 Direct observation guide (adapted from USAID TIPS in observation)[44]

110. Direct observation is a way of gathering data by watching behaviours, events, or noting physical characteristics in their natural setting. Observations can be overt (everyone knows they are being observed) or covert (no one knows they are being observed and the observer is concealed). The benefit of covert observation (which has to be ethically correct) is that people are more likely to behave naturally if they do not know they are being observed. Observations can also be either direct or indirect. Direct observation is when you watch interactions, processes, or behaviours as they occur. Indirect observations are when you watch the results of interactions, processes, or behaviours. Direct observation is particularly helpful when it is important to understand an ongoing process or situation as was the case with the self-help group THR production unit. Observation makes it possible to monitor or watch a process or situation that is being evaluated as it occurs. It enables the evaluator to gather data on individual interactions and behaviours between people. Observation allows the evaluator to watch peoples' behaviours and interactions directly, or watch for the results of behaviours or interactions[45]

111. Because of time and resource constraints, direct observation was limited to observing the operations at the women's self-help group THR production unit visited by the Evaluation Team.

112. Direct observation techniques were validated by checking the findings with representativeness of the Country Office and the Government.

5.5 Country capacity-strengthening milestone framework checklist

113. To better understand WFP engagement and performance in country capacity-strengthening and to supplement quantitative data on CCS indicators, a review of Country Office activities against the CCS Framework domains and pathways of change,[46] the Evaluation Team had intended to map the range of WFP contributions and assess progress. The quality of the WFP CCS contribution to institutional development was to be based on interviews with WFP senior staff

114. The Evaluation Team shared the adapted checklist with five WFP Country Office senior management staff members who are familiar with all the dimensions of WFP national capacity strengthening work, to fill out as part of a self-assessment. The Evaluation Team, however, decided to drop reporting of the results because of considerable variations in the viewpoints of the respondents. The small number of respondents made it difficult to reconcile the differences in the internal ratings.

5.6 Contribution analysis: Addressing cause and effect

[44] USAID. 2011. Performance monitoring and evaluation tips using direct observation techniques.
[45] Centers for Disease Control and Prevention. 2018. Evaluation Briefs. Data Collection Methods for Program Evaluation: Observation. No. 16.
[46] WFP. 2018. WFP Corporate Approach to Country Capacity Strengthening (CCS).

115. Contribution analysis involves mapping pathways from interventions to results and is often embedded in a theory of change. This analysis can help identify how contributions have evolved over time and to what degree the observed changes have been the result of interventions or externalities. In this case, the application of the corporate capacity-strengthening progress milestones and corporate indicators can be supplemented with qualitative methods identifying processes and relationships to build a case for potential contribution. Table 16 shows the pathway assumptions for each SO and overarching assumptions.

116. The Evaluation Team used the ToC that was developed as the basis for carrying out the Contribution Analysis by following these steps:

Table 17: Contribution analysis: Assumptions and strategic pathways

	Pathway assumptions and risks
Seven overarching assumptions	1) Socio-cultural gender norms in place in the context allow for effective gender-transformative interventions 2) Existence of adequate government structures that have the required capacity and coverage of territories where the most vulnerable populations reside 3) Social protection mechanisms exist and are regulated by the Government 4) Country Office and partners can work in a flexible and adaptive manner to adjust support in accordance with changing context and needs 5) Financial donor support to WFP was adequate and timely to deliver the strategic outcomes of the CSP 6) Effective and proactive engagement from Government and partners to support achievement of CSP 7) Government translates acquired knowledge and capacity into operation design, implementation and decision-making
Strategic Pathway Outcome Area 1: **Access to food**	1) Reach of capacity-strengthening at all levels including lower levels of Government 2) CS and policy level initiatives at the national and sub national levels result in gender equitable access to food 3) Intra-household allocation of food favours members with greatest food needs. 4) Nutritionally diverse diet rich in micronutrients is provided. 5) SHF can consistently meet the demand for the quantity and quality of food that is resilient to weather-related shocks 6) The poor will remain reliant on food safety nets to meet their food and nutritional requirements 7) Government of India resource allocations for enhanced efficiency through technological reforms continues under NFSA
Strategic Pathway Outcome Area 2: **End of malnutrition**	1) Enhanced capacities at all levels lead to equitable consumption of nutritious food cutting across groups 2) Women's self-help groups will be able to generate sustainable income through production of nutritious food 3) Government strategies provide scope for enhancements in the food basket – through fortification + diversification 4) Robust evidence exists to advocate with the Government 5) Government allocates resources and expands scope for nutritional enhancements
Strategic Pathway Outcome Area 3: **Strengthened capacities to implement SDGs**	1) State ensures sufficient investments in a range of complementary activities including access to safe drinking water, proper sanitation, and reduced discrimination against girls and women 2) Strong support from the Government of India for South-South co-operation 3) Government makes the necessary staff available for capacity-building and mechanisms for sustenance are established 4) Good inter-ministerial coordination exists 5) Common understanding/ownership among stakeholders on the key strategies.

Annex X: List of Participants in interviews and the focus group discussion

117. The list of individuals who participated in key informant interviews and/or the focus group discussion is presented below. They are disaggregated by type of stakeholder, agency, designation, name and gender. The key informant interviews conducted with *individuals appearing in italics* were included in the field mission schedule designed during the inception phase, while the others were added during the data collection phase.

Table 18: List of individuals who participated in KIIs and the FGD

Type of stakeholder	Agency/Organization	Designation	Name	Gender
ODISHA				
WFP stakeholders	Odisha Field Office	State Project Coordinator	Himanshu Bal	M
	Odisha Field Office	Programme Policy Officer	*Ms. Anu Bothra*	F
State government	Food Corporation of India	Regional Manager	Mr. Nisith Pradhan	M
	Department of Agriculture and Food Production	Director	*Dr M. Muthukumar*	M
	Planning and Convergence Department	Development Commissioner	*Mr. Pradeep Kumar Jena* *Mr. Debendra Kumar Jena* *Ms.Manasi Satapathy*	2 M 1 F
		PHDMA Member Secretary PHDMA Officer on Special Duty Socio-Economist and Communication Expert	Ms.Roopa Roshan Sahoo Mr.Prabir Khilar Ms.Lipsa Bharati	2 F 1 M
		Former Joint Director and Project Coordinator	Dr Chitta Ranjan Sataphy	F
	Department of School & Mass Education	Director, Public Grievances	*Mr. Gangadhar Sahoo*	M
	Odisha Real Estate Regulatory Authority	Member Secretary	Bijay Kumar Prushty	M
		Chairman	Mr.Siddhant Das	M
	Women & Child Development Department	Principal Secretary	*Ms. Anu Garg, IAS*	F
		Nutrition/Gender Expert	Ms.Nandita Nayak	F
		Director, ICDS and Social Welfare	*Mr. Aravind Agrawal*	M
	NFSA	Additional Secretary	M Q Haque Mr. Manoj Kumar Padhi	M
	NITI Aayog field office	Member, Poverty Reduction Task Force	Professor Jagadananda	M
	Department of Mission Shakti	Joint Secretary	Mr.Binod Kumar Jena	M
		Officer on Special Duty	Mr.Sudhanshu Nayak	M
		Team Leader	Mr.Sreepati Mishra	M
		Domain Expert	Mr.Soumit Mishra	M
	Department of Agriculture	Joint Director	Mr.Hiranjan Mohanta	M
		Assistant Agriculture Officer, OMM	Ms.Kalpana Pradhan	F

		State Coordinator, WASAN	Ms.Aasima Chaudhury	F
		Marketing Expert, OMM	Mr.Aayaskanta Mohapatra	M
		Documentation Manager, IPE Global	Mr.Sreemanta Kumar Khuntia	M
	Department of Agriculture and Farmer Empowerment	Secretary	Mr. Suresh Vashishth	M
	Indian Forest Service	Former Principal Chief Conservator	Mr. Ajay Kumar Mahapatra	M
United Nations agencies	UNDP	Head of Field Office	Abha Mishra	F
	UNICEF	Social Policy Specialist	Ms.Piush Antony	M
	UNICEF	Chief of Field Office	Ms. Monika Oledzka Nielsen	F
Academic institution	Indian Institute of Public Health	Faculty	Professor (Dr.) Ambrish Dutta	M
Private sector	CSR Tata Trust	Head	Dr Ambika Nanda	M
UTTAR PRADESH				
WFP stakeholders	WFP Field office	Field Based Staff – Nutrition	Mr. Niranjan Bariyar	M
		Programme Assistant	Mr.Rafi P.	M
		Programme Associate	Mr. Srikanta Senapati	M
State government	Department of Basic Education	Secretary	Ms.Anamika Singh	F
	Department of Rural Development	Additional Chief Secretary	*Mr. Manoj Kumar Singh*	M
	Department of Food and Civil Supplies	Commissioner	Mr. Rajamouli	M
	Department of Food and Civil Supplies	Additional Commissioner	Mr. Arun Kumar Singh	M
	State Rural Livelihood Mission	Health-Nutrition Lead	*Mr. Adeel Abbas*	M
	Department of Women and Child Development	Director, ICDS	*Dr. Sarika Mohan*	F
	Department of Basic Education	Secretary	*Ms.Anamika Singh*	F
	Mid-Day Meal Authority	Nutrition Specialist	Ms.Taruna Singh	F
	Mid-Day Meal Authority	Training Coordinator	Mr. Sameer	M
	Uttar Pradesh State Livelihood Mission	Block Mission Manager	Mr. Amit Pandey	M
NGO/CSOs	The Nudge Foundation	Senior Associate, Asha Kiran Project	Mr.Aman Shaikh	M
	SAMARTH	*Secretary*	*Mr. Pravesh Dwivedi*	M
Indirect beneficiaries	*THR Production Unit in Unnao*[47]	*Ten members of the THR production unit (Focus group discussion)*		
		Two members of the THR production unit (Interviews)		
United Nations agency	UNICEF	Nutrition Specialist	Dr. Richa Pandey	F
	UNICEF	Child Protection Specialist	Mr. Mansoor Qadri	M
NEW DELHI				
National government	Ministry of Agriculture	Additional Secretary	*Dr. Abhilaksh Likhi*	M
		Technical Expert, National Rainfed Area Authority	Mr.Biswewar Rath	M

[47] Indirect beneficiary names and positions are not disclosed due to data protection concerns.

		CEO, National Rainfed Area Authority, Chair of Doubling Farmer Income	*Dr. Ashok Dalwai*	M
		Joint Secretary	*Ms. Alaknanda Dayal*	F
		Director	*Mr. Ranjit Singh*	M
	Department of Food and Public Distribution	Secretary	*Mr. Sudhanshu Pandey*	M
		WFP staff	Mr.Kumaran Murugesan	M
		WFP staff	*Dr Reema Chugh*	F
		Joint Secretary	*Mr.Jagannathan*	M
		Deputy Secretary	*Mr.LP Sharma*	M
	NITI Aayog	Advisor	*Prof. Ramesh Chand*	M
		WFP staff	Mr.Vijay Avinandan	M
		Advisor	Dr Neelam Patel	F
		Additional Secretary	*Dr. Rakesh Sarwal*	M
	Indian Institute of Millet Research	Director	Dr Vilas Tonapi	M
	Ministry of Women and Child Development Advisor	Deputy Secretary	*Mr.Hemanta Kumar Meena*	M
	Development Monitoring and Evaluation Office	Director General	*Dr. Sekhar Bonu*	M
		Deputy Director General	Antony Cyriac	M
		Deputy Director General	Mr.Shailendra Dwivedi	M
		Deputy Director General	*Mr. Alok Mishra*	M
		Director	*Dr. Shweta Sharma*	F
	Food Fortification Resource Centre	Director	*Ms. Inoshi Sharma*	F
		Principal Lead	*Mr. Vivek Arora*	M
	National Disaster Management Authority	Member	Dr Krishna Vatsa	M
	Ministry of Statistics and Programme Implementation	Deputy Director General, Social Statistics Division	*Mr. Rakesh Maurya*	M
		Additional Director General	Ms.R Savitri	F
		Joint Director	Mr.Ziaul Haque	M
		Deputy Director	Ms.Deepika Verma	F
		Deputy Director	Ms.Neha Singh	F
WFP stakeholders	WFP India Country Office	Country Director	Bishow Pajuli	M
		Deputy Country Director	Eric Kenefick	M
		SO1 Outcome Manager	Ankit Sood	M
		SO1 Deputy Manager	Nishant Aggarwal	M
		Head of SO3 unit Deputy Head of M&E (Act. 3)	Abhay Kumar Divya Tiwari	M
		Gender and Inclusion	Aradhana Srivastava	F
		SO2 Outcome Manager	Shariqua Yunus	F
		SO2 Deputy Manager	Siddharth Waghulkar	M
		School-based programmes	Tanmoy Ghatak	M
		Head of Human Resources	Promita Chadha	F
		Head of Finance	Simerjeet Kaur	F
		Head of Communications	Parvinder Singh	M
		Senior Administrative Associate	John Arakal	M

		Head of Unit, Partnerships	Jyotsna Bhatnagar	F
		Partnerships officer	Mansi Chaturvedi	F
		SO3 Outcome Manager (Act. 4)	Pradnya Paithankar	F
		South-South and Triangular co-operation	Pranay Sinha	M
		Disaster Risk Reduction	Animesh Prakash	M
		Partnerships officer	Dr Shruti	F
	Headquarters	Country Capacity Strengthening	Daniel Dyssel	M
		Gender Advisor	Felicity Chard	F
		South-South and Triangular Cooperation	Gabriela Dutra	F
	Regional Bureau in Bangkok	Regional Gender Advisor	Julie MacDonald	F
		Regional Nutrition Advisor	Britta Schumacher	F
		Head of Supply Chain Supply Chain Advisor	Sarah KUNZELMANN Kirsi JUNNILA	F
		Senior Climate Change and DRR Advisor	Katiuscia Fara	
		M&E officer	Luna Kim	F
	Formerly of WFP India Country Office	Former Head of Communications	Neha Sabharwal	F
Development stakeholders	*SPHERE India*	CEO	*Mr. Vikrant Mahajan*	M
	Path	Nutrition Lead	*Mr. Neeraj Jain*	M
		Country Director	Ms. Rohini Saran	F
	GAIN	Country Director	*Mr. Tarun Vij*	M
	IPE Global	Director – Social and Economic Empowerment	Dr Raghawesh Rajan	M
		Staff	Ms.Lipika Patra	F
		Staff	Mr.Vinit Patnaik	M
	Akshaya Patra Foundation	Senior Director	Mr.Anant Arora	M
	Jubilant Bhartia Foundation	Vice President	Mr.Vivek Prakash	M
	AIMDI	Director	Mihir Bhat	M
	Global Network of Civil Society Organizations for Disaster Reduction	Senior Regional Lead	Shivangi Chavada	F
	International Crops Research Institute for the Semi-Arid Tropics	Director, Country Relations	Dr Arabinda Padhee	M
		Senior Advisor for Nutrition	*Rita Bhatia*	F
Academic institutions	Indian Institute of Technology-Delhi	Country Director	*Prof. Nomesh Bolia*	M
Private sector	Ericsson India Global Service	Senior Director, Corporate Partnerships	*Mr. Biplab Dutta*	M
Donors	WFP USA	Senior Director, Corporate Partnerships	*Ms. Dorota Amin*	M
	WFP Trust for India	Managing Trustee	Ms.Vrinda Sarup	F
	Akshaya Patra Foundations: Varanasi	Senior Director	Mr. Anant Arora	M
United Nations agencies	UNRC	Chief of Staff	*Ms. Radkhika Kaul Batra*	F
		Programme Coordination Specialist	Ms.Meenakshi Kathel	F
	UNDP	Representative	*Ms. Shoko Noda*	F

	UNICEF	Deputy Representative	*Mr. Yasumasa Kimura*	M
	UNICEF	Chief Nutrition	*Dr. Arjan de Wagt*	M
	IFAD	Country Co-ordinator	*Ms. Meera Mishra*	F
	FAO	Representative	*Mr. Tomio Sichiri*	M
	UN Women	Person handling SHG production centres	Ms.Kanta Singh	F
	UN Women	Country Programme Manager	Ms.Kanta Singh	F

Annex XI: Reconstructed Theory of Change

118. Country Offices were not expected to develop a CSP Theory of Change (ToC at the time of the design of the CSP). However, for CSP evaluations, an analysis of the reconstructed ToC is required.

119. Following inception briefings with key WFP staff and a preliminary review of the documentation provided by WFP, especially the CSP document (2019–2022), Line of Sight, Logical Framework, Country Capacity Strengthening Corporate Theory of Change, budgetary data, and Annual Country Reports (2019–2020), the Evaluation Team reconstructed a draft Theory of Change. This draft was then presented to Country Office stakeholders during a ToC validation workshop. Further consultations with WFP Country Office staff took place in the following week to ensure that the ToC suited expectations and perceptions of all staff implementing the CSP.

120. The reconstructed ToC suggests that, within each of the three identified Pathways, if WFP implements the main activities the pathways will lead to the achievement of the main outputs, which will then contribute to outcomes and eventually to access to food (SDG 2.1), reduction of malnutrition (SDG 2.2) and strengthened capacities (SDG 17.9). Graphically, this ToC shows WFP inputs and entry points on the left-hand side. Following from there, various activities are outlined and linked to the respective outputs. Subsequently, the outputs feed into outcomes, which are divided between immediate outcomes, achievable in the short to medium term, and intermediate outcomes, which are achievable in the long term. On the right-hand side, the impact statements correspond to WFP corporate strategic goals and SDGs.

