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# Evaluation of Cuba WFP Country Strategic Plan 2021-2024

Terms of reference

November 2022

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# 1. Background

## 1.1. INTRODUCTION

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.
3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

## 1.2. CONTEXT<sup>1</sup>

4. Cuba is an upper-middle-income country with a population of 11.2 million people, 23 percent of whom live in rural areas. Fifty percent of Cubans are female, and 20.4 percent are over 60. Life expectancy at birth is 78 (80 for females and 76 for males). The country ranked 72nd in the Human Development Index and 65<sup>th</sup> in the Gender Inequality Index of 189 countries and territories assessed in 2019.<sup>2</sup>
5. For more than 60 years, free and universal access to basic services and the presence of social safety nets have ensured that Cuba has made progress in eradicating poverty and hunger. People's right to food is guaranteed in the new constitution approved in 2019, which also sets the goal of achieving food security for the entire population.<sup>3</sup>
6. However, Cuba imports around 70 percent of the food it needs, at a cost of USD 1.7 billion per year. Fifty percent of the subsidized monthly food basket for the entire population is imported.<sup>4</sup> Increasing domestic food production to replace imports is a government priority.
7. Cuba is one of the Caribbean countries most exposed to the impact of extreme hydro-meteorological events, which are expected to become more frequent and severe due to climate change, posing a threat to the agriculture sector and food security.<sup>5</sup> In September 2022 Cuba was affected by Hurricane Ian (Category 4 storm), affecting an estimate of 3.2 million people and causing critical impacts to livelihood means (housing, drinking water, electricity, food security). More than 20,000 hectares of land for food production and livestock production facilities have been destroyed and in the capital of the 68 per cent of the bodegas (community food distribution centres) have been damaged.<sup>6</sup>

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<sup>1</sup> This section mainly includes excerpts from WFP Cuba Country Strategic Plan (2021-2024).

<sup>2</sup> United Nations Development Programme. 2019. Human development reports: Table 5: Gender inequality index (GII). <http://hdr.undp.org/en/countries/profiles/CUB> and <http://hdr.undp.org/en/content/table-5-gender-inequality-index-gii>.

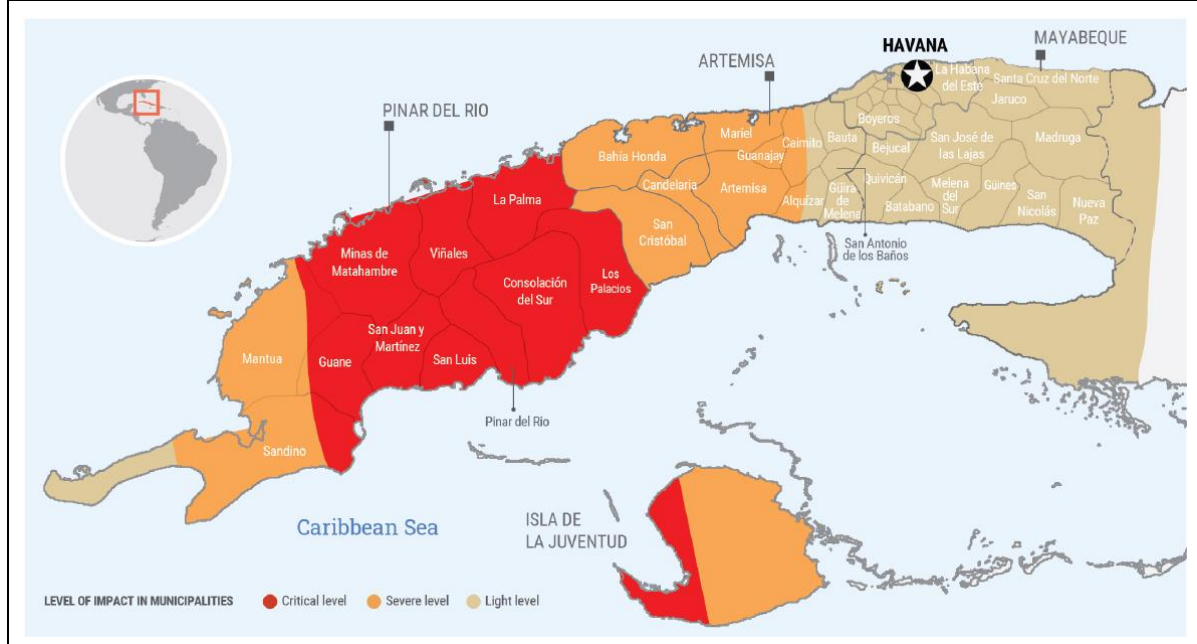
<sup>3</sup> Government of Cuba. 2019. Constitution of the Republic of Cuba (Article 77). <http://www.granma.cu/file/pdf/gaceta/Nueva%20Constituci%C3%B3n%20240%20KB-1.pdf> [in Spanish].