121. Two main causal accelerators are identified: technological innovations, mainly in the form of supply chain optimization; and country capacity-strengthening drivers, derived from the CCS framework (i.e., Policies and Legislation, Institutional Effectiveness and Accountability, Strategic Planning and Financing, Stakeholder Programme Design, Delivery & M&E and Engagement and Participation of Community, Civil Society and Private Sector). These accelerators are indicated with yellow shapes leading to outcomes.

122. This reconstructed ToC hinges on the three Strategic Outcomes designed by the Country Office based on WFP Corporate Strategic Results. The four cross-cutting themes (Gender, Protection, Accountability to Affected Populations and Environment) are embedded into the three pathways, however they are also highlighted at the very top of the ToC.

123. Strategic Outcome 1 Pathway – Access to food: Under this pathway, WFP aims to accentuate awareness among target populations of their entitlement to food safety nets, while bolstering government targeting and delivery to favour wider participation in safety nets that are high quality, effective, efficient, and capable of supporting demand year-round and ensuring access to food for vulnerable people. WFP will also link vulnerable farmers to government supply chains, which will sustainably enhance their livelihoods, incomes, and access to markets, resulting in stronger markets that can deliver more effectively to others. Key assumptions underpinning the SO1 pathway relate to the reach of WFP into lower levels of government, adequate intra-household allocation of food that guarantees gender equitable access, high nutritious quality of food provided, resilience of vulnerable farmers to disaster risks and changing demand, continued reliance of vulnerable groups on food safety nets, and the continued allocation of government resources to technological reforms.

124. Strategic Outcome 2 Pathway – End of malnutrition: Through this pathway, WFP aims to provide technical assistance to the Government through advocacy, research, and evidence sharing to ensure that policies are in place and communications are shared with target populations to ensure vulnerable people, especially children under 5, have access to nutrition services and consume affordable, nutritious food. This includes WFP support of high-quality take-home ration production, fortification, and delivery to enhance the consumption of nutritious foods by vulnerable groups. Key assumptions underpinning SO2 Pathway include the reach of WFP to the lowest levels of government with capacity-strengthening, the existence of robust evidence that WFP can share with the Government to advocate for SO2 objectives, adequate income-generation for women's self-help groups, and government willingness and resources to enhance food baskets.

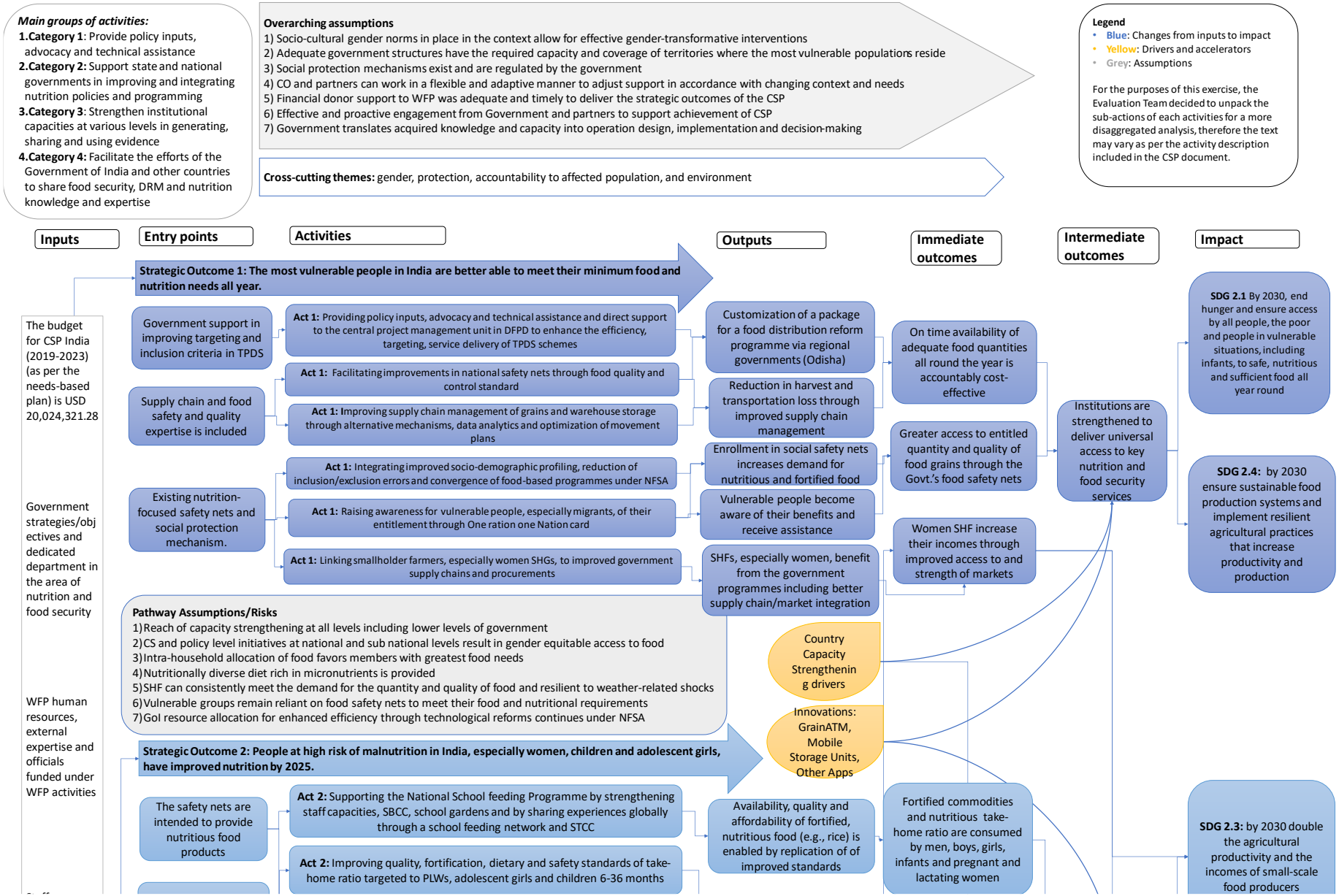
125. Strategic Outcome 3 Pathway – Strengthened implementing and strategic capacities of key partners: Under this pathway, which is explicitly positioned in line with SDG 17, WFP aims to lead evidence-building, research and monitoring of the issues of resilient food security and livelihoods and hunger by adopting a "pilot to scale up approach" and by engaging with national and state capacity in evaluating and monitoring SDG 2. SSTC also facilitates an exchange of best practices with specific countries. Through this pathway, WFP India strengthens the humanitarian system in India by engaging with government and civil society organizations in the sharing of lessons learned and through the delivery of training with a focus on food and nutrition. The integration of capacity-strengthening also relates to climate change by involving farmer/community with local authorities, state, and national governments expressing an interest. This is expected to lead to a more integrated response to the issue of hunger and resilience of food producers in India and abroad. Key assumptions underpinning Pathway 3 are commitment of the central and state governments to allocate sufficient financial, human and other resources, adequate state investments in complementary activities such as in water, sanitation and health, strong support from the Government of India for South-South Cooperation, availability of necessary government staff for capacity-strengthening, effective inter- and intra-ministerial coordination, and a common understanding as well as ownership by stakeholders of the key strategies.

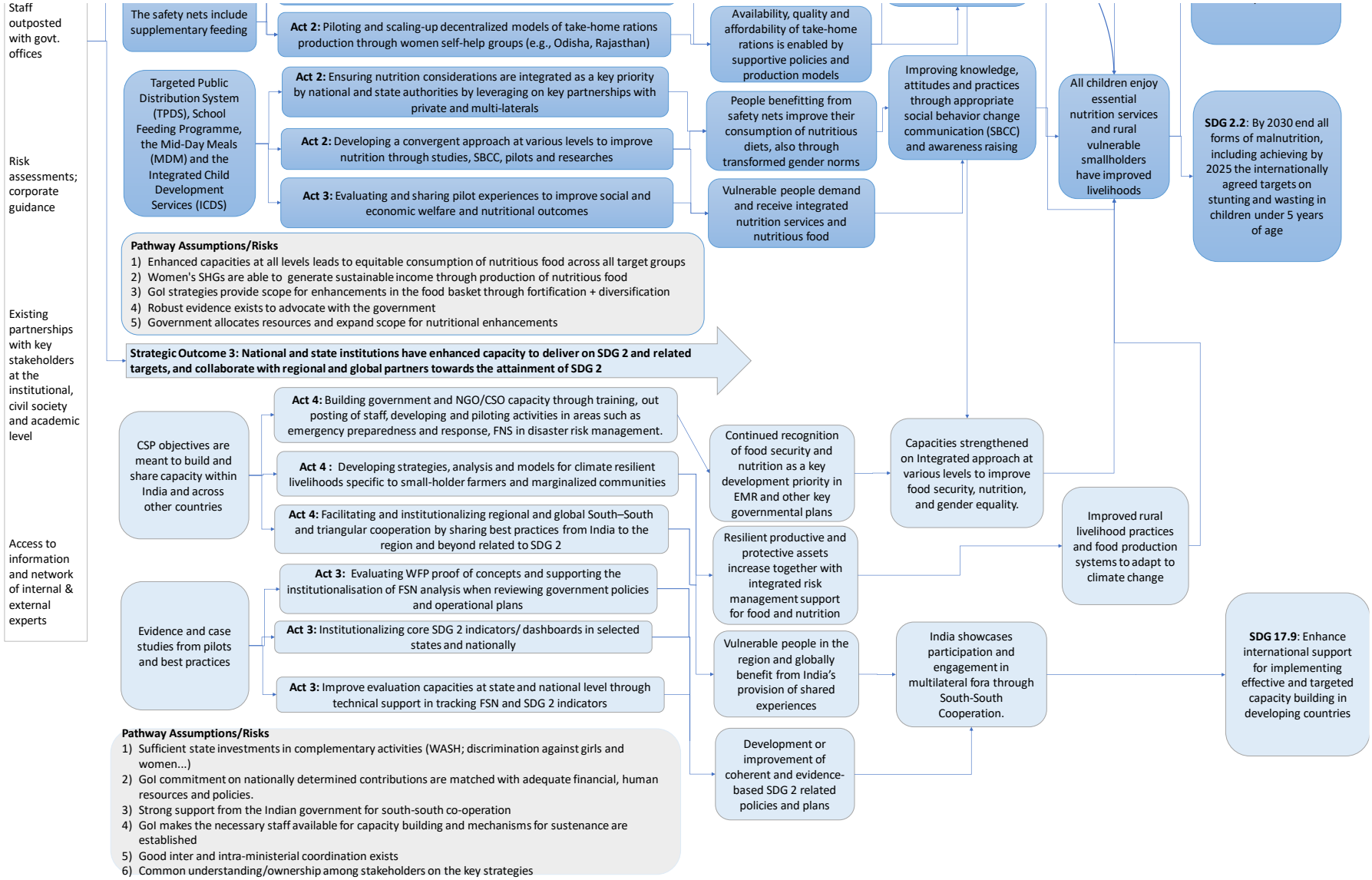
126. The ToC breaks down into four activities as laid out in the CSP document:

- Activity 1: Provide policy inputs, advocacy and technical assistance aimed at enhancing the efficiency, targeting, service delivery and supply chain of government programmes for improving access to food.
- Activity 2: Support state and national governments in improving and integrating nutrition policies and programming, including through enhanced quality, advocacy, and gender-transformative, systematic approaches.
- Activity 3: Strengthen institutional capacities at various levels in generating, sharing, and using evidence for coordinated planning, roll-out and monitoring of actions for attaining Sustainable Development Goal 2.
- Activity 4: Facilitate the efforts of the Government of India and other countries to share food security and nutrition knowledge and expertise and provide disaster risk management services for the region.

127. Seven overarching assumptions have been identified as bearing an impact on the feasibility of the linkages to lead each phase into the next across all pathways. These are located at the top of the ToC. Overarching assumptions underpinning all three pathways relate to: sociocultural gender norms in place in India that must allow for effective gender-transformative interventions; the ability to find in the Government of India a strong partner with adequate structures and capacity to effectively reach the most vulnerable; the existence of social protection mechanisms that are regulated by the Government alongside adequate funding for WFP to deliver technical assistance according to needs and to deliver the strategic outcomes of the CSP. Effective and proactive engagement from Government and partners to support achievement of CSP and the acquired knowledge and capacity also should translate into operation design, implementation, and decision-making as another cross-cutting pre-condition to achieve CSP objectives.

128. The reconstructed Theory of Change can be found below.


Main groups of activities:
1.Category 1: Provide policy inputs, advocacy and technical assistance
2.Category 2: Support state and national governments in improving and integrating nutrition policies and programming
3.Category 3: Strengthen institutional capacities at various levels in generating, sharing and using evidence
4.Category 4: Facilitate the efforts of the Government of India and other countries to share food security, DRM and nutrition knowledge and expertise
Overarching assumptions
1) Socio-cultural gender norms in place in the context allow for effective gender-transformative interventions
2) Adequate government structures have the required capacity and coverage of territories where the most vulnerable populations reside
3) Social protection mechanisms exist and are regulated by the government
4) CO and partners can work in a flexible and adaptive manner to adjust support in accordance with changing context and needs
5) Financial donor support to WFP was adequate and timely to deliver the strategic outcomes of the CSP
6) Effective and proactive engagement from Government and partners to support achievement of CSP
7) Government translates acquired knowledge and capacity into operation design, implementation and decision-making
Cross-cutting themes: gender, protection, accountability to affected population, and environment
Legend
Blue: Changes from inputs to impact
Yellow: Drivers and accelerators
Grey: Assumptions
For the purposes of this exercise, the Evaluation Team decided to unpack the sub-actions of each activities for a more disaggregated analysis, therefore the text may vary as per the activity description included in the CSP document.
Inputs
Entry points
Activities
Outputs
Immediate outcomes
Intermediate outcomes
Impact
The budget for CSP India (2019-2023) (as per the needs-based plan) is USD 20,024,321.28
Government strategies/objectives and dedicated department in the area of nutrition and food security
WFP human resources, external expertise and officials funded under WFP activities
Strategic Outcome 1: The most vulnerable people in India are better able to meet their minimum food and nutrition needs all year.
Government support in improving targeting and inclusion criteria in TPDS
Supply chain and food safety and quality expertise is included
Existing nutrition-focused safety nets and social protection mechanism.
Act 1: Providing policy inputs, advocacy and technical assistance and direct support to the central project management unit in DFPD to enhance the efficiency, targeting, service delivery of TPDS schemes
Act 1: Facilitating improvements in national safety nets through food quality and control standard
Act 1: Improving supply chain management of grains and warehouse storage through alternative mechanisms, data analytics and optimization of movement plans
Act 1: Integrating improved socio-demographic profiling, reduction of inclusion/exclusion errors and convergence of food-based programmes under NFSA
Act 1: Raising awareness for vulnerable people, especially migrants, of their entitlement through One ration one Nation card
Act 1: Linking smallholder farmers, especially women SHGs, to improved government supply chains and procurements
Customization of a package for a food distribution reform programme via regional governments (Odisha)
Reduction in harvest and transportation loss through improved supply chain management
Enrollment in social safety nets increases demand for nutritious and fortified food
Vulnerable people become aware of their benefits and receive assistance
SHFs, especially women, benefit from the government programmes including better supply chain/market integration
On time availability of adequate food quantities all round the year is accountably cost-effective
Greater access to entitled quantity and quality of food grains through the Govt.'s food safety nets
Women SHF increase their incomes through improved access to and strength of markets
Institutions are strengthened to deliver universal access to key nutrition and food security services
SDG 2.1 By 2030, end hunger and ensure access by all people, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
SDG 2.4: by 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production
Pathway Assumptions/Risks
1) Reach of capacity strengthening at all levels including lower levels of government
2) CS and policy level initiatives at national and sub national levels result in gender equitable access to food
3) Intra-household allocation of food favors members with greatest food needs
4) Nutritionally diverse diet rich in micronutrients is provided
5) SHF can consistently meet the demand for the quantity and quality of food and resilient to weather-related shocks
6) Vulnerable groups remain reliant on food safety nets to meet their food and nutritional requirements
7) GoI resource allocation for enhanced efficiency through technological reforms continues under NFSA
Country Capacity Strengthening drivers
Innovations: GrainATM, Mobile Storage Units, Other Apps
Strategic Outcome 2: People at high risk of malnutrition in India, especially women, children and adolescent girls, have improved nutrition by 2025.
The safety nets are intended to provide nutritious food products
Act 2: Supporting the National School feeding Programme by strengthening staff capacities, SBCC, school gardens and by sharing experiences globally through a school feeding network and STCC
Act 2: Improving quality, fortification, dietary and safety standards of take-home ratio targeted to PLWs, adolescent girls and children 6-36 months
Availability, quality and affordability of fortified, nutritious food (e.g., rice) is enabled by replication of of improved standards
Fortified commodities and nutritious take-home ratio are consumed by men, boys, girls, infants and pregnant and lactating women
SDG 2.3: by 2030 double the agricultural productivity and the incomes of small-scale food producers


Staff outposted with govt. offices
Risk assessments; corporate guidance
Existing partnerships with key stakeholders at the institutional, civil society and academic level
Access to information and network of internal & external experts
The safety nets include supplementary feeding
Act 2: Piloting and scaling-up decentralized models of take-home rations production through women self-help groups (e.g., Odisha, Rajasthan)
Availability, quality and affordability of take-home rations is enabled by supportive policies and production models
Targeted Public Distribution System (TPDS), School Feeding Programme, the Mid-Day Meals (MDM) and the Integrated Child Development Services (ICDS)
Act 2: Ensuring nutrition considerations are integrated as a key priority by national and state authorities by leveraging on key partnerships with private and multi-laterals
Act 2: Developing a convergent approach at various levels to improve nutrition through studies, SBCC, pilots and researches
Act 3: Evaluating and sharing pilot experiences to improve social and economic welfare and nutritional outcomes
People benefitting from safety nets improve their consumption of nutritious diets, also through transformed gender norms
Vulnerable people demand and receive integrated nutrition services and nutritious food
Improving knowledge, attitudes and practices through appropriate social behavior change communication (SBCC) and awareness raising
All children enjoy essential nutrition services and rural vulnerable smallholders have improved livelihoods
SDG 2.2: By 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under 5 years of age
Pathway Assumptions/Risks
1) Enhanced capacities at all levels leads to equitable consumption of nutritious food across all target groups
2) Women's SHGs are able to generate sustainable income through production of nutritious food
3) GoI strategies provide scope for enhancements in the food basket through fortification + diversification
4) Robust evidence exists to advocate with the government
5) Government allocates resources and expand scope for nutritional enhancements
Strategic Outcome 3: National and state institutions have enhanced capacity to deliver on SDG 2 and related targets, and collaborate with regional and global partners towards the attainment of SDG 2
CSP objectives are meant to build and share capacity within India and across other countries
Act 4: Building government and NGO/CSO capacity through training, out posting of staff, developing and piloting activities in areas such as emergency preparedness and response, FNS in disaster risk management.
Act 4 : Developing strategies, analysis and models for climate resilient livelihoods specific to small-holder farmers and marginalized communities
Act 4: Facilitating and institutionalizing regional and global South–South and triangular cooperation by sharing best practices from India to the region and beyond related to SDG 2
Evidence and case studies from pilots and best practices
Act 3: Evaluating WFP proof of concepts and supporting the institutionalisation of FSN analysis when reviewing government policies and operational plans
Act 3: Institutionalizing core SDG 2 indicators/ dashboards in selected states and nationally
Act 3: Improve evaluation capacities at state and national level through technical support in tracking FSN and SDG 2 indicators
Continued recognition of food security and nutrition as a key development priority in EMR and other key governmental plans
Capacities strengthened on Integrated approach at various levels to improve food security, nutrition, and gender equality.
Resilient productive and protective assets increase together with integrated risk management support for food and nutrition
Improved rural livelihood practices and food production systems to adapt to climate change
Vulnerable people in the region and globally benefit from India's provision of shared experiences
India showcases participation and engagement in multilateral fora through South-South Cooperation.
SDG 17.9: Enhance international support for implementing effective and targeted capacity building in developing countries
Development or improvement of coherent and evidence-based SDG 2 related policies and plans
Pathway Assumptions/Risks
1) Sufficient state investments in complementary activities (WASH; discrimination against girls and women...)
2) GoI commitment on nationally determined contributions are matched with adequate financial, human resources and policies.
3) Strong support from the Indian government for south-south co-operation
4) GoI makes the necessary staff available for capacity building and mechanisms for sustenance are established
5) Good inter and intra-ministerial coordination exists
6) Common understanding/ownership among stakeholders on the key strategies

Annex XII: Corporate Indicator Performance Overview[48]

129. Discussed in section EQ 2.1 are the contributions to capacity strengthening made by WFP across SO1Activity 1, SO2 Activity 2, SO3 Activity 3 and Activity 4 during the current CSP. The section outlines output achievement and contributions to outcomes related to the CSP by SO. As noted in the section, in order to accurately interpret tables on outcome and output achievements, quantitative targets in ACRs and COMET are not always adequate on their own to represent the complete monitoring reality. This is because of the way the Country Office monitoring system operates whereby MoUs or partnership agreements define targets and baselines. Activities become targets once MoUs or other agreements are signed. If the baseline is >0 and the follow-up values in subsequent years are =0, it should be interpreted as either: (i) there was no progress made and a qualitative explanatory note has been added; or (ii) the activity may no longer be valid and might have been discontinued. The table below presents the target and follow-up values, as well as the percentage of achievement, for each CSP outcome indicator per year, disaggregated per SO. It should be noted that 2021 figures may still be subject to change.

130. Tables 5, 7, 9 and 11 presented in the main report present the target values and percentage of achievement for each CSP outcome and output indicators per year, disaggregated by SO. They are not repeated here.

131. The table below presents the broad overview of achievement for cross-cutting activities, disaggregated per theme.

Table 19: Narrative overview of cross-cutting performance

Cross-cutting results	Broad overview
Progress towards gender equality	• WFP India is a member of the United Nations Country Team (UNCT) Results Group on Gender and Youth. • WFP has provided support in drafting gender-sensitive communications, including on Fair Price Shop-owners, nutrition needs of children, school dropouts, discriminatory practices in school feeding, and gender-based violence. • Capacity strengthening on gender has been offered to partners, including NGOs operating on the front lines during the COVID-19 crisis. • Study conducted on intra-household food access, distribution and consumption in Uttar Pradesh and rapid food assessment during COVID-19 crisis. Both are set to inform government policies. • Pilot project on the production of fortified take home rations by women-led microenterprises in Rajasthan and Uttar Pradesh where the women were trained to manage the THR units for the state government. • Assessment of women self-help groups and women smallholder farmers in Odisha. The findings defined capacity strengthening for nearly 7 million women in the 700,000 women self-help groups in the state. WFP began partnerships with SHGs in two states following a partnership with Mission Shakti in Odisha in 2021, after a delay due to COVID-19.

[48] 2021 figures were sourced from the draft ACR report for 2021, unpublished.

Protection and accountability to affected populations	• Technical assistance provided in awareness raising and facilitation of communication with beneficiaries to inform them of their rights, feedback mechanisms, and government programmes in Odisha and through the TPDS. • Capacity strengthening on protection and accountability to affected populations offered to CSOs and NGOs, especially those operating on the front lines in Odisha and Uttar Pradesh during the COVID-19 crisis, including in partnership with the United Nations Country Team. • Development of a Guidance Note on "Gender and Protection Considerations in the context of COVID-19" which was also shared with more than 150 NGOs across three states. • Capacity training of SPHERE India, formed by over 700 NGOs in the country, to strengthen their capacity in undertaking food and nutrition programmes. • Working under the Inter-Agency PSEA Network, WFP partnered with the International Organization for Migration (IOM) and the United Nations Population Fund (UNFPA) to develop a facilitator's guide for conducting training on the protection of sexual exploitation and abuse (PSEA) for implementing partners. • Roll-out of the WFP-supported One Nation One Ration Card scheme, which specifically benefits vulnerable migrant workers in urban areas. • Partnership with UNAIDS and the National AIDS Commission, and a study initiated to understand the challenges faced by people living with HIV in accessing government social safety-net programmes. • Study on the challenges faced by tribal populations to access food in southern Rajasthan.
Environment	• Supply chain optimization work done by WFP led to more efficient transport and reduced vehicular carbon emissions, attained through the support provided to the Government of Uttar Pradesh and the Government of Uttarakhand. • As part of the Mid-Day Meal programme in Odisha, WFP, in partnership with Sodexo, designed eco-friendly model kitchens in 2019 that were replicated by the state government across the state in 2020 and 2021. • WFP staff assigned within government offices to provide hands-on and more ecological technical assistance to government policies, programmes and systems, prevented environmental externalities associated with decentralized office premises, and aimed at running its overall operations in an efficient and sustainable way. • In Odisha, WFP is supporting the government to promote millets, which are more environment-friendly and resilient to disasters, and to strengthen smallholder farmers' capacities to combat climate vulnerabilities.

Annex XIII: Fieldwork mission agenda

Table 20: Fieldwork mission agenda

Day/ time	Location	Event/ activity	Stakeholder	Name	Designation	Duration	Team member
Internal WFP Stakeholders							
15 Nov 2021 Country Office	New Delhi	Start-off Briefing Meeting Discussions with SO Teams and others	WFP Country Office meetings	TBC by Country Office			Full Team
18 Nov 2021 WFP Sub-Office	Lucknow	KII	WFP	Mr. Niranjan Bariyar	Field Based Staff – Nutrition	30 Minutes	Full Team
HQ Staff							
To be scheduled	On-line	KII	WFP	Daniel Dyssel	Country Capacity Strengthening	45 Minutes	Full Team
To be scheduled	On-line	KII	WFP	Carola Kenngott	South-South and Triangular Cooperation	45 Minutes	Full Team
To be scheduled	On-line	KII	WFP		Social Protection & Safety Nets	45 Minutes	Full Team
To be scheduled		KII		Cecilia Roccato	Gender	45 Minutes	Full Team
RBB stakeholders							
To be scheduled	On-line	KII	WFP	Julie MacDonald	Regional Gender Advisor		
To be scheduled	On-line	KII	WFP	Britta Schumacher	Regional Nutrition Advisor	45 Minutes	Full Team

To be scheduled	On-line	KII	WFP	Kimberly Deni	Regional Programme Advisor	45 Minutes	Full Team
To be scheduled	On-line	KII	WFP	Katiuscia Fara	Snr. Climate Change and DRR Advisor	45 Minutes	Full Team
To be scheduled	On-line	KII	WFP	Luna Kim	Regional Monitoring Advisor	45 Minutes	Full Team
To be scheduled	On-line	KII	WFP	Aphitchaya Nguanbanchong	Regional Programme Policy Officer (Social Protection)	45 Minutes	Full Team
External stakeholders							
Government Stakeholders: National Government							
Government of India: 16, 17, 18 November or 24, 25, 26, 28, 29 November or 1–2 December 2021 subject to availability of officials	New Delhi	KII	Ministry of Agriculture	Dr. Abhilaksh Likhi	Additional Secretary	45 Minutes	AKS/PK/CP
		KII	Ministry of Agriculture	Ms. Alaknanda Dayal	Joint Secretary	45 Minutes	AKS/PK/CP
		KII	Ministry of Agriculture	Mr. Ranjit Singh	Director	45 Minutes	AKS/PK/CP
		KII	Department of Food and Public Distribution	Mr. Sudhanshu Pandey	Secretary, DEPARTMENT OF FOOD AND PUBLIC DISTRIBUTION	45 Minutes	AKS/PK/CP
		KII	Department of Food and Public Distribution	Mr.Jagannathan	Joint Secretary	45 Minutes	AKS/PK
		KII	Department of Food and Public Distribution	Mr.LP Sharma	Deputy Secretary	45 Minutes	PK/CP
		KII	Ministry of External Affairs	Mr. Srinivas Gotru	Joint Secretary, UNES	45 Minutes	AKS
		KII	NITI Aayog	Prof. Ramesh Chand	Advisor	45 Minutes	AKS
		KII	NITI Aayog	Dr. Rakesh Sarwal	Additional Secretary	45 Minutes	AKS

		KII	Ministry of Women and Child Development Advisor	Mr.Hemanta Kumar Meena	Deputy Secretary	45 Minutes	PK/CP
		KII	Development Monitoring and Evaluation Office (Case Study)	Dr. Sekhar Bonu	Director General	45 Minutes	AKS
		KII	Development Monitoring and Evaluation Office (Case Study)	Mr. Alok Mishra	DDG	45 Minutes	AKS
		KII	Development Monitoring and Evaluation Office (Case Study)	Dr. Shweta Sharma	Director	45 Minutes	AKS
		KII	Ministry of Education	Mr. RC Meena	Joint Secretary	45 Minutes	PK/CP
		KII	Ministry of Education	Mr. Vijay Bhaskar	Director	45 Minutes	PK/CP
		KII	Food Safety Standards Authority of India	Mr. Arun Singhal	CEO	45 Minutes	PK/CP
		KII	Food Safety Standards Authority of India	Ms. Inoshi Sharma	Director	45 Minutes	PK/CP
		KII	Food Safety Standards Authority of India	Mr. Vivek Arora	Principal Lead	45 Minutes	PK/CP
		KII	ICAR/Ministry of Agriculture	Dr. Ashok Dalwai	CEO, National Rainfed Area Authority, Chair of Doubling Farmer Income	45 Minutes	PK/CP
		KII	National Institute of Disaster Management	Mr. Manoj Kumar Bindal	Executive Director, NIDM	45 Minutes	PK/CP
		KII	National Institute of Disaster Management	Dr. Sushma Guleria	Lead of Project	45 Minutes	PK/CP
		KII	Ministry of Statistics and Programme Implementation	Mr. Rakesh Maurya	Deputy Director General, Social Statistics Division	45 Minutes	AKS/CP

			Case Study 1	12–15 interviews to be scheduled (Format to be decided)			PK/CP
			Case Study 4	10–12 interviews to be scheduled (Format to be decided)			AKS
Government stakeholders: State governments							
Government of Uttar Pradesh: 18–19 November 2021	Lucknow	KII	State Rural Livelihood Mission	Mr. Manoj Kumar Singh	Additional Chief Secretary	45 Minutes	AKS/PK/CP
		KII		Mr. Adeel Abbas	Health-Nutrition Lead, UPSRLM	45 Minutes	AKS/PK/CP
		KII	Department of Women and Child Development	Dr. Sarika Mohan	Director, ICDS	45 Minutes	AKS/PK/CP
		KII	Department of Basic Education	Ms.Anamika Singh	Secretary	45 Minutes	AKS/PK/CP
			Case Study 3	12–15 interviews to be scheduled (Format to be decided)			CP
Government of Odisha: 22–23 November 2021	Bhubaneswar	KII	Ms. Anu Bothra	SO2 Odisha	Principal Secretary	45 Minutes	AKS/PK/CP
		KII	Mission Shakti	Name - TBC	Secretary	45 Minutes	AKS/PK/CP
		KII	Agriculture and Farmers' Empowerment	Name - TBC	Secretary	45 Minutes	AKS/PK/CP
		KII	Mr. Nitish Patnaik	Field Monitor Assistant	Secretary	45 Minutes	AKS/PK/CP
		KII	Department of Agriculture and Food Production	Dr M. Muthukumar	Director – Agriculture and Food Production	45 Minutes	AKS/PK/CP
		KII	Planning and Convergence Department	Mr.Pradeep Kumar Jena	Development Commissioner	45 Minutes	AKS/PK/CP

		KII	Department of School & Mass Education	Mr. Gangadhar Sahoo	State Nodal Officer (MDM)	45 Minutes	AKS/PK/CP
		KII	Women & Child Development Department	Ms. Anu Garg, IAS	Principal Secretary	45 Minutes	AKS/PK/CP
		KII	Women & Child Development Department	Mr. Aravind Agrawal	Director, Social Welfare	45 Minutes	AKS/PK/CP
			Case Study-2	8–10 interviews to be scheduled (Format to be decided)			PK/CP
SHG THR Production Unit							
20 November 2021	Unnao, Uttar Pradesh	FGD/Direct observation	Annaprashan Prerna Mahila Laghu Udyog, (APMLU) Unnao	Interviews to be scheduled	TBC	Half Day	Full Team
		KII	Case Study and Personal Stories: (APMLU), two Indirect beneficiary SHG members of APMLU + Mr. Rafi from WFP	Interviews to be scheduled	TBC	Half Day	PK/CP
United Nations Agencies: November 24, 25, 26, 28, 29, Dec 1–2, 2021	New Delhi	KII	UNRC	Ms. Radkhika Kaul Batra	Chief of Staff	45 Minutes	AKS
		KII	UNDP	Ms. Shoko Noda	Representative	45 Minutes	AKS
		KII	UNDP	Ms. Nadia Rasheed	Deputy Country Director, India	45 Minutes	AKS
		KII	UNICEF	Mr. Yasumasa Kimura	Deputy Representative	45 Minutes	AKS
		KII	UNICEF	Dr. Arjan de wagt	Chief Nutrition	45 Minutes	AKS
		KII	UNICEF	Dr. Monika O. Nielsen	Chief of Field Office	45 Minutes	AKS
		KII	IFAD	Ms. Meera Mishra	Country Co-ordinator	45 Minutes	AKS

		KII	FAO	Mr. Tomio Sichiri	Representative	45 Minutes	AKS
NGO/CSO partners November 24, 25, 26, 28, 29, Dec 1–2, 2021		KII	SPHERE India	Mr. Vikrant Mahajan	CEO	45 Minutes	AKS
		KII	SAMARTH	Dr. Pravesh Dwivedi	Secretary	45 Minutes	PK/CP
		KII	Path	Mr. Neeraj Jain	Nutrition Lead	45 Minutes	PK
		KII	Path	Ms. Rohini Saran	Country Director	45 Minutes	PK
		KII	GAIN	Mr. Tarun Vij	Country Director	45 Minutes	PK
		KII	Nutrition International	Ms. Mini Verghese	Country Director	45 Minutes	SBK
		KII	Global Child Nutrition Forum	Arlene Mitchel	Executive Director	45 Minutes	AKS
		KII	Global Child Nutrition Forum	Rita Bhatia	Senior Advisor for Nutrition	45 Minutes	AKS
Academic institutions 24, 25, 26, 28 and 29 November and 1–2 December 2021		KII	Indian Institute of Technology - Delhi	Prof. Nomesh Bolia	Country Director	45 Minutes	PK/SBK
Private sector 24, 25, 26, 28 and 29 November and 1–2 December 2021		KII	Ericsson India Global Service	Mr. Biplab Dutta	Senior Director, Corporate Partnerships	45 Minutes	AKS
Donors		KII	WFP USA	Ms. Dorota Amin	Senior Director, Corporate Partnerships	45 Minutes	AKS
		KII	WFP Trust for India	TBD		45 Minutes	AKS