<sup>4</sup> Government of Cuba. 2019. *Cuba: Informe nacional sobre la implementación de la Agenda 2030*. [https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe\\_nacional\\_voluntario\\_de\\_cuba\\_sobre\\_implementacion\\_de\\_la\\_agenda\\_2030.pdf](https://foroalc2030.cepal.org/2019/sites/foro2019/files/informe_nacional_voluntario_de_cuba_sobre_implementacion_de_la_agenda_2030.pdf)

<sup>5</sup> Government of Cuba. 2015. Segunda comunicación nacional a la Convención Marco de las Naciones Unidas sobre el cambio climático. [http://euroclimaplus.org/intranet/documentos/repositorio/02Comunicaci%C3%B3n%20ONUCambio%20Climatico\\_Cuba.pdf](http://euroclimaplus.org/intranet/documentos/repositorio/02Comunicaci%C3%B3n%20ONUCambio%20Climatico_Cuba.pdf).

<sup>6</sup> UN Cuba, Hurricane Ian Response – Plan of action. October 2022.

Figure 1: Municipalities affected by hurricane Ian



Source: UN Cuba. 2022. Hurricane Ian response – Plan of action

- Gaps in the supply chain system persist. National priorities include strengthening storage capacity, including infrastructure and handling, establishing timely and efficient food distribution mechanisms for social protection programmes and addressing other logistics issues.
- The country faces a challenging economic and financial situation that has been impacted by the economic, commercial and financial embargo imposed against it. In addition, the current socio-demographic situation poses further challenges related to a rapidly ageing population and emigration.
- Despite the public policies in place, people experiencing multidimensional poverty (0.15 percent of the population in 2017); households headed by women who rely entirely on their own salaries or social assistance; single mothers; elderly people; low-income households; and people living in areas that are most at risk from natural disasters or are difficult to reach are highly vulnerable.
- The COVID-19 pandemic has caused a sharp fall in national and household income sources, especially tourism, which is affecting people differently depending on their age and gender. Planned imports of food and supplies were affected by global supply chain disruption and uncertainty about the impact of the pandemic on international markets.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

- Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in November 2024.

## 2.2. OBJECTIVES

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

## 2.3. STAKEHOLDERS

14. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.
15. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.
16. The Government of Cuba is the main stakeholder in the implementation of WFP CSP. In particular, the evaluation will seek to engage with main WFP partners such as the Cuban Civil Defence, the Ministry of Domestic Trade, the Ministry of Education, the Ministry of Foreign Trade and Investment, the Ministry of Public Health, the Ministry of Science, Technology and Environment, the National Institute of Water Resources, the National Office of Statistics and Information, the National Insurance Company, and local governments, among others. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.
17. Other key stakeholders of the CSP include a range of i) UN agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the Pan American health Organization (PAHO), and the World Health Organization (WHO), as well as the UN Resident Coordinator Office; ii) academic, technical and research institutions and organizations such as the Youth Studies Center, the Federation of Cuban Women and the Association of National Cuban Farmers. They have an interest in that WFP activities are coherent and effective. The evaluation can represent an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.
18. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a workshop towards the end of the reporting phase.