Team Members:	
A. K. Shiva Kumar (Team Leader)	AKS
Pradeep Keshava	PK
Shingha Bahadur Khadka	SBK
Chaman Pincha	CP

Annex XIV: Evaluation matrix

Table 21: Evaluation matrix

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
EQ1 To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as WFP strengths?			
1.1 To what extent is the Country Strategic Plan (CSP) relevant to national policies, plans, strategies, and goals, including the national achievement of the Sustainable Development Goals?			
1.1.1 Alignment, relevance and coherence of CSP objectives to national policies, plans, and strategies at design stage.	• To what extent are CSP strategic outcomes relevant to government policies, strategies and plans? • How well are government policies, strategies and plans understood by WFP in India? • How has the alignment of WFP strategy for India with national policies, strategies and plans evolved over the CSP implementation period?	• Strategic outcomes found in CSP documents and national policies and plans match. • WFP stakeholder consensus on perceived priorities, policies, and strategies of the Government of India. • Existence of MoUs between CSP and Government related to programme activities and mention of linkage to national frameworks and policies. • Government and WFP stakeholders can describe rational and logic behind selection of activities and strategic outcomes and national priorities. • WFP and stakeholders' perception of alignment of CSP and national policies and strategies throughout the CSP period.	**Documentary review:** WFP CSP documents, updated logical framework, Achieving Zero Hunger, 2018 WFP in India, Mid Term Review of WFP India, 50 years of WFP India - Partnership for Change, National Sustainable development, National Indicator Framework, the Government of India and the United Nations, 2018–2 government Policies including among others: National Food Security Act, 2013, National Nutrition Policy, Draft Nation Women's Policy 2016. **Key informant interviews** with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Head of M&E, Head of Partnerships, Head of Gender Unit, Head of Communication; government officials including, among others: Ministry of Agriculture and Farmers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, NIDM, Food and Public Distribution and their subnational counterparts, NITI Aayog, Mission Shakti, OMM, United Nations agencies, NGOs, CSOs.
1.1.2 Alignment of CSP activities to strategic outcomes and national policies.	• The extent to which the logic of the selected activities supported by the CSP are logically connected to the strategic objectives (and subsequently to national priorities).	• Existence of logical framework rationale connecting activities to strategic outcomes. • Existence of MoUs and agreements between CSP and Government related to interventions and mention of linkage to national frameworks and policies. • Government and WFP stakeholders can describe rationale and logic behind selection of activities and strategic outcomes and National Priorities.	**Documentary review**: Government policies including Sustainable Development Framework, the Government of India, 2018-2023, National Food Security Act, 2013, National Nutrition Policy, Draft Nation Women's Policy 2016, 2017 Nourishing India – National Nutrition Strategy, National Development Action Plans. CSP document, CSP logical framework, ACRs, SPRs, Mid Term Review of the WFP Strategic Plan, revised corporate results framework 2017-2021, MoUs. Achieving Zero Hunger, 2018, WFP in India, Mid Term Review of the WFP Strategic Plan,

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			KIIs with current and former WFP Stakeholders, including CD, DCD, SO Managers, Head of M&E, Head of Partnerships, Head of Gender Unit, Head of Communication; government officials including, among others: Ministry of Agriculture and Farmers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, NIDM, Food and Public Distribution and their subnational counterparts, NITI Aayog, Mission Shakti, OMM, United Nations agencies, NGOs, CSOs. **CCS milestone framework checklist** for indicator assessment of national capacity strengthening
1.1.3 Alignment to WFP Strategic Plan in the context of Agenda 2030.	• Consistency of the CSP with corporate outcome areas and lines of interventions - disaggregated by Activity and Strategic Objective. • Evidence in documentation that CSP objectives and activities are aligned with WFP Capacity Strengthening corporate frameworks	• CSP Strategic Documents and Objectives matching those of WFP Strategic Plans (2017-2021). • WFP stakeholders show a consensus perception that CSP and CP alignment with corporate WFP Strategic Plans. • Evidence in documentation that CSP objectives and activities are aligned with WFP Capacity Strengthening corporate frameworks.	**Documentary review**: WFP Strategic Plan (2017–2021) and Agenda 2030. Government policies including among others: Achieving Zero Hunger, 2018, WFP in India, Mid Term Review of the WFP Strategic Plan, Sustainable development framework National Indicators: Progress reports, National Food Security Act, 2013, National Nutrition Policy 1993, Draft Nation Women's Policy 2016, 2017 Nourishing India – National Nutrition Strategy. **KIIs** with current and former WFP Stakeholders CD, DCD, SO Managers, Head of M&E, Head of Partnerships, Head of Gender Unit, Head of Communication. Government officials including, among others: Ministry of Agriculture and Farmers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, NIDM, Food and Public Distribution and their subnational counterparts, NITI Aayog, Mission Shakti, OMM, United Nations agencies, NGOs, CSOs. **CCS milestone framework checklist** for indicator assessment of national capacity strengthening.
1.1.4 Alignment to national Sustainable Development Goals.	• The extent to which the strategic outcomes outlined in the CSP are aligned with SDG goals and targets – disaggregated by Activity and Strategic Outcome.	• Reference to SDGs 2 and 17 in CSP documents. • Perception of alignment of CSP with SDGs/ national SDG plans by WFP and the Government of India	**Documentary review:** CSP documents, Sustainable Development Goals, ToC of respective SOs, Redesigned ToC, Gender Action Plans, and WFP 's National Gender Strategy 2019. Government Policies, plans (mentioned above) and programmes including, among others: SDG dashboard and monitoring framework; SDG 2 Road Map Framework, INV

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
	• What is the role of WFP in enabling states and national authorities to integrate SDGs in their policies and budgets?	• Government of India stakeholder consensus on integration of SDGs in national plans and budgets.	report 2020, Sustainable Development Goals National Indicator Framework: Progress Report 2020, Budget of India and Sustainable Development Goals. **KIIs** with government officials including, among others: Ministry of Agriculture and Famers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, NIDM, Food and Public Distribution and their subnational counterparts, NITI Aayog, Ministry of Finance, Mission Shakti, OMM, Senior WFP staff in India, United Nations agencies.
1.1.5 Relevance of the selected activities within the strategic ouctomes.	• The extent to which CSP and preceding CP was based on a comprehensive analysis of the context in India. • The extent to which the logic of the selected activities is aligned with the strategic outcomes and address the underlying causes of Food Insecurity, and Nutrition, Protection.	• Presence of a Strategic Review carried out prior to CSP design. • Existence in CSP logical framework of a rationale and justification for selection of activities. • Existence in CSP document of reference to justification for activity and location selection. • WFP and Government of India stakeholders show a consensus perception of CSP relevance of selected activities under strategic outcomes.	**Documentary review**: CSP Document, CSP M&E Plans, CSP Logical Framework. **KII's** with government officials including, among others: Ministry of Agriculture and Famers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, Food and Public Distribution and their subnational counterparts, NITI Aayog, Ministry of Finance, Mission Shakti, OMM, Senior WFP staff in India, United Nations agencies.
1.1.6 Alignment of CSP with national capacities including CCS interventions.	• Evidence of CSP activities based on analysis of national capacities and identification of gaps.	• Responsiveness of the CSP to address identified capacity gaps in Government. • Degree to which selected CCS actions were designed based on an analysis of gaps.	**Documentary review**: CSP Document, CSP M&E Plans, CSP Logical Framework. **KIIs** with government officials including, among others: Ministry of Agriculture and Famers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, Food and Public Distribution and their subnational counterparts, NITI Aayog, Ministry of Finance, Mission Shakti, OMM, Senior WFP staff in India, United Nations agencies. **CCS milestone framework checklist** for indicator assessment of national capacity strengthening.
1.2 To what extent did the Country Strategic Plan address the needs of the most vulnerable people in India to ensure that no one is left behind?			

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
1.2.1. Appropriateness of the focus on programming approach to the most vulnerable groups including people with disability, children, women, youth.	• The extent to which the CSP documents reference existing studies and maps related to the national context of hunger and undernutrition • Does the CSP clearly indicate CCS strategies and approaches to reach target groups? • How does WFP help government and non-governmental stakeholders address access or other issues to relating to reaching specific population groups?	• CP design documents contain rationale and justification for programming approaches for most vulnerable population. • Reference to target groups and targeting mechanisms in CSP documents. • Results of needs assessments and gender analyses that identify target groups • Perception of WFP and Government of India that CSP activities target and have helped reach the most vulnerable populations, disaggregated by activity. • Perception of WFP and Government of India that the most vulnerable are reached from among indirect beneficiaries. • Access issues mentioned by the Government of India, CSOs.	**Documentary review**: CSP for India; WFP Guidance on project design and targeting mechanisms; gender analyses, country situation analyses and needs assessments conducted by WFP and by other humanitarian and development partners; disaggregated national surveys; WFP Guidance on integrating gender into vulnerability and food security analysis; Findings from decentralized assessments and reviews and information notes such as intrahousehold consumption, food insecurity among women, gender-based taboos in India TPDS Reforms Project in Bhubaneswar and End line Assessment of Fortification of Mid-day Meal Project in Dhenkanal. Annual Report 2020–21_ Dept. of Food and Public Distribution of the Government of India. SO1 WFP and DEPARTMENT OF FOOD AND PUBLIC DISTRIBUTION Collaboration, July 2020. ONORC Lucknow Report. Disability disaggregated national surveys, GOI's surveys disaggregated by marital status. **KIIs** with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Heads of Gender and communication Units, Head of M&E, Head of Partnership, National and state government officials including among others the Ministry of Women and Child Development, Ministry of Social Justice and Empowerment, Ministry of Education, Ministry of Consumer Affairs, NIDM, food and Public Distribution, Mission Shakti, OMM, department, other United Nations agencies, NGOs and their network such as Sphere India, CSOs and Self -help groups of women/Production centres for THR. **KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			Direct observation and FGD with personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Stories** of two women Self-Help Group members (to be identified) **Most Significant Change Personal Stories** of two WFP staff members **Most Significant Change Personal Story** of personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao
1.2.2. Integration of Gender equality and empowerment of women (GEEW) in CSP design.	• What kind of measures are in place to promote gender equality and empowerment of women? • What are the main enablers and barriers for their implementation? • To what extent did the CSP consider aspects of intersectionality and equity in its design and implementation? • To what extent were recommendations included in the gender analysis integrated in the CSP design? • To what extent did the CSP design and implementation focus on gender equality transformative approaches (e.g. harmful gender roles and norms, gender relations and power inequalities, access to and control over resources, participation in decision making) ? • Proportion of activities in the CSP that are: 1) gender-blind; 2) gender-specific; 3) gender-sensitive; 4) gender-transformative	• CSP document includes gender lens concerns. • Barriers and enablers for gender transformative approach in India indicated in gender analyses are included in CSP documents. • Strategic Review, Government of India vulnerability mapping, Government of India MoUs and partner MoUs include gender sensitive analysis and protection concerns. • Perception of WFP and Government of India that CSP activities are gender-transformative and take into account gender concerns. • Evidence from awareness raising and communication products that the link between food security nutrition and gender is established in CSP activities	**Documentary review:** CSP document, WFP Gender Policy, WFP regional gender strategy, Mid Term review of CSP, Gender Assessment of WFP India , 2017, GaAM-M response, 2019, 2020 Country Gender Strategy and Action Plans; GaAM response Documents, Gender focused Decentralized Assessments and reviews including among others: Assessment of Self-help groups small holder women farmers Intrahouse Series of information notes on Intra house food distribution, Food Taboos, etc., Study on food and nutrition security of Tribal population, Quarterly Bulleting On COVID-19, E Modules on Gender, protection and Inclusion , SBCC materials for eliminating harmful gender based social norms related to food security and nutrition Corporate Results Framework. **KIIs** with **c**urrent and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Head of M&E, Head of Partnership, Head of Gender Unit, Communication Head, WFP staff at Subnational offices / national and state government officials including, among others, the Ministry of Women and Child Development, Ministry of Agriculture and Farmers' Welfare, Mission Shakti, OMM, department, other United Nations agencies, NGOs and their network such as Sphere India; CSOs and Self-help groups of women **KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development **Direct observation and FGD** with personnel at Annaprashan, Prerna, Mahila, Laghu, Udyog, and Unnao **Most Significant Change Personal Story** of personnel at women self-help group members in Unnao **Most Significant Change Personal Stories** of two women self-help group members (to be identified) in Unnao **Most Significant Change Personal Stories** of two WFP staff members
1.3 To what extent has the strategic positioning of WFP remained relevant throughout the implementation of the Country Strategic Plan considering changing context, national capacities and needs, and in particular in response to the COVID-19 pandemic?			
1.3.1. Flexibility/ adaptivity to changing contexts.	• To what extent have WFP and its interventions remained relevant during the period of the CSP? • How has WFP coped with political, institutional, financial, logistical, natural, security and donor related challenges in the context? • How adequate are WFP risk and mitigation strategies when monitoring the context? Have these strategies helped management decisions?	• Existence of studies conducted or supported by WFP or the Government of India to identify changing needs and changing context • Existence of WFP internal briefs, memos or reports depicting any responses to emergencies or urgent requests from the Government of India. • Reference to risk monitoring mechanisms in WFP reports. • Perception of WFP and Government of India that WFP has adapted well to the changing context and emergencies. • Target population perception that WFP has adapted to their changing needs.	**Documentary review:** WFP Intervention maps for India; internal country reports, memos and briefs; quarterly bulletins; CSP document, ACRs, WFP India Bulletins on COVID-19, ACRs; Risk registers; Annual performance Plans; COVID-19 brief and situation report; WFP India COVID-19 Gender and Protection Considerations; COVID-19 communication material, Hygiene awareness SBCC for COVID-19, e-Module on Gender, protection, and inclusion. **KIIs** with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Heads of Gender and communication Units, Head of M&E, Head of Partnership, National and state government officials including among others the Ministry of Women and Child Development, Ministry of Social Justice and Empowerment, Ministry of Education, Ministry of Consumer Affairs, Food and Public Distribution, relevant United Nations agencies, NGOs and their network, CSOs. **KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development **Direct Observation and FGD** with personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Story** of personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Stories** of two Annaprashan Prerna Mahila Laghu Udyog, Unnao members (to be identified) **Most Significant Change Personal Stories** of two WFP staff members **CCS milestone framework checklist** for indicator assessment of national capacity strengthening.
1.3.2. Political and Strategic Positioning at National and State level.	• The extent to which shifts in strategic positioning within the CSP were predicated on systematic analysis of evolution of context and actor interests. • The extent to which the CSP and WFP strategic positioning were able to respond to emergent ad hoc requests from Government or partners, integrating a decision-making framework for adjusting responses • The relevance of WFP political positioning within the CSP in relation to donors' agendas and the navigation and response to potential tensions among competing interests	• Existence of analyses carried out regarding context or actors • Existence of WFP documentation which describes rationale for adjustments to respond to political and strategic positioning of WFP to respond to government shifts, donor strategies, or natural disasters • Existence of documentation showing rationale for responding to emergent requests within a strategic positioning framework • WFP, the Government of India, and Donor stakeholders show a consensus perception that CSP was engaged in strategic and political positioning while adapting to context changes and emergent requests	**Documentary review:** WFP Annual Country Reports; WFP COMP; WFP Internal Reports, including, among others, records of emergent requests or meeting minutes from strategic coordination meetings, and After Action Review responses; External documentation including among others: i) working group and technical working group coordination meeting minutes and situation reports; ii) Updated MOUs; iii) Donor reviews and strategic plans; Government of India orders and announcements; ionesia presidential decrees; decentralized evaluations such as End line Evaluation of the Target Public Distribution (TPDS) Reforms Project in Bhubaneswar and End line Assessment of Fortification of Mid-day Meal Project in Dhenkanal. **KIIs** with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Heads of Gender and communication Units, Head of M&E, Head of Partnership.' Key government officials; Heads of United Nations agencies such as UNICEF and FAO.

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			CCS milestone framework checklist for indicator assessment of national capacity strengthening
1.4 To what extent is the Country Strategic Plan coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in India?			
1.4.1. Alignment and synergies with other United Nations Agencies and to UNSDF at the time of design, during the implementation period and currently (during COVID 19 pandemic).	• To what extent do WFP India CSP interventions align with and complement other United Nations priorities and operations? • To what extent do strategic documents from other United Nations agencies operating in India consider WFP areas of work and strategic positions in India? • To what extent there is consistency between the CSP strategic outcomes, outputs, and activities and the UNSDF outcome areas.	• CSP document aligns with other United Nations agency plans and objectives in India • Reference to WFP operations in other United Nations agency strategic documents • Comparison of UNSDF with CSP Strategic Objectives – disaggregated by Activity and Strategic Outcome • Reference to joint United Nations operations in India in WFP ACRs. • WFP and United Nations stakeholder perception that WFP and other United Nations agency operations are complementary and coherent. • Reference made by WFP and United Nations stakeholders to joint operations and synergies in the India context • WFP and United Nations country Team stakeholders can articulate how CSP Strategic Outcomes are coherent with UNSDF • Perception of CSOs and Government of India that WFP and other United Nations actors' operations are complementary and coherent.	**Documentary review:** CSP for India, WFP country reports, other United Nations agencies' plans and strategies. UNSDF 2018–2022 UNICEF, Documentation including evaluation as available (UNFPA, UNICEF, UNDP). **KIIs** with Government officials including, among others: Ministry of Agriculture and Famers' Welfare, Ministry of Women and Child Development, Ministry of Consumer Affairs, NIDM, Food and Public Distribution and their subnational counterparts, NITI Aayog, Senior WFP staff in India, United Nations agencies.
1.4.2. Comparative Advantage and partnerships.	• What is the comparative advantage of WFP in India (perceived and actual)? • Did WFP and its partners capitalize on the (perceived and/or actual) comparative advantage?	• Reference to comparative advantage in CSP document and of that same comparative advantage in Annual Country Reports, lessons learned documents • Recognition in MoUs of WFP comparative advantage – disaggregated by SO. • WFP, Government of India, CSO, NGO and United Nations actors can elaborate WFP	**Documentary review**: CSP for India, annual country reports, project-level reports; decentralized evaluations, reviews and studies, Country Office unit work-plan; Gov. Annual Reports; UNSDF evaluations.\ **KIIs** with stakeholders including government officials, WFP managers in India and in other United Nations agencies, CSOs, NGOs. COVID response and WFP leadership in Supply chain task force, Joint humanitarian response during cyclone Fani.

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
		comparative advantages in India disaggregated by SO. • Evidence of partnerships based on and utilising the comparative advantage of WFP.	**KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development **FGD** with personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Stories** of two WFP staff members
EQ2 - What is the extent and quality of the specific contribution of WFP to Country Strategic Plan strategic outcomes in India?			
2.1. To what extent did WFP deliver expected outputs and contribute to the expected Country Strategic Plan strategic outcomes?			
2.1.1. Level of attainment of planned outputs.	• To what extent have planned outputs and targets been achieved? • Summarizing the number of outputs accomplished in comparison to planned disaggregated by activity line and strategic outcomes within the CSP. • Describing logical connection between activities implemented and outputs • What were the activities that led to the most significant change in outputs? • What were the partnership or collaborative models that appeared to be most effective?	• Evidence of degree of achievement of output-level indicators (comparison of targets and actual values) • Evidence of analysis of capacity assessment mapping and theories of change elaboration in WFP documentation linking activities to projected outputs. • WFP and government stakeholders can articulate a logical connection between activities and intended outputs. • WFP and government stakeholders can articulate that evidence exists that national level activities can lead to outputs at local level through cascade effect • Perception of WFP and Government of India of most effective activities in reaching respective outputs • Target population perception of WFP performance.	**Documentary review:** Common Country Assessment; Logical Frameworks, Internal WFP Activities ToCs, WFP Corporate Results Framework, ACRs, joint evaluations and assessments commissioned by the Government and WFP, decentralized evaluation COMET data, M&E plan; Ministry of Statistics and Programme Implementation monitoring framework; CSP re-constructed ToC. **KIIs** with Senior WFP staff in India including SO heads; relevant officials in Government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity-strengthening to the Department of Food and Public Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development **KIIs** with current and former WFP staff – CD, DCD, Head of Activities, M&E, RB Representatives; Government officials, NITI Aayog, and United Nations agency

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			FGD with personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Stories** of two WFP staff members **CCS milestone framework checklist** for indicator assessment of national capacity strengthening.
2.1.2 Progress towards achieving strategic outcomes	• Exploring to what extent the CSP has shown progress towards the expected CSP strategic outcomes • The extent to which the realization of outputs within the SO within the CSP can be logically connected to attainment of Strategic Outcomes by Outcome and Activity • Extent to which CSP implementation has produced outcomes other than those planned: positive and negative • What are the replicable lessons learned from working with multiple actors on specific outcomes?	• Evidence from CSP documentation of plausible WFP contribution including: • Analysis of complementarity of interventions with other strategic partners • Activities attained logically link to contributions to strategic outcomes disaggregated by Strategic Outcome • WFP, Government, United Nations country team, and international community representatives perceive that there have been positive contributions from WFP to achievement of the Strategic outcomes by strategic outcome • Level of attainment of outcome indicators against output and activity indicators by Strategic Outcome • Evidence exists in documentation establishing logical connection between outputs to realization of outcomes • WFP and government stakeholders can articulate that the achievement of outputs can lead to the realization of outcomes and strategic objectives. • Evidence exists in programme documentation identifying unintended effects and ad hoc responses - Disaggregated by SO	**Documentary review:** Common Country Assessment; Logical Frameworks, Internal WFP Activities ToCs, WFP Corporate Results Framework, CSP 2019–23, ACRs, joint evaluations and assessments commissioned by the Government and WFP, decentralized evaluation (2020 End line Assessment of Fortification of MDM in Varanasi, Uttar Pradesh), MOU and/ or programmes with strategic partners, COMET data, M&E plan; Ministry of Statistics and Programme Implementation monitoring framework; CSP re-constructed ToC; GOI (2015–2016) NFHS-4 and (2019 – 2020) NFHS 5; The state of food security and Nutrition in the world, FAO, 2021; States of the world Children, UNICEF, 2021; SDG India index and dashboard, 2020; Comprehensive National Nutrition Survey 2016–18, National Health Mission, Ministry of Health and Family Welfare, Government of India and Poshan Abhiyan, 2019; **KIIs** with current and former WFP staff – CD, DCD, Head of Activities, M&E, RBB Representatives; GOI officials like Department of Food and Public Distribution, GOI; NITI Aayog; ICAR/ Ministry of Agriculture; Food safety standards authority of India; Department of Women and Child Development; United Nations agencies – UNICEF, FAO, UNDP, IFAD; development partner agencies – Path, GAIN, SPHERE India. **KIIs** with Senior WFP staff in India including SO heads; relevant officials in Government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
		• WFP, government, and UNCT stakeholders can cite examples of unintended effects and ad hoc responses to emergent requests within humanitarian, and development linkages • Evidence from the reconstructed ToC and ACRs that activities are likely to lead to impact • WFP and Government of India perception of key partnership models and lessons learned to achieve outcomes	Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development **FGD** with personnel at Annaprashan Prerna Mahila Laghu Udyog, Unnao **Most Significant Change Personal Stories** of two WFP staff members **CCS milestone framework checklist** for indicator assessment of national capacity strengthening.
• 2.2 To what extent did WFP contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender equality and other equity considerations, environment)?			
2.2.1. Achievement of cross cutting objectives: GEEW and inclusion	• To what extent is there consistent understanding across WFP of GEEW and inclusion? • What evidence is there that cross-cutting objectives of GEEW have been achieved? • What other factors affected the achievement of GEEW cross-cutting objectives? • To what extent has the CSP been an adequate framework for the promotion and delivery of GEEW and Inclusion of other vulnerable groups to support SOs? • To what extent has gender expertise been mobilized to support the government entities and other institutions? (Prompt: gender expertise embedded in government entities) • What evidence is there for intended and unintended achievements for GEEW and Inclusion? (Processes also to be considered as achievement)	• Reference to cross-cutting objectives in CSP document • Evidence of degree of achievement of GEEW and inclusion (Disability, indigenous people, elderly, and non-binary, non-heteronormative persons) through qualitative indicators • Reference to cross-cutting results in Annual Country Reports, logical frameworks, M&E plan • WFP and Government of India consensus on the women's empowerment and gender equality objectives of the CSP for food and nutrition security (Probe: pilots, Behaviour change communication materials, COVID-19 related CCS etc.) • Existence of WFP supported Government of India gender-sensitive accountability mechanisms for all activities supported by WFP	**Documentary review**: WFP Gender Policy, CSP document, ACRs, APPs, Country Office GaAM response documents, Log frame, WFP Corporate Results Framework, M&E plan, Country Gender Strategy 2019, Gender Action Plans, Assessment, of SHG and small holders women farmers, Decentralized assessments and information notes including those related to intra house food distribution and gender based taboos related to food Odisha,2021, WFP Gender and Protection concerns highlighted in Quarterly Bulletins on COVID -19, E Module on Gender, Inclusion and Protection, Gender equity and focused and transformative SBCC material, government surveys on the state, PWDs, Judicial pronouncement on transgender population. **KIIs** with Current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, Head of M&E, Head of Partnership, Head of Gender Unit, Communication Head, WFP staff at Subnational offices, national and state government officials including among others the Ministry of Women empowerment and Child Development, Ministry of Agriculture and Farmers' Welfare, Mission Shakti, OMM,

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
	• What were the influencing factors that facilitated or hindered the achievements?	• Perception of WFP and Government of India of the degree of achievement of cross-cutting objectives and factors that may have affected it • WFP- stakeholder perception of usefulness of CSP framework to deliver cross-cutting objectives • Perception of the target population, WFP and the Government of India of the inclusion of protection concerns and gender equality	other United Nations agencies, NGOs and their network such as Sphere India, CSOs and Self-help groups of women **KIIs** with Senior WFP staff in India including SO heads; relevant officials in Government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution ; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development
2.2.2 Achievement of cross cutting objectives: Protection and accountability to affected populations	• To what extent has WFP seized opportunities to strengthen the Government's protection accountability to affected populations mechanisms in their food safety nets, and to also strengthen the protection and AAP capacities of civil society organizations (CSO) and NGOs? • What evidence is there on the achievements of WFP work as a technical advisor to the Government and supporting NGOs and CSOs integrating protection and AAP considerations in their work? • What factors affected WFP ability to engage in protection and APP? • How is WFP India informing the government targeting system in term of leaving no one behind? What are these gaps and what more can WFP do, to improve community awareness of their entitlements and ensure uptake of services, leaving no-one behind? • To what extent affected populations were able to benefit from WFP assisted Programmes to ensure and promote their safety, dignity and integrity (only relevant those interventions with indirect beneficiaries)	• Evidence in documentation citing protection measures – including data protection – disaggregated by Activity and Strategic Objective • Evidence in awareness material for the Government of India on increasing accountability and transparency of social protection systems • Evidence in documentation reporting on accountability to affected population and protection (including data protection) measures –disaggregated by Activity and Strategic Objective • WFP, government, UNCT, and other key stakeholders perceive WFP to have seized opportunities for providing technical support on accountability to affected populations and protection, facilitating two-way communication between beneficiaries and the Government	**Documentary review:** CSP 2019–22, CSP Line of Sight, Annual Country Reports, other WFP Internal Reports, Emergency Response reports, After Action Reports. Relevant external documents; posters, banner and banners on beneficiary entitlements; community awareness materials; COVID-19 briefs **KIIs** with current and former WFP Stakeholders, as well as relevant government officials; United Nations agencies

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
2.2.3 Achievement of cross cutting objectives: Environment	• To what extent is there consistent understanding of environment as a cross-cutting objectives? • What evidence is there that WFP technical advice and support role to Government of India programmes, takes into account measures that do not harm the environment? • What evidence is there that targeted communities that benefit from WFP-supported programmes, in a manner that does not harm the environment? • To what extent have environment objectives been achieved? • What other affected the achievement of objectives?	• Documentation in CSP citing environmental analysis undertaken during design phase of CSP • Work plans describe how environmental considerations shape activities and interventions – disaggregated by Activity and objective • WFP, government, and other key stakeholders can cite i) mechanisms by which WFP integrated environmental sensitivity into programming, partnerships, and agreements – disaggregated by Activity and objective	**Documentary review:** WFP Internal Reports, Relevant external documents; Country Strategic Plan, Annual Country Reports, WFP; Climate Change, Disaster Resilience and Sustainable Food and Nutrition Security: WFP Strategy for India, February 2020. National Disaster Management Act, Climate action plan. **KIIs** with current and former WFP Stakeholders, as well as relevant government officials; United Nations agencies
2.3. To what extent are the achievements of the Country Strategic Plan likely to be sustainable?			
2.3.1 Strategic Integration	• Assessing the extent to which CSP benefits are likely to be integrated and reflected in government policies and priorities, United Nations frameworks, and WFP corporate frameworks • What factors are likely to affect the sustainability of achieved results? • What is government and partner capacity (institutional, technical, financial, political etc.) to progressively take over CCS services currently provided by WFP? • Which CCS strategies/activities are perceived to offer the greatest potential in producing results at scale and having long-term impact? • What are the costs and conditions to sustain and scale up relevant food safety nets and other activities related to food security and food fortification?	• Evidence of strategic integration of CSP objectives into national plans or perception whether CSP objectives will be integrated into National Plans. • WFP, Government of India, CSO, NGO and United Nations stakeholder consensus that the Government of India has political will and ownership of current WFP operations.	**Documentary review:** CSP for India, Government of India national plans such as India vision 2031–2032, 2017; India SDG framework and Implementation strategy 2017; National Indicator Framework on SDG 2.1, 2020; SDG India Index 2021; National Nutrition Strategies; Volunteer National Review on India 2020; Other United Nations agencies' strategies for India, Partners MOUs. National Disaster Management Act, Climate action plan. **Key informant interviews** with senior WFP staff – DCD, SOs head; GOI officials like – Ministry of Agriculture, Department of Food and Public Distribution, Ministry of Education, Department of Women and Child development, Uttar Pradesh and Odisha; United Nations agencies – UNDP, FAO, UNICEF IFAD. MSC personal stories with: WFP senior staff, SOs head, Ministry of Agriculture, NIDM, Department of Food and Public Distribution, Ministry of Education. **Key informant interviews** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development
2.3.2 Resourcing	• Extent to which Government is likely to be able and willing to fund continuation of relevant CSP activities, and if funds are sufficient.	• Evidence of the capacity and resourcing available on behalf of the Government of India for future management of current WFP operations. • Evidence of MOU and/or partnership agreement of GOI with different agencies. • GOI budget allocation to continuation of CSP activities, and situation of funds.	**Documentary review**: CSP for India, GOI national plans like India vision 2031–32, 2017; India's SDG framework and Implementation strategy 2017; National Indicator Framework on SDG 2.1, 2020; SDG India Index 2021; National Nutrition Strategies; Volunteer National Review on India 2020; Other United Nations agencies' strategies for India, Partners MOUs. **KIIs** with senior WFP staff in India; GOI officials like Ministry of Agriculture, Department of Food and Public Distribution, Ministry of External Affairs, Ministry of Education, Department of Women and Child development, Uttar Pradesh and Odisha; Senior representatives of other United Nations agencies – UNDP, FAO, UNICEF IFAD, **KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development
2.3.3 Technical Capacity Achievements, ownership	• Assessing the extent to which the technical capacity strengthening objectives have been achieved within the three domains of: i) Individual; ii) Institutional; and iii) Enabling environment.	• Evidence of degree of achievement of the technical capacity of the targeted governmental structures is sufficient to sustain the programmes after the CSP. • Evidence of degree of achievement of technical capacity strengthening objectives to the benefit of the Government of India as progress against milestones. • Existence of an exit strategy and work plan.	**Documentary review**: CSP for India, CCSP WFP, India vision 2031–2032, 2017; India's SDG framework and Implementation strategy 2017. **Key informant interviews** with senior WFP staff in India; Senior representatives of other United Nations agencies – UNDP, FAO, UNICEF IFAD; high level senior government officials at national and state level – Ministry of Agriculture, Department of Food and Public Distribution, NITI Aayog, NIDM, Ministry of Education, Department of Women and Child development, Uttar Pradesh and Odisha.

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
			KIIs with Senior WFP staff in India including SO heads; relevant officials in Government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development
EQ3: To what extent has WFP used its resources efficiently in contributing to Country Strategic Plan outputs and strategic outcomes? (Efficiency)			
3.1. To what extent were outputs delivered within the intended timeframe?			
3.11 Timeliness	• Were activities and related outputs delivered on time and what were the consequences if not? • What measure were taken to overcome/mitigate the effects of delays?	• Evidence in project reports of timely delivery disaggregated by Activity and Strategic Objective • WFP and the Government of India consensus on timeliness of activities delivered within the timeframe, disaggregated by Activity, Strategic Objective and government agency or ministry.	**Document review:** WFP ACR/APP/ Budget and Financial Reports / CSP implementation planning documents (including COMP) and CSP monitoring and performance reports. Review of cooperating partners agreements for timeliness consideration; WFP Programmes/ Projects and CSP reporting data **KIIs** with senior WFP staff in India; Senior representatives of other United Nations agencies – UNDP, FAO, UNICEF IFAD; high level senior government officials at national and state level – Ministry of Agriculture, Department of Food and Public Distribution, NIDM, NITI Aayog, Ministry of Education, Department of Women and Child Development, Uttar Pradesh and Odisha.
3.2. To what extent were WFP activities cost-efficient in the provision of technical assistance?			
3.2.1 Cost-efficiency	• Exploring the extent to which the CSP operated within a cost-efficient manner including additional costs incurred as a result of COVID 19 pandemic • How do actual costs compare to planned costs especially with respect to human resource rationalization efforts by WFP Country Office? • How have these costs evolved over time? • What factors have affected WFP costs and how has WFP mitigated against the consequences of these?	• Evidence of resource optimization for the delivery of activities, and level of utilization of available funds, disaggregated by Activities and SO • Evidence in WFP internal reports of exploration and mapping of alternative modalities to deliver activities • Evidence of cost-cutting exercises • Analysis of Efficiency through comparison of planned vs. mobilized resources used	**Documentary review:** WFP Budget and Financial Reports; Resource Mobilization Reports and Funding situation; implementation reports. WFP HR records and related documentation - comparing actual costs compare to planned costs especially on HR transition and costs and links to CCS; CSP and CP Design Documents; WFP Annual Country Reports/Standard Project Reports – narrative and financial report; WFP reports related to capacity building actions. **KIIs** with relevant staff at WFP Country Office.