# 3. Subject of the evaluation

19. Since 1963, WFP has been a strategic partner for the Cuban Government, complementing national efforts in the areas of food security and nutrition, supporting national development priorities and emergency responses. As of 2018, prior to the shift to the Country Strategic Plan framework, WFP's portfolio in Cuba included a Country Programme focussing on food transfer, capacity development related to emergency preparedness, and food fortification, among others, and an Emergency Operation to assist victims of the Irma hurricane
20. In the course of 2017, WFP developed a **Transitional Interim Country Strategic Plan (T-ICSP)** for Cuba covering January-December 2018, which was later extended by one year. The T-ICSP corresponded to the final implementation year of the previous WFP country programme (CP 200703) in Cuba, which entailed three interlinked strategic areas: i) support food security and nutrition-related social protection programmes, ii) strengthen links between social protection systems and agricultural value chains, and

- iii) strengthen community resilience and disaster risk management capacities at the local level. It did not intend to introduce any significant operational changes compared to the previous CP.
21. During 2019, WFP designed an **Interim Country Strategic Plan (ICSP)** for Cuba, covering January-December 2020, which was later extended by six months. The ICSP was conceived as a transition towards the next CSP. It aimed at i) introducing innovative activities contributing to food security and nutrition in order to reinforce the added value of WFP in strengthening capacities to boost social protection systems in the country and respond to emergencies; ii) adopting a more integrated and systemic approach to support local food systems and increase their resilience to disaster and climate change; iii) increasing the coordination of activities aimed at strengthening agricultural value chains and enhancing risk management.
  22. Grounded on the United National Sustainable Development Cooperation Framework (UNSDCF – 2020-2024) and informed by the Zero Hunger Strategic review (ZHSR), the Cuba **Country Strategic Plan (CSP)** (July 2021-December 2024), was approved by the WFP Executive Board in June 2021. The CSP aims at supporting the Government’s efforts to achieve Sustainable Development Goals (SDGs) 2 – Zero Hunger, 5 – Gender Equality, and 17 – Partnership for the Goals. The total cost of the CSP was estimated at 28.7 USD and, overall, WFP was planning to assist approximately 1.5 million beneficiaries during the 3.5 years of implementation.
  23. Among main strategic orientations proposed by the CSP, WFP Cuba planned to focus on increasing the resilience of local food systems to ensure that they can meet demand from social protection programmes, prioritizing the most vulnerable groups; enhancing disaster management, preparedness and response capacity; improving knowledge of healthy diets and nutrition; and supporting the national logistics system.
  24. As of November 2022, the CSP has undergone two budget revisions (BR). In particular:
    - BR1, approved by the Country Director in December 2021, modified the budget for all the activities of the CSP, to make necessary adjustments to continue responding to the impact of COVID-19 and to be better prepared for unforeseen emergencies that typically occur in the last quarter of each year.
    - BR2, approved by the Regional Director in October 2022, adjusted the budget for activities 1, 2, and 3 of the CSP to respond to the increased needs of vulnerable groups in Cuba due to the economic situation of the country resulting from the international crisis after the pandemic, and to better prepare for unforeseen emergencies that typically occur in the last quarter of each year, mainly linked to the hurricane season.
  25. An overview of the CSP 2021-2024 strategic outcomes and related activities is presented in Table 1. The framework presents an overall structure that is in continuation with the one of the previous ICSP, although with some changes in the set of transfer modalities envisaged for specific activities.