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
		within the CSP and previous CSP to determine resource mobilization efficiency • Analysis of budget breakdown and the evolution of the direct support cost budget line compared to previous CSP, and to determine degree of operational efficiency over time including during the pandemic period • Perception of WFP and Government of India of cost-efficiency of the CSP and exploration of alternative cost-efficient modalities	
3.3. To what extent were alternative, more cost-effective measures considered?			
3.4.1 Alternative Approaches	• Assessing the extent to which the exploration of alternative approaches for cost effective measures were integrated into the CSP and CP Programming.	• Existence of evidence in documentation of the intentional exploration of alternative approaches for enhanced cost efficiency – disaggregated by Activity and Objective • WFP and government stakeholders' consensus perceptions regarding the exploration of alternative approaches for cost effective measures	**Documentary review:** CSP and CP Design; WFP Annual Country Reports/Standard Project Reports – narrative and financial report; WFP Budget, Financial and Funding Reports; Activity work plans; CSP Country Programme Action Plan; Amendment to CSP Country Programme Action Plan; Resource Mobilization Reports and Funding situation; WFP Country Office/partners studies on cost- effectiveness and value for money **KIIs** with WFP Country Office and FO staff; relevant government officials
EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the Country Strategic Plan? (Effectiveness, sustainability)			
4.1. To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in India to develop the country strategic plan?			
4.1.1 Context awareness and linkages between knowledge and decision-making	• What evidence informed CSP at design stage and continued to inform implementation?	• Existence of studies, data and evidence created for the purpose of CSP design • Evidence in CSP Document referencing existing studies and evidence and presentation of rationale for design	**Documentary review:** Government policies including Sustainable development framework, the Government of India, 2018–2023, National Food Security Act, 2015, National Nutrition Policy, Draft Nation Women's Policy 2016, 2017 Nourishing India – National Nutrition Strategy, National Development Action Plans. CSP document, CSP logical

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
		components – disaggregated by Activity and Objective • Existence of existing studies, data, and evidence consulted for CSP design and regularly for implementation • Perception of WFP and Government of India that that the CSP was designed and implemented based on reliable evidence	framework, ACRs, SPRs, Mid Term Review of the WFP Strategic Plan, revised Corporate results framework 2017–2021, MoUs. Achieving Zero Hunger, 2018, WFP in India, Mid Term Review of the WFP Strategic Plan. **KIIs** with WFP managers, Government of India senior staff
4.2. To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the Country Strategic Plan?			
4.2.1 Resource mobilization and donor relations	• Identifying the extent to which resource mobilization met CSP financing needs according to four dimensions: a) Forecast; b) adaptiveness; c) barriers for resourcing; d) CSP corporate systems and structures • The extent to which the resource forecast was accurate for the CSP disaggregated by Activity and Strategic Objective • How has WFP coped with donor preferences and restricted funding requirements? • Are there any programming gaps not covered by WFP technical assistance due to inadequate resources? • Perceptions of Government and other key stakeholders regarding WFP mobilization potential and barriers within the CSP • Perceptions of WFP stakeholders regarding new CSP budget structure and potential for flexible response to financing the CSP	• Evidence in documentation of resource forecasting guiding CSP and CP designs – disaggregated by Activity and Strategic Objective • Evidence in WFP internal reports of changes in resource mobilization model made to optimize resources • Documentary evidence of resource forecasting and barriers to resourcing • WFP, Government of India. and donor perception of resource mobilization model, challenges, and mitigation measures • Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing • WFP, government and donor stakeholders hold consensus perceptions on WFP capacity for resource mobilization according to four dimensions: a) Forecast; b) adaptiveness; c) barriers for resourcing; CSP corporate systems and structures - disaggregated by Activity and Objective	**Documentary review**: CSP for India; WFP Funding and resource data; WFP Budget and Financial Reports, Annual Country Reports **KIIs** WFP managers in India, donors
4.3. To what extent did the Country Strategic Plan lead to strategic partnerships and collaboration with other actors that positively influenced performance and results and adapted to partnership needs or to additional opportunities arising during the pandemic?			
4.3.1 Extent to which WFP has engaged in partnerships and	• What has been the influence of the strategic partnerships with government and other actors, including United Nations agencies, on WFP performance?	• Reference to United Nations partnerships in WFP reports	**Documentary review:** CSP for India; Partnership and capacity building strategies, Cluster meeting minutes, annual country reports, Government of India Development Strategy; MoUs, List of partners

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
collaboration during CSP implementation	• Has the CSP led to stronger and more strategic partnerships with Government, donors, and cooperating partners? • What partnerships were developed by WFP, in particular with UNICEF, FAO, WHO and Partners? • To what extent do partners have the required capacities? • Are any opportunities for partnerships under explored? • Perceptions of Government and other key stakeholders regarding CSP quality of partnerships • What is the evidence of South-South co-operation facilitating capacity strengthening? • To what extent was the Country Office able to adapt to partnership needs and additional opportunities arising during the COVID pandemic.	• Evidence of partnerships established by WFP with United Nations agencies and partners, disaggregated by type • Evidence of partnerships with women's organizations • Evidence of capacity assessments of partners • Evidence of partner and stakeholder mapping undertaken by WFP and strategic decision-making • WFP, Government of India, CSO and NGO, and United Nations perception of effect of partnerships on results • WFP, Government, and other key stakeholder perceptions regarding WFP adaptation to partnerships during the COVID 19	**KIIs** WFP managers in India, donors, national and state government, WFP partners, other United Nations agencies
4.4. To what extent did the Country Strategic Plan provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges, such as socio-economic shocks?			
4.4.1 Agility in operations and adaptation to COVID-19	• The extent that the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility, ii) emergent ad hoc requests, iii) Activity and SO synergy, and iv) flexibility in staffing • Has the CSP allowed WFP enough flexibility, including to respond to the COVID-19 crisis? • Are there any factors that help or inhibit flexibility? • How did adaptations to WFP interventions in response to the COVID-19 crisis affect achievements of other CSP interventions?	• Evidence in documentation regarding reflections on CSP structure and implications for flexibility and actions – in general and – disaggregated by SO • Evidence of assessments undertaken as a result of the COVID-19 crisis • Analysis of COVID-19 activities resourcing and degree of achievement • Evidence of coherence between activities from CSP and COVID-19 emergency activities • WFP, Government of India, and other key stakeholders' perception of flexibility of WFP and its effect on results	Documentary review: CSP for India, Annual Reports; COVID-19 rapid assessment, COVID-19 briefs and reports; minutes to ad-hoc meetings on adaptation to COVID-19; CSP pilot evaluation, WFP Country Office organigramme, Country Office Annual Performance Reports **KIIs** with WFP managers in India, Government of India, donors, development partners
4.4.2 Agility in operations and adaptation to climate / environmental change	• The extent that the CSP structure enhanced flexibility in terms of: i) budget allocation flexibility, ii) emergent ad hoc requests, iii) Activity and SO synergy, and iv) flexibility in staffing	• Evidence in documentation regarding reflections on CSP structure and implications for flexibility and actions – in general and – disaggregated by SO	Documentary review: CSP for India, Annual Reports; Sustainable development framework, Government of India, 2018–2023; CSP pilot evaluation, Country Office Annual Performance Reports,

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
	• Has the CSP allowed WFP enough flexibility, including to respond to the climate / environmental change? • Are there any factors that help or inhibit flexibility with respect to responding to climate/ environmental change? • How did adaptations to WFP interventions in response to the climate/environmental affect achievements of other CSP interventions?	• Evidence of assessments of activities related to climate/environmental change • Analysis of activities focused on climate/environment change in terms of resources allocated and degree of achievement • Evidence of coherence between activities from CSP and climate/environment change activities • WFP, Government of India, and other key stakeholders' perception of flexibility of WFP in addressing climate change and its effect on results	Country Strategic Planning, Guidance Note for Climate Change Adaptation & DRR Framing WFP Support to National Climate Change Adaptation & DRR Priorities in Country Strategic Plans, WFP; Climate Change, Disaster Resilience and Sustainable Food and Nutrition Security: WFP Strategy for India, February 2020. National Disaster Management Act, Climate action plan. **KIIs** with WFP managers in India, Government of India (including NIDM), donors, development partners
4.4.3 Capacity Strengthening Framework Flexibility	• Exploring the extent to which the Capacity Strengthening Framework and approach provides flexibility to respond to operational contexts in India • Is the CSP operational and financial framework best suited for a portfolio that focusses on capacity strengthening? • Exploring the most appropriate level of WFP engagement for capacity strengthening approach within the context of other actors and actions within the CSP ○ Individual ○ Institutional ○ Enabling Environment	• Evidence in documentation regarding reflections on Capacity Strengthening Framework structure and implications for flexibility and actions – in general and – disaggregated by SO • Evidence in documentation citing degree of investment in capacity strengthening by Capacity Strengthening framework levels: i) individual, ii) institutional, iii) enabling environment	**Documentary review:** CSP Document; WFP Annual Country Reports; OEV CSP pilot evaluation; CSP Lessons Learned (HQ) report; WFP Country Office Organigram; WFP Capacity Strengthening Framework **KIIs** with current and former WFP Stakeholders, including, among others: CD, DCD, SO Managers, M&E, Finance and RB representatives; with key government officials **KIIs** with Senior WFP staff in India including SO heads; relevant officials in government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development
4.5. What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?			
4.5.1 Factors affecting the strategic shift	• What facilitated or hindered the delivery of results or subsequent intended cascade effects • What was the impact of human resources (volume/capacity/ gender), financial constraints, natural disasters, security, and the presence of	• Evidence in documentation related to internal factors affecting results disaggregated by SO and activity[97] • Evidence in documentation related to external factors affecting results disaggregated by SO and activity[98]	**Documentary review**: Humanitarian standards, WFP Policies, strategies, Annual Country Reports; handover memos; Government of India appointment announcements, Country Office Risk registers; HR data; WFP Evaluations **KIIs** with WFP Senior staff in India, HQ, and RBB; Government of India partners (national and state level)

Line of Inquiry		Indicators	Data sources. data collection techniques and analysis
	other actors on WFP performance and the strategic shift? • To what extent could the Country Office rely on support from HQ and Regional office to deal with challenges? • What contextual factors (including COVID-19 crisis) affected the expected strategic shift? • What were the necessary changes for the shift in terms of: • Resource mobilization • Turnover and transitions • Appropriate role of WFP within Capacity Strengthening approach • Advocacy Influence • Government Structures	• Evidence of handover documentation citing transitions in personnel in Government of India and WFP • Evidence of mitigation measures taken in response to HR changes • Staffing levels per activity • Evidence of reflections on resource mobilization model and investment level in CCS by WFP Country Office, RBB, HQ • WFP Country Office, RBB and HQ perception of support provided and received as part of CSP during challenging periods and throughout CSP • WFP perception of contextual factors, including staff turnover and capacity in WFP and Government of India, and emergencies • Government, UNCT and other stakeholders can identify internal and external factors affecting results and potential cascade effects disaggregated by Activity, Outcome, and Ministry or Agency.	**KIIs** with Senior WFP staff in India including SO heads; relevant officials in Government; and stakeholders for preparation of Case Study 1: WFP provision of transformative capacity strengthening to the Department of Food and Public Distribution; Case Study 2: Transformation of Nutritional Food Basket through OMM; Case Study 3: Evolution of the Take Home Rations (THR); Case Study 4: Contribution of WFP to national evaluation capacity development

Annex XV: WFP alignment and engagement with UNSDF Results Groups

Table 21: Overview of the alignment of Strategic Outcomes and Activities between the India UNSDF 2018–2022 and the CSP 2019–2022

Key priorities (UNSDF 2018-2022)	Role of UNSDF Results and Strategies (relevant to WFP)	Alignment of SOs and Activities
Result Group (RG) 2: Health, Water and Sanitation	Accelerate achievement of flagship national initiatives including POSHAN Abhiyan, Swachh Bharat Abhiyan, and air pollution	SO1, SO2
RG 4: Nutrition and Food Security	Introduce innovations and build capacity at central and local levels to: o Use the successful country-wide anaemia control programme to deliver enhanced nutrition services for adolescent girls ages 15–19 o Strengthen age-appropriate complementary feeding practices for the estimated 50% of children ages 6– 8 months that do not receive complementary foods, and improve household dietary diversity o Scale-up food fortification programmes for micronutrients o Promote nutrition education o Promote nutrition sensitive agriculture o Help policymakers identify who is at risk of food insecurity and malnutrition, and strengthen the targeting of food and nutrition security policy and programmes	SO2, SO3
RG 5: Climate Change, Clean Energy and Disaster Resilience	Environment and Resilience o Increased institutional and community resilience by integrating climate change adaptation and mitigation measures and disaster risk reduction into national policies, strategies, planning and programme o Improve data and evidence o Support innovative solutions: Support innovative and integrated solutions for better management of the ecosystem (especially coastal and mountain regions) and natural resources, including agricultural management	SO3
RG 7: Gender Equality and Youth Development	o Engaging with law and policy makers and with service providers to respond effectively to violence against women and girls and harmful practices and ensuring improved implementation of gender critical laws o Supporting innovations and models in Beti Bachao Beti Padhao (BBBP) districts to promote multi-sectoral intervention approaches that invest in girls and their environment, improve health and address U5MR, remove barriers to education, and ensure safety at home and public spaces, including schools o Increasing institutional capacity across multiple sectors including education, health and nutrition, legal, livelihood, and media for improved response to the needs of women and girls as outlined under the BBBP programme o Strengthening the outreach and quality of interventions within ongoing programmes such as BBBP to reach women and girls with targeted interventions based on life-skills, leadership skills and linkages to livelihood skills o Engaging with men and boys in their roles as decision makers and gate keepers within families and communities to challenge gender bias and support empowerment of women	SO2, SO3

	○ Strengthening data systems to report on the status of women, children and victims of trafficking and budget allocations to address gender gaps	

Note: WFP is not a member of three Results Groups: RG 1 (Poverty and Urbanization), RG 3 (Education and Employability), and RG 6 (Skilling, Entrepreneurship, and Job Creation) Source: Government of India and United Nations. UNSDF 2018–2022 and WFP CSP 2018–2023

The table below presents the main results achieved as part of UNSDF Result Group joint projects in which WFP participated. The information is disaggregated by Result Group, joint project name, geographical area, and participating United Nations agencies

Table 22: WFP engagement and achievements in the UNSDF Results Groups.

RG	Name of Joint Project	Geographic area	Agencies Involved	Achievements
RG7	Engaging with Implementing partners for capacity assessment and training on PSEA and SH	Pan India	WFP, UNDP, UNICEF, IOM, UNFPA	Three town halls were organized for all United Nations staff with case studies and examples to exemplify cases of harassment and exploitation. The sessions were interactive highlighting the need for information and engagement on the issue. The first townhall was jointly facilitated by UNICEF and WFP. A total of 298 UNDP Staff (irrespective of the nature of contract) attended the three townhalls. The townhalls helped create greater awareness on the provisions and the redress mechanism. One of the recommendations was to organize agency wise follow-up learning sessions.
RG5	UN-led Post Disaster Needs Assessment (PDNA) after cyclone Fani in Odisha (2019)	Odisha	WFP, UNICEF, FAO, ILO, UNDP, UNESCO, UNEP, UNFPA, UNWOMEN, WHO, UNRCO, World Bank and the Asian Development Bank	PDNA completed with strong participation and support from Govt of Odisha and extensive participation from World Bank, Asian Development Bank and United Nations agencies including WFP.
RG5	UN-led Post Disaster Needs Assessment (PDNA) post 2018 floods in Kerala	Kerala	WFP, UNICEF, UNDP, FAO, ILO, UNEP, UNESCO, UNFPA, UNWOMEN, WHO, UNRCO	PDNA completed with strong participation and support from Govt of Kerala and extensive participation from World Bank, Asian Development Bank, and United Nations agencies including WFP
RG4	Protecting and supporting breastfeeding in the context of COVID – programme guidance and communication	Pan India	WFP, UNICEF, WHO	Standard tool kit on breastfeeding and complementary feeding endorsed by Ministry of Health and Family Welfare available and used. Social media package on breastfeeding and complementary feeding available and disseminated.

RG	Name of Joint Project	Geographic area	Agencies Involved	Achievements
RG4	Prevention and Management of Maternal, Adolescent and Childhood Obesity in India	Pan India	WFP, UNICEF, WHO	NITI Aayog has had dialogues with UNICEF, WHO and WFP to support work in this area. UNICEF and WFP have confirmed their interest in supporting a systematic review on what has and can be done for regulating private and public media advertising of High in Fat, Salt and Sugar foods. UNICEF, WHO and WFP organized a session on addressing maternal, adolescent and childhood overweight and obesity at the Second Annual National Conference of the Epidemiology Foundation of India. WFP is also working on reformulation of take-home ration experiment across three states.
RG2	COVID-19 Academy for Engagement and Empowerment of CSOs in COVID-19 Response in India	Pan India	WFP, UNICEF, WHO, UNFPA, UNDP	The Academy has emerged as a platform for convergence of businesses, civil society, and development partners to strengthen a 'Whole of Society' response to COVID-19 pandemic in India. The Academy was able to formally engage more than 3000+ CSOs across the country, building capacity of more than 20,000 CSO members on 50+ topics.
RG1	The United Nations (UN) COVID-19 Response and Recovery Multi-Partner Trust Fund (COVID-19 Multi-Partner Trust Fund)	Uttar Pradesh and Odisha	WFP, UNDP	This initiative supported National and state-level responses to COVID-19, facilitating collaboration between Government, civil society, private sector, United Nations and other development partners.

Source: Internal documentation from the Office of the UN Resident Coordinator.