Table 1: Overview of CSP (July 2021 - December 2024) Strategic Outcomes and Activities and correspondence with previous ICSP framework (January 2020 - June 2021)			
CSP Strategic Outcomes (SOs)	CSP Activities	CSP Modalities of intervention	Corresponding ICSP SO and Activities
<b>SO 1: Populations facing multiple hazards maintain access to food during and in the aftermath of disasters</b>	<b>Activity 1:</b> Provide timely food assistance to shock-affected people while strengthening national and local capacity relevant to emergency preparedness and response.	<b>Food transfers, capacity strengthening</b>	<b>SO4: Shock-affected populations maintain access to food during and in the aftermath of a disaster</b>  <i>Act 5 - Provide timely food assistance to shock-affected people using pre-positioned stocks, and supply non-food items to support the local food distribution system</i>  <i>[modalities: food transfers, capacity strengthening]</i>

<p><b>SO 2: Nutritionally vulnerable groups in targeted municipalities have improved nutrition status and more diversified and nutritious diets by 2024.</b></p>	<p><b>Activity 2:</b> Provide nutritious food to nutritionally vulnerable groups through social protection programmes and a social and behavioural change strategy that promotes healthy diets.</p>	<p><b>Food transfers, capacity strengthening</b></p>	<p><b>SO2: Nutritionally vulnerable groups, including school-age children, have improved nutrition status and more diversified and nutritious diets by 2021</b></p> <p><i>Act. 2: Provide food assistance and educational messages to nutritionally vulnerable groups through social protection systems and training and technical assistance to national and local experts and decision makers involved in food and nutrition programmes.</i></p> <p><i>Act 3 - Provide food assistance and educational messages to school-age children through the school feeding programme and training and technical assistance to national and local experts and decision makers involved in this programme</i></p> <p><i>[modalities: food transfers, cash-based transfers, capacity strengthening]</i></p>
<p><b>SO 3: Vulnerable groups benefit from local food systems that are more resilient with regard to the impact of climate change and more efficient social safety nets by 2024.</b></p>	<p><b>Activity 3:</b> Provide training, equipment and technical assistance to stakeholders of local food systems while ensuring a more diversified, stable and nutritious diet for school-age children and other nutritionally vulnerable groups.</p>	<p><b>Food transfers, cash-based transfers, capacity strengthening</b></p>	<p><b>SO1: Key food systems stakeholders have enhanced capacities to mitigate risks and better support social safety nets by 2021</b></p> <p><i>Act 1 - Provide training, equipment and technical assistance to smallholder women and men, including youth; cooperatives, distributors and other stakeholders in agricultural value chains.</i></p> <p><i>[modality: capacity strengthening]</i></p>
<p><b>SO 4: National and local authorities have strengthened capacities to manage inclusive, comprehensive and adaptive food and nutrition systems by 2024.</b></p>	<p><b>Activity 4:</b> Strengthen the capacity of national and local decision makers related to the management of social protection programmes and disaster and climate risk, food security and nutrition analysis and monitoring.</p>	<p><b>Capacity strengthening</b></p>	<p><b>SO3: National and local authorities have strengthened capacities to ensure food and nutrition systems' resilience to shocks by 2021</b></p> <p><i>Act 4 - Strengthen the capacities of national and local decision makers in disaster and climate risk management, emergency preparedness and response, food security and nutrition analysis, and monitoring and information management</i></p> <p><i>[modality: capacity strengthening]</i></p>

26. The following Table 2 provides a detailed budget overview for the Cuba CSP (July 2021- December 2024). The largest portion of the needs-based plan is dedicated to humanitarian response (Activity 1) and resilience/food systems (activity 3), with the latter further increasing its budget following BR2. In terms of allocated resources, as of November 2022 (with 38 percent of elapsed time over the total duration of the CSP) the overall funding level of the Cuba CSP is at 47.5 percent.<sup>7</sup> The following table 3 and 4 provide similar financial overviews related to the previous T-ICSP (2018-2019) and ICSP (2020-June 2021). In particular, it is worth noticing that, over time, the shares of the budget associated with the crisis response and resilience focus areas have consistently increased between the T-ICSP and the CSP, with the root causes budget decreasing from 51 to 4 percent during the same period (Figure 1 below).
27. As of November 2022, resilience-focussed activities under SO3 and SO4 are comparatively better funded (50 and 72 percent respectively) than the crisis response (36 percent funded) and root causes (47 percent) ones. Overall, since 2018, the earmarking of donors' contributions to WFP Cuba at Strategic Outcome or Activity levels has been very limited (5 percent and 9 percent respectively). As of October 2022, main donors or funding sources for the Cuba CSP were the Russian Federation, the Republic of South Korea, UN sources, private donors and other flexible funding.<sup>8</sup>

<sup>7</sup> WFP, Cuba Resource Situation Report. Data extracted on 31/10/2022.

<sup>8</sup> Ibid.



Table 2: CSP 2021-2024 Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2021-2024)	% on total	Needs-based plan as per BR 02	% on total	Allocated resources	% on NBP
			USD million		USD million		USD million	
<b>Crisis response</b>	SO 1	Act.1	12,588,820.57	50.5	35,873,379.77	71.5	12,937,086.74	36.1
<b>Root causes</b>	SO 2	Act.2	1,013,519.66	4.1	1,549,554.43	3.1	734,718.08	47.4
<b>Resilience</b>	SO 3	Act. 3	9,628,855.84	38.6	11,104,876.27	22.1	5,604,355.42	50.5
	SO 4	Act. 4	1,688,579.85	6.8	1,650,208.56	3.3	1,191,043.90	72.2
<b>Total operational costs</b>			<b>24,919,775.92</b>	<b>100.0</b>	<b>50,178,019.03</b>	<b>100.0</b>	<b>20,467,204.14</b>	<b>40.8</b>
Total direct support costs			2,030,466.96	-	2,365,601.22	-	854,862.26	-
Total indirect support costs			1,751,765.80	-	3,415,335.31	-	1,385,934.31	-
<b>Grand total cost</b>			<b>28,702,008.68</b>	-	<b>55,958,955.56</b>	-	<b>22,708,000.71</b>	-

Source: CPB Resources Overview Report\_EV, data extracted on 28/10/2022

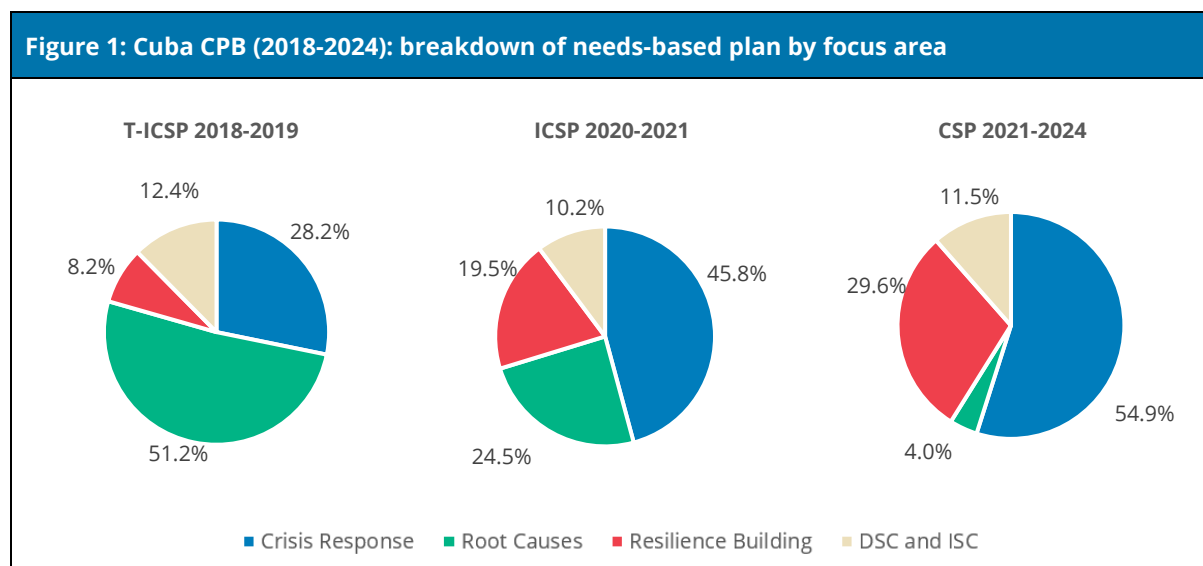
Table 3: ICSP 2020-2021 Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original ICSP (2020-2021)	% on total	Needs-based plan as per last BR 04	% on total	Allocated resources	% on NBP
			USD million		USD million		USD million	
<b>Root causes</b>	SO 1	Act. 1	1,468,510.18	25.5	2,388,768.48	17.2	1,416,773.97	59.3
	SO 2	Act. 2	533,321.07	9.3	951,439.41	6.9	325,774.54	34.2
		Act. 3	187,744.00	3.3	442,891.03	3.2	348,261.91	78.6
	Sub-total SO2			721,065.07	12.5	1,394,330.44	10.0	674,036.45
<b>Resilience</b>	SO 3	Act. 4	1,545,671.10	26.8	3,016,429.42	21.7	785,681.40	26.0
<b>Crisis response</b>	SO 4	Act. 5	2,025,639.38	35.2	7,084,026.50	51.0	2,103,076.98	29.7
<b>Total operational costs</b>			<b>5,760,885.73</b>	<b>100.0</b>	<b>13,883,554.84</b>	<b>100.0</b>	<b>4,979,568.80</b>	<b>35.9</b>
Total direct support costs			481,315.32	-	638,147.40	-	502,841.12	-
Total indirect support costs			405,743.06	-	943,910.64	-	356,356.64	-
<b>Grand total cost</b>			<b>6,647,944.11</b>	-	<b>15,465,612.88</b>	-	<b>5,838,766.56</b>	-