Annex XVI: Knowledge products generated by the Evidence and Results Unit

Table 22: Titles of SO3 Activity 3 knowledge products generated by the Evidence and Results Unit

	Completed in 2019	Completed in 2020	Completed in 2021	On-going
Research and Studies				
National Level	Food and Nutrition Security Analysis, India (carried forward from previous CSP)			Effect of Climate Change on Food and Nutrition Security in India
				Study of the Government of India Special Scheme on Pulses (2018–2019)
State Level	Report on State of Food Security and Nutrition in Odisha			Rajasthan Food Security and Nutrition Analysis
Assessments				
	Proof of Concept -Assessment of ICT enabled training for Cooks-cum-helper in five schools of Uttar Pradesh and Odisha			
	Assessment of Targeted Public Distribution System (TPDS) Transparency Portal or Management Information System with Data Analytics in the State of Odisha. Partner- The Government of Odisha, XIMB. 2019			
		Assessment of Central Assistance for Intra State Transportation, Handling and FPS Dealers' Margins.	Baseline assessment of ICT based training programme for Mid-day meal cooks in Varanasi and Dhenkanal.	
Decentralized Evaluations				
	End-line Evaluation of the Targeted Public Distribution Reforms Project in Bhubaneswar (Odisha)			Baseline and Endline Evaluation of IYCF project in Jaipur
	Endline Assessment of Fortification of Mid-day Meal Project in Dhenkanal, Odisha			

			Endline evaluation for Fortification of Nutrimix in selected Panchayats of Wayanad, Kerala.	
Rapid Assessments				
	Damage, Loss & Need Assessment- Odisha.	JRNA in Odisha, India - A Detailed Analysis of Food and Nutrition Sector during COVID-19.	Joint Rapid Needs Assessment in Odisha, India – A Detailed Analysis of Effects of Cyclone Yaas on Critical Sector Partner- IAG Odisha. 2021	
		COVID-19 – Multi Sector Joint Rapid Needs Assessment Report, Odisha.	Repeat Assessment of Food Security Among Vulnerable Groups in Rural and Urban Slums in Odisha during COVID-19.	

Source: Country Office SO3 team.

Annex XVII: Findings, conclusions and recommendations mapping

Recommendations	Conclusions	Findings
Recommendation 1: Consolidate, build on successes and develop medium-term strategies and approaches based on capacity needs assessments for each CSP outcome in the new CSP, integrating innovation and SSTC into all CSP outcomes. 1.1 Remain focused on the three food-based safety nets (TPDS, the mid-day meals programme and ICDS). 1.2 Explore further engagement in the new thematic areas initiated under the CSP by responding to emerging needs for CCS in climate change adaptation and resilience building. 1.3 Undertake a more systematic exploration and prioritization of technology-based innovations to strengthen government systems. Continue to explore SSTC as a modality for CCS in India and help expand CCS and technical assistance to the Government.	WFP has established itself in India as a credible and long-standing trusted FSN partner of the central and state governments by identifying a niche in terms of adding value by making available its expertise for capacity strengthening of on-going efforts by Government for addressing FNS issues. WFP has produced positive outcomes by adopting four approaches to CCS: by ensuring significant cost-savings for Government, by demonstrating and validating results of interventions and pilot projects, by undertaking rigorous documentation, scientific assessments, impact evaluations of interventions and prototypes of replicable, cost-effective models, and by ensuring that the Government is fully on board from the stage of accepting an idea to testing it through pilots and scaling up. This has helped WFP to embed capacity strengthening interventions within government systems thereby ensuring continuity and sustainability. WFP investments continue to have relevance to address FSN challenges during the implementation of the CSP. To impact the achievement of SDG 2 targets more significantly in India by 2030, there is scope for WFP to expand its thematic areas of engagement. Partnerships in new thematic areas that have been established have the potential to enhance incomes and address the vulnerabilities and insecurities in the lives of especially smallholder farmers.	Paragraphs 80, 88–94, 96–100, 108–112, 116–120, 124–127, 131, 197, 201
Recommendation 2: Expand CCS initiatives across India for greater impact on the SDG 2 agenda. 2.1. Explore and expand WFP engagement in a comprehensive manner in states confronted with food security and nutrition challenges in order to promote government replication and scale-up of successful best practices and innovative models for achieving food security and nutrition.	A more systematic consideration of FSN needs across India and potential for intervention in other states can also further amplify the WFP contribution in India. While exploring options, WFP will also need to explore cost-sharing strategies with the state governments and influence national outcomes through evidence generation and advocacy.	Paragraphs 88–91, 107, 112, 197, 202

2.2. Capture the experience and lessons learned from states such as Odisha and Kerala and share them through inter-regional exchanges within India and with international partners through SSTC. Identify a small set of core activities backed up by resources and advocacy that can be replicated across other states.		
Recommendation 3: Step up efforts to integrate and strengthen gender equality, women's empowerment and inclusive approaches. 3.1 Conduct a systematic analysis through all phases of the intervention cycle to identify and anticipate gender and inclusion issues and measures for mitigating them. 3.2 Develop a plan to ensure the systematic involvement of the Gender Unit in all CSP outcome activity planning, design and implementation as well as in the production of SBCC and communication materials. 3.3 Fully integrate and communicate gender and inclusion considerations throughout engagement with government entities at all levels and other partners in order to identify and advocate ways to support the inclusion of eligible marginalized and vulnerable groups in food-based government safety net programmes. 3.4 Strengthen capacity to design, implement and monitor gender equality and social inclusion and ensure marginalized groups benefit so that no one is left behind.	Unequal access to food, nutrition, and other basic services arising out of considerations of class, gender, caste, age, sexual identity, and disability has been a persistent feature of Indian society. Particularly disturbing is to find that many women continue to eat nutritionally insufficient food and eat last. WFP has not developed a systematic dissemination and advocacy strategy for maximizing gender and inclusion considerations into programs and policies. There is scope to further strengthen capacities and sensitize government officials to gender and inclusion concerns at different levels of administration. Similarly, strengthening M&E systems and collection of data disaggregated by gender and inclusion criteria is needed to ensure tracking of the flow of food benefits to the most disadvantaged communities.	Paragraphs 138–151
Recommendation 4: Develop long-term strategic collaboration with stakeholders to support efforts to address food security and nutrition challenges and "leave no one behind". 4.2 Strengthen collaboration with the central and state governments. In particular, develop a long-term cooperation plan with the	Maintaining close links with government counterparts in the central and state governments has been important for ensuring effective CSP implementation. National advocacy through strategic partnerships is critical for enhancing India's efforts at meeting the SDG 2 goal, including re-establishing close linkages with the Ministry of Agriculture and Farmers	Paragraphs 92, 94, 95, 197–201, 204

Ministry of Agriculture and Farmers' Welfare, which serves as the lead ministry for the implementation of the CSP; explore and expand direct cooperation with ministries at the national level, including the Ministry of Women and Child Development and the Ministry of Education; and finalize with state governments state-specific partnership strategies for the new CSP. 4.3 Strengthen and expand strategic partnerships with non-governmental stakeholders. 4.4 Engage more proactively with other United Nations entities to promote more integrated strategies, enhanced complementary programming and joint fundraising for advancing the SDG 2 agenda. Build on experience to expand alliances for advocacy and sustained action to better address food insecurity and malnutrition, drawing on WFP-generated evidence, best practices and global experiences.	Welfare. Similarly, more targeted advocacy in the states where WFP operates and around specific themes can amplify WFP impacts on the ground. WFP has not fully tapped the potential of amplifying its reach and influence by (i) developing partnership for capacity strengthening of CSOs and lead women's organizations; (ii) deepening its partnership with the Ministry and Departments of Women and Child Development at national and state levels; (iii) focusing on strengthening the capacities of the government stakeholders on GEEW and inclusion; (iv) addressing intersectional dimensions of vulnerabilities through multiple strategies; and (v) allocating adequate resources for the GU for staff to expand the gender and inclusion agenda at both programmatic and organizational levels. WFP can do more to tap the potential that exists for pro-actively brokering SSTC and extending food assistance to other countries.	
Recommendation 5: Actively pursue the strategies in place for mobilising additional resources to expand into new geographic and thematic areas. 5.1 Pursue further possibilities of (i) mobilising additional funding from central government ministries other than the Ministry of Agriculture and Farmers Welfare; and (ii) negotiate cost-sharing modalities with cost-sharing with state governments 5.2 More pro-actively explore possibilities of tapping CSR funds, grants from international philanthropies and foundations, and funds such as Green Climate Funds, Adaptation Fund and the International Climate Initiative. 5.3 Continue to extend the matching grant from the Emerging Donor Matching Fund (EDMF) into the next CSPE and explore possibilities for opening up new windows for extending financial support to lower middle-income countries like India. 5.4 Collaborate with HQ to help develop a financial system that can reflect the particularities of WFP India in order to ensure better efficiency in the use of resources at the Country Office level. These include (i) the multiyear nature of most of the funds allocated; (ii) the existence of a revolving fund used by the Country Office as a loaner; (iii) the provision of services to Global Support Services which reduce expenditures at the end of each quarter/year; and (iv) the HQ, RBB and PSA funds allocated to WFP India	The Country Office has mobilized sufficient funds for the current level of operations in India by actively pursuing different strategies for resource mobilization targeted at other potential funders. The Country Office continues to explore new modalities of cost-sharing especially with state governments. However, if WFP wants to significantly impact the achievement of SDG 2 targets globally by 2030, the Country Office will need to expand its footprint as well as thematic areas of engagement in India. And this will require WFP to mobilize additional financial resources to support the Government of India's efforts at expanding and accelerating the attainment of the SDG 2 targets.	Paragraphs 179–188

which, instead, are currently reflected in the accounting systems of HQ and RB.		
Recommendation 6: The country office, in collaboration with the regional bureau and headquarters, should support the development of immediate and intermediate CCS outcome-level indicators for assessing WFP's contribution to CCS. Develop country-specific immediate and intermediate outcome indicators that better fit the needs of the country office's unique CCS portfolio (including SSTC), with normative guidelines and systems led by headquarters, and remain abreast of the CCS indicators that will be developed and piloted as part of the new corporate results framework.	Assessing performance of countries whose entire portfolio consists of CCS poses several challenges. There is need to further finetune indicators to improve performance measurement and reporting on CCS results, particularly in development contexts.	Paragraphs 70, 86 annex XVIII

Annex XVIII: Findings on WFP indicators to measure outputs and outcomes

132. The findings section of EQ 4.5 asks: "What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?" One could say that **interpreting the achievements on outcome and output indicators has its limitations.** Indeed, the country strategic plan logframe indicators to measure outputs and outcomes limit the ability of the India Country Office to properly quantify and capture results and contributions to country capacity strengthening, especially because: (i) this approach entails developing 'soft competencies' that extend far beyond the number of people receiving technical assistance and training and the number of technical assistance activities; and (ii) efforts stretch beyond a year, which makes annual reporting difficult.

133. **The Corporate Results Framework (CRF) Indicator Compendium lists the limitations of many of the CCS indicators.** For instance, according to the Compendium, the indicator, "number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new CRF)" may be unreliable if counting of components does not take into consideration whether results have been achieved (or not). The indicator provides limited information (number of components influenced) therefore it is important to provide details in the narrative**."**[49]

134. **Moreover, for a country the size of India with a large number of schemes at both the national and state levels, estimating quantities becomes difficult**. At a practical level, this requires preparing a complete list of the central and state government, laws, policies, and programmes at different levels of administration along with variations in system components across the many domains of FSN in India.

135. Similarly, the Partnerships Index (PIndex) represents an average score of the changes resulting from WFP actions to promote partnerships at country level.[50] It showcases the status and progress of WFP as a committed partner engaging with relevant stakeholders that help advance the WFP Programme of Work in support of the SDGs. The Compendium, however, notes that the total Index score only represents the baseline, status or progress within a WFP Country Office. Current data calculation is limited in terms of assessing partnership performance. Moreover, data cannot be compared or aggregated per partnership sector or PIndex between countries.

136. **The CSP in its logframe has one corporate cross-cutting indicator on gender, however, this indicator does not serve any purpose in India and remains inoperative** since WFP India does not have direct beneficiaries.[51] Of the corporate cross-cutting indicators, the Country Office has opted for one gender indicator, namely, the proportion female members of food assistance decision-making entities (committees, boards, teams, etc.). The gender outputs and outcomes are monitored by the corporate tool GaM-M (GaM-M is discussed in EQ2.2, para 160). Yet, not having explicit and relevant gender indicators in the logframe across SOs impedes the establishment of clear gender goals across SO activities and makes

[49] WFP. 2017–2021 CRF Indicator Compendium: Revised Corporate Results Framework, October 2020 Update.
[50] The PI consists of six indicators to measure the scope of WFP engagement with a specific partner category in support of implementation of the SDGs through the WFP Programme of Work at the country level (e.g. Country Strategic Plans). The partnership categories included in this index are: a) national government, national authorities and national public sector institutions; b) united nations system partners; c) civil society partners; d) non-governmental organization partners; e) donors (local partnerships, international financial institutions, regional entities, non-traditional funding streams); and f) private sector including media, academia, associations and foundations. For further details and computation methods, see the Programme Indicator Compendium (2017–2021), October 2020 Update.
[51] A discussion with Country Office on why the indicator is included in spite of its irrelevance in the CCS activities, revealed that this indicator was included in the logframe only because it was a corporate indicator, even though it was realized that it would have no functional value as WFP does not work with direct beneficiaries and WFP has no say in the composition and appointment of members to such entities which are decided by the Government.

tracking of progress on GEEW and inclusion difficult. For example, the tables presented under EQ 2.1 on output and outcome achievements do not give an idea of the progress made for GEEW and inclusion precisely because there are no gender indicators for the activities in the logframe

Annex XIX: Bibliography

Asian Development Bank and Food and Agriculture Organization. 2013. Gender Equality and Food Security: Women's Empowerment as a Tool Against Hunger, https://www.adb.org/publications/gender-equality-and-food-security-womens-empowerment-tool-against-hunger .

Dueck, J. 2021. Super flour saves the day for children in Nepal. Mennonite Central Committee (Mcc) News Release,. https://reliefweb.int/report/nepal/super-flour-saves-day-children-nepal .

Global Nutrition Report. n. d. *Country Nutrition Profile: India,* https://globalnutritionreport.org/resources/nutrition-profiles/asia/southern-asia/india/ (accessed 1 October 2021).

Government of India and POSHAN Abhiyan National Health Mission, Ministry of Health and Family Welfare. 2019. Comprehensive National Nutrition Survey (2016–2018). https://www.popcouncil.org/uploads/pdfs/2019RH_CNNSreport.pdf

Government of India and the United Nations. 2018. Sustainable Development framework 2018–2022, https://in.one.un.org/un-press-release/niti-aayog-and-united-nations-in-india-sign-sustainable-development-framework-for-2018-2022/

Government of India Department of Food and Public Distribution. 2013. National Food Security Act, https://nfsa.gov.in/portal/nfsa-act#:~:text=The%20Act%20legally%20entitles%20upto,to%20receive%20highly%20subsidized%20foodgrains.

Government of India Department of Food and Public Distribution. n.d. 100 Days of Achievements of the Department of Food and Public Distribution, https://dfpd.gov.in/100DaysAchievements-eng.htm (accessed on 1 January 2022).

Government of India Department of Food. 2021. Monthly Bulletin July 2021, https://dfpd.gov.in/writereaddata/Portal/Magazine/July2021.pdf

Government of India Department of Agriculture. 2021. Annual Report 2020–21, https://agricoop.nic.in/sites/default/files/Web%20copy%20of%20AR%20%28Eng%29.pdf.

Government of India Ministry of Health and Family Welfare and International Institute for Population Sciences. 2021. National Family Health Survey, India – 5 (2019–21), http://rchiips.org/nfhs/nfhs5.shtml.

Government of India Ministry of Health and Family Welfare and UNICEF. 2019. Comprehensive national nutrition survey national report, http://rchiips.org/nfhs/.

Government of India Ministry of Statistics and Programme Implementation. 2020. National indicator framework on SDG (2.1), https://mospi.gov.in/documents/213904/0/SDG+National+Indicator+Framework.pdf/6ea926e6-5346-d25c-d2a1-bd05883f3866?t=1594031858493 .

Government of India Ministry of Statistics and Programme Implementation. 2021. Sustainable Development Goals progress report, http://planning.up.nic.in/Go/SDG/UP_SDG%20Progress%20MoSPI%203.1.pdf .

Government of India Ministry of Statistics and Programme Implementation. n. d. India SDG Dashboard, http://www.sdgindia2030.mospi.gov.in/dashboard/ (accessed on 1 January 2022).

Government of India Ministry of Statistics and Programme Implementation and WFP India. 2019. Food and Nutrition Security Analysis, India, http://www.indiaenvironmentportal.org.in/files/file/Food%20and%20Nutrition%20Security%20Analysis.pdf (accessed on 1 October 2021).

Hegazy, R. 2016. Post-harvest situation and losses in India. DOI:10.6084/m9.figshare.3206851.v1 https://www.researchgate.net/publication/301770292_Post-harvest_Situation_and_Losses_in_India.

Interagency Group, Odisha and WFP. 2020. Joint Rapid Needs Assessment in Odisha—Analysis of Food security and Nutrition During COVID-19, https://docs.wfp.org/api/documents/WFP-0000117033/download/.

Mint. 2021. Independence Day: Rice provided under government schemes to be fortified by 2024, https://www.livemint.com/news/india/independence-day-rice-provided-under-govt-schemes-to-be-fortified-by-2024-11629000797669.html .

Multi-Partner Trust Fund. 2019. Theory of Change 2019–2023, http://mptf.undp.org/document/download/23911.

MS Swaminathan Research Foundation Centre for Research on Sustainable Agriculture and Rural Development and WFP. 2008. Report on the state of food insecurity in rural India, https://ideas.repec.org/p/ess/wpaper/id6762.html.