Source: CPB Resources Overview Report\_EV, data extracted on 11/10/2022



Table 4: T-ICSP 2018-2019 Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original T-ICSP (2018-2019)	% on total	Needs-based plan as per last BR 03	% on total	Allocated resources	% on NBP
			USD million		USD million		USD million	
Root Causes	SO 1	Act.1	661,899.44	7.9	848,848.17	6.8	560,228.89	66.0
	SO 3	Act. 3	2,094,297.89	24.9	2,256,315.20	18.0	1,744,209.77	77.3
	SO 4	Act. 4	1,927,684.89	22.9	4,212,433.12	33.7	4,623,517.20	109.8
Crisis Response	SO 2	Act. 2	2,917,968.35	34.7	4,030,370.68	32.2	3,070,837.10	76.2
Resilience	SO 5	Act. 5	798,465.19	9.5	1,166,777.56	9.3	982,452.55	84.2
<b>Total operational costs</b>			<b>8,400,315.76</b>	<b>100.0</b>	<b>12,514,744.73</b>	<b>100.0</b>	<b>10,981,245.51</b>	<b>87.7</b>
Total direct support costs			752,807.31	-	901,537.89	-	851,311.98	-
Total indirect support costs			616,441.08	-	872,058.37	-	769,116.24	-
<b>Grand total cost</b>			<b>9,769,564.15</b>	-	<b>14,288,340.99</b>	-	<b>12,601,673.73</b>	-