NITI Aayog and the United Nations. 2019. Localising SDGs Early Lessons from 2019, http://www.niti.gov.in/sites/default/files/2020-07/LSDGs_July_8_Web.pdf

NITI Aayog and UNRO. 2021. SDG INDIA Index & Dashboard 2020–21, https://sdgindiaindex.niti.gov.in/assets/Files/SDG3.0_Final_04.03.2021_Web_Spreads.pdf.

NITI Aayog. 2017. India 2031–2032: Vision, Strategy and Action Agenda, http://www.niti.gov.in/writereaddata/files/new_initiatives/Revised_Presentation.pdf.

NITI Aayog. 2017. Nourishing India: National Nutrition strategy, https://www.niti.gov.in/sites/default/files/2020-10/AbhiyaanMonitoringReport.pdf.

NITI Aayog. 2017. Three Year Action Agenda 2017–18 to 2019–20, https://www.niti.gov.in/sites/default/files/2018-12/India_ActionAgenda.pdf.

NITI Aayog. 2018. SDG Vision 2030, http://www.sdgindia2030.mospi.gov.in/dashboard/.

Oxfam. 2016. National Food Security Act: Moving from Exclusion to Inclusion, Policy Brief No. 18, https://policy-practice.oxfam.org/resources/national-food-security-act-2013-moving-from-exclusion-to-inclusion-608479/.

Pradhan, M. & Rao, N. 2018. Gender Justice and Food Security: The Case of Public Distribution System in India, *Progress in Development Studies*, Vol. 18, https://journals.sagepub.com/doi/abs/10.1177/1464993418786795

Public Health Foundation of India & WFP India. 2018. Policy Review and Situational Analysis for SDG 2 Roadmap, https://docs.wfp.org/api/documents/WFP-0000121831/download/.

Rajan, A. 2017. Report of the Gender Assessment of World Food Programme in India

Rao, N., Pradhan, M. and Roy, D. 2017. Gender Justice and Food security in India: A review, IFPRI Discussion Paper, http://ebrary.ifpri.org/cdm/ref/collection/p15738coll2/id/131054.

Sambodhi Research and Communication Pvt. Ltd. 2019. End line Evaluation of the Target Public Distribution Reforms Project in Bhubaneshwar (Odisha), https://www.wfp.org/publications/india-target-public-distribution-reforms-bhubaneswar-evaluation.

The Economic Times. 2021. NITI Aayog enters into agreement with UN WFP to diversify food basket in programmes. https://economictimes.indiatimes.com/news/economy/agriculture/niti-aayog-enters-into-agreement-with-un-wfp-to-diversify-food-basket-in-programmes/articleshow/88409584.cms#:~:text=Aiming%20at%20a%20more%20diversified,of%20millets%20in%20government%20programmes.

The Indian Express. 2022. Independence Day 2021: Why PM Modi's announcement on fortified rice is significant, https://indianexpress.com/article/explained/explained-why-pm-modis-announcement-on-fortified-rice-is-significant-7454623/ .

WFP and Institute for Human Development. 2011. Food security atlas of rural India: an overview, http://documents.wfp.org/stellent/groups/public/documents/ena/wfp076968.pdf?iframe.

WFP and Poverty and Human Development Monitoring Agency, Planning and convergence department. 2020. Report on State of Food Security and Nutrition in Odisha, http://phdma.odisha.gov.in/sites/default/files/2021-01/PHDMA-Report-FSnN-Odisha-min.pdf

WFP India and Government of India. 2019. Memorandum of Understanding CSP 2019–2023, unpublished.

WFP India and Government of India DFPD. n. d. Debriefing, unpublished.

WFP India and Mission Shakti. 2020. Assessment of Women Self-Help Groups and Women Smallholder Farmers in Odisha Mission Shakti and WFP India Partnership, https://www.wfp.org/publications/wfp-india-assessment-women-self-help-groups-and-women-smallholder-farmers-odisha-june.

WFP India and WFP. 2018. Optimization of Supply Chain of TPDS in Dhenkanal, Odisha Proof of Concept, https://docs.wfp.org/api/documents/WFP-0000108036/download/.

WFP India, Public Health Foundation of India/ Indian Institute of Public Health. 2019. Assessment Of Fortification of Mid-Day Meal Programme in Dhenkanal Odisha, 2016–2018 Evaluation Report, https://docs.wfp.org/api/documents/WFP-0000115539/download/.

WFP India. 2016. Transforming Through Technology: Lessons from Pilot on Strengthening Targeted Public Distribution System in Rayagada, Odisha, https://www.wfp.org/publications/wfp-and-odisha-government-targeted-public-distribution-system-transformation.

WFP India. 2017. A case for fortified rice in Odisha, https://cdn.wfp.org/wfp.org/publications/FINALPrintBook%20(007).pdf.

WFP India. 2017. Mid Term Review of India CSP (2015–18), https://docs.wfp.org/api/documents/WFP-0000115529/download/.

WFP India. 2018. Achieving zero hunger WFP in India, https://www.wfp.org/publications/achieving-zero-hunger-wfp-india.

WFP India. 2018. Evaluation of fortification of Mid-day meal Programme in Varanasi, Uttar Pradesh, Baseline Report, https://docs.wfp.org/api/documents/WFP-0000131953/download/.

WFP India. 2019. Annual Performance Plan. Internal report, unpublished.

WFP India. 2019. Assessment of ICT enabled training for cooks-cum-helper in five schools of Uttar Pradesh and Odisha, Proof of Concept, https://docs.wfp.org/api/documents/WFP-0000131963/download/.

WFP India. 2019. Endline Evaluation of Reforms in the Targeted Public Distribution system in Bhubaneshwar, Odisha, https://docs.wfp.org/api/documents/WFP-0000112317/download/.

WFP India. 2019. Informal Strategic Consultation: Progressing towards Achieving food and Nutrition Security at an Accelerated Pace, unpublished.

WFP India. 2019. Partnership Action Plan. Internal report, unpublished.

WFP India. 2019. Review of Take-Home Rations under the Integrated Child Development Services in India, https://www.wfp.org/publications/review-take-home-rations-under-integrated-child-development-services-india.

WFP India. 2019. SO1 Implementation Plan Internal report, unpublished. Accessed 11/2021

WFP India. 2019. Social and Behavior Change Communication Guidance Manual for WFP Nutrition, https://docs.wfp.org/api/documents/WFP-0000102103/download/.

WFP India. 2019. Theory of Change SO1. Internal report, unpublished.

WFP India. 2019. Theory of Change SO3 Act 4. Internal report, unpublished.

WFP India. 2019. Understanding Food Insecurity Among Women and Children from Poor Households in Two Locations in Uttar Pradesh, Information Note 3 https://docs.wfp.org/api/documents/WFP-0000117685/download/.

WFP India. 2019. Understanding Gender Equity through Intra-household Food Consumption Practices in Poor Households in Uttar Pradesh, Information Note 1, https://docs.wfp.org/api/documents/WFP-0000117683/download/.

WFP India. 2019. Understanding gender-based food taboos within poor households in Uttar Pradesh, information note 2, https://docs.wfp.org/api/documents/WFP-0000117684/download/

WFP India. 2019. Understanding intra household food distribution and consumption in two locations in Uttar Pradesh: summary of conclusions and recommendations, Information note 4, https://docs.wfp.org/api/documents/WFP-0000117686/download/.

WFP India. 2019. Who Eats When, What and How Much? Understanding intra-household food patterns within poor households in two locations in Uttar Pradesh, India https://www.wfp.org/publications/wfp-india-who-eats-when-what-and-how-much Accessed 10/2021

WFP India. 2020. 50 years partnership for change: United Nations World Food Programme's contribution in India's journey towards food and nutrition Security: 1968–2018, https://docs.wfp.org/api/documents/WFP-0000121831/download/.

WFP India. 2020. Annual Country Report 2019, https://docs.wfp.org/api/documents/WFP-0000113811/download/

WFP India. 2020. Annual Performance Report. Internal report, unpublished.

WFP India. 2020. Capacity and Needs Assessment Report Mainstreaming Food Security and Nutrition (FS&N) in Emergency Preparedness and Response, https://docs.wfp.org/api/documents/WFP-0000125386/download/

WFP India. 2020. Climate Change, Disaster Resilience and Sustainable Food and Nutrition Security: WFP Strategy for India (abridged), unpublished.

WFP India. 2020. Climate Change, Disaster Resilience and Sustainable Food and Nutrition Security: WFP Strategy for India Draft for Discussion. Internal report, unpublished.

WFP India. 2020. Country Brief April 2020, https://reliefweb.int/report/india/wfp-india-covid19-response-april-2020-monthly-bulletin.

WFP India. 2020. COVID-19 Bulletin: December 2020, https://docs.wfp.org/api/documents/WFP-0000123154/download/.

WFP India. 2020. Enhancing nutrition needs through Fortification (Multi Micronutrient) of Amrutham Nutrimix Take Home Ration (THR for 6m-3yrs) under Integrated Child Development Services in Kerala. Internal report, unpublished.

WFP India. 2020. Gender and Inclusion Workplan for 2020-2021, unpublished.

WFP India. 2020. Lessons Learned from Pilot Projects 2019, unpublished.

WFP India. 2020. Making the mid-day meals functional following school re-opening COVID19 response, https://www.wfp.org/publications/wfp-india-making-mid-day-meals-functional-following-school-re-opening-covid-19.

WFP India. 2020. Mid Term Review of the WFP Strategic Plan 2017–2021, https://executiveboard.wfp.org/document_download/WFP-0000115529.

WFP India. 2020. Mid Term Review of the WFP Strategic Plan (2017–2021), second informal consultation, https://executiveboard.wfp.org/document_download/WFP-0000115418.

WFP India. 2021. Annual Country Report 2020, https://www.wfp.org/publications/un-wfp-india-annual-country-report-2020.

WFP India. 2021. Annual Performance Plan. Internal report, unpublished.

WFP India. 2021. Assessment and Documentation of Electronic Negotiable Warehouse Receipts in India, unpublished.

WFP India. 2021. Country Brief September 2021, https://www.preventionweb.net/publication/world-food-program-india-country-brief-september-2021.

WFP India. 2021. COVID-19 Situation Report #1, https://reliefweb.int/report/india/wfp-india-covid-situation-report-1-august-2020.

WFP India. 2021. Consolidated CSP outcome output indicators (2019–2023). Internal document, unpublished.

WFP India. 2021. Developing and Testing a CCS model for Integration and Optimization of Government Safety Net Supply Chains Concept note for Catalytic Impact Fund from India Country Office for Seed Funding. Internal report, unpublished.

WFP India. 2021. Draft Report on the Capacity and Needs Assessment of the Directorate of Evaluation Organization, Government of Rajasthan. WFP Country office India. Internal report, unpublished.

WFP India. 2021. Food Security and sustainable Livelihoods in Rajasthan, unpublished.

WFP India. 2021. Food Security Response During Covid-19 and PDS Best Practices in some States/Union Territories, https://www.wfp.org/publications/food-security-response-during-covid-19-and-pds-best-practices-some-statesunion.

WFP India. 2021. One Nation One Ration Card (ONORC) Awareness Campaign in Lucknow, Uttar Pradesh Feedback from the Field. Internal report, unpublished.

WFP India. 2021. Organization Chart. Internal report, unpublished.

WFP India. 2021. Quarterly Bulletin, April-June 2021. https://www.wfp.org/publications/un-wfp-india-quarterly-bulletin-april-june-2021

WFP India. 2021. Responding to COVID-19 with Focus on Food and Nutrition, unpublished.

WFP India. 2021. The Change within: Advocating better Nutrition Outcomes through SBCC Interventions, https://www.wfp.org/publications/wfp-india-change-within-advocating-better-nutrition-outcomes-through-social-behaviour.

WFP India and Christy Friedgram Industry. 2021. Report on trail conducted for WFP for the production of take home ration for ICDS - Odisha, unpublished.

WFP India. n.d. Vision 2023 SDG 2.1/SO1: Access to Food.

WFP Regional Bureau for Asia and the Pacific. 2016. Asia Pacific Gender Implementation Strategies.

WFP. 2016. Gender and Food Security Analysis: Guidance Document, https://docs.wfp.org/api/documents/WFP-0000019670/download/.

WFP. 2017. Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations, https://www.wfp.org/publications/synthesis-evidence-and-lessons-country-capacity strengthening-decentralized.

WFP. 2018. India country strategic plan (2019–2023), https://executiveboard.wfp.org/document_download/WFP-0000099914.

WFP. 2018. Regional Synthesis 2013–2017: Asia and the Pacific Region, Regional Evaluations Series https://www.wfp.org/publications/operation-evaluations-series-regional-synthesis-2013-2017-asia-and-pacific-region.

WFP. 2018. Revised Corporate Results Framework (2017–2021), https://www.wfp.org/publications/revised-corporate-results-framework-2017-2021#:~:text=The%20Revised%20Corporate%20Results%20Framework,the%202017%2D2021%20Strategic%20Plan.

WFP. 2018. Supply Chain Strategy 2017–2022.

WFP. 2019. Capacity Enhancement Catalogue Supply Chain Capacity Enhancement.

WFP. 2019. WFP Capacity Strengthening Supports Nations to End Hunger, https://docs.wfp.org/api/documents/WFP-0000110346/download/.

WFP. 2019. Enhancing Smallholder Market Access, https://www.wfp.org/publications?f%5B0%5D=topics%3A2245.

WFP. 2019. Private Sector Partnerships and Fundraising Strategy (2020–2025), https://docs.wfp.org/api/documents/WFP-0000108549/download/.

WFP. 2020. Country Capacity Strengthening Way Forward.

WFP. 2020. Evaluation of the Gender Policy (2015–2020), https://www.wfp.org/publications/evaluation-gender-policy-2015-2020#:~:text=The%20evaluation%20concluded%20that%3A,Decade%20for%20Action%202020%2D2030.

WFP. 2020. Recommended Actions For Food Distribution In The Context Of COVID-19, https://www.wfp.org/publications/wfp-india-recommended-actions-food-distribution-context-covid-19.

WFP. 2021. Terms of Reference for the Evaluation of India CSP. https://www.wfp.org/publications/evaluation-india-wfp-country-strategic-plan-2019-2022

WFP. n.d. CCS Framework: Entry Points and Process Milestones. Unpublished.

Annex XX: List of Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
AIDS	acquired immunodeficiency syndrome
AWW	Anganwadi workers
BBBP	Beti Bachao Beti Padhao
CCS	Country Capacity Strengthening
CD	Country Director
CEO	Chief Executive Officer
CPB	
CSO	Civil Society Organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
DCD	Deputy Country Director
DRR	Disaster Risk Reduction
EB	Executive Board
EM	Evaluation Manager
EPR	Emergencies, Preparedness and Response
EQ	Evaluation Question
FAO	Food and Agriculture Organization
FFRC	Food Fortification Resource Centre
FGD	Focus Group Discussion
FNS	Food and Nutrition Security
FPS	Fair Price Shop
FRAC	Framework for Activities, Roles, and Competencies
FSN	Food Security and Nutrition
FSSAI	Food Safety and Standards Authority of India
GDP	Gross Domestic Product
GEEW	Gender Equality and Women's Empowerment
GSS	Global Support Services
GU	Gender Unit
HIV	Human Immunodeficiency Virus
HQ	Headquarters
ICAR	Indian Council of Agricultural Research
ICDS	Integrated Child Development Services
ICT	information communications technology
IEO	Independent Evaluation Office
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMPDS	Integrated Management of Public Distribution System
INR	Indian rupee
IOM	International Organization for Migration

IRG	Internal Reference Group
IRM	Integrated Road Map
IYCF	Infant and young children feeding
KII	Key informant interview
MDM	Mid-day Meal
MoU	Memorandum of Understanding
MSC	Most significant change
NABL	National Accreditation Board for Testing and Calibration Laboratories
NBP	Needs Based Plan
NFHS	National Family Health Survey
NFSA	National Food Security Act
NGO	Non-governmental organization
NIDM	National Institute of Disaster Management
NITI Aayog	National Institution for Transforming India Aayog
NWR	Negotiable Warehouse Receipts
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OMM	Odisha Millets Mission
ONORC	One Nation One Ration Card
PDNA	Post Disaster Needs Assessment
PEO	Program Evaluation Office
PHDMA	Poverty and Human Development Monitoring Agency
PLW	Pregnant and Lactating Women
POSHAN Abhiyaan	Prime Minister's Overarching Scheme for Holistic Nourishment Abhiyaan or POshan SHAkti Nirman) Scheme
PPE	Personal Protective Equipment
PSA	
PSEA	Protection from Sexual Exploitation and Abuse
PWD	Persons with disabilities
RBB	Regional Bureau in Bangkok
RG	Result Group
SAMARTH	Society for Advancement of Resourceless by Training and Handholding
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goal
SHG	Self-help Group
SO	Strategic Outcome
SOP	Standard Operating Procedures
SSTC	South-South and Triangular Cooperation
SWOT	Strengths-Weaknesses-Opportunities-Threats
THR	Take Home Ration
ToR	Terms of Reference
TOT	Training of Trainers
TPDS	Targeted Public Distribution System
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNRCO	United Nations Resident Coordinator Office
UNSDF	United Nations Sustainable Development Framework
UPSRLM	Uttar Pradesh State Rural Livelihood Mission
USD	US Dollar
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization
WSHG	Women's self-help group

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70
00148 Rome, Italy
T +39 06 65131 wfp.org/independent-evaluation