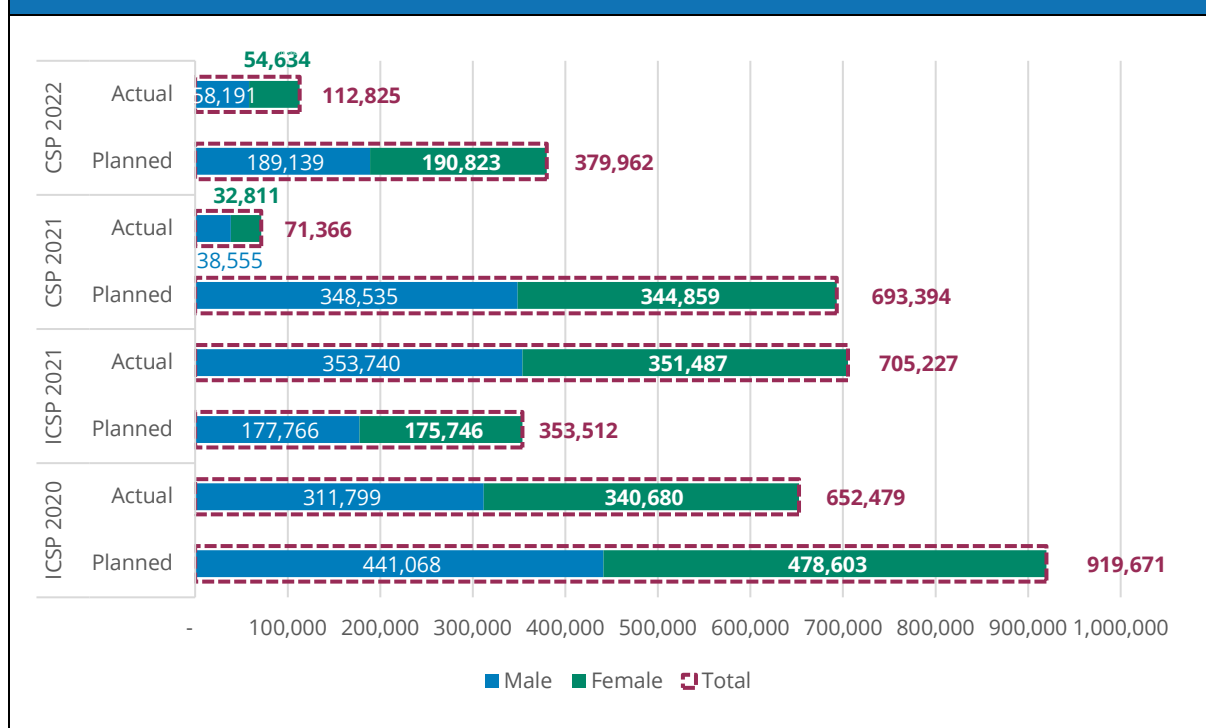
Source: CPB Resources Overview Report\_EV, data extracted on 11/10/2022



Source: CPB Resources Overview Report\_EV, data extracted on 11/10/2022

28. The planned number of yearly beneficiaries of WFP assistance in Cuba has significantly decreased between 2020 and 2022, as shown in Figure 2 (NB: 2021 I-CSP and CSP figures are not cumulative). During the inception phase, the evaluation team will start exploring discrepancies between planned and actual beneficiaries by SOs over time, and such analyses will contribute to informing the choice of methods for the evaluation of the CSP.

**Figure 2: Actual versus planned beneficiaries by gender in Cuba, 2020-2022**



Source: COMET report CM-R001b, data extracted on 12/10/2022 Note: Data for 2022 corresponds to the period Jan-Jun 2022 and is subject to validation upon ACR 2022 publication

29. As of November 2022, the Country Office had a total of 33 staff. In addition to the Country Office in Havana, WFP operates with five sub-offices in Granma, Guantanamo, Holguin, Las Tunas and Santiago de Cuba. Annex 1 presents a map with WFP sub-offices in the country.

## 4. Evaluation scope, criteria and questions

30. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions. The temporal scope will also include the 2020-2021 ICSP for all evaluation questions and, in order to assess how the CSP focus areas and modalities of intervention build on or depart from the previous cycle and how WFP strategic positioning has evolved over time, the evaluation will also consider the 2018-2019 T-ICSP.
31. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy and its strategic positioning.
32. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.
33. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as

applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

34. The evaluation will address four main questions common to all WFP CSPEs. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

<b>Table 5: CSP Evaluation questions</b>	
<b>EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in Cuba?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
<b>EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?

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

35. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
36. At this ToR stage, the following learning themes have been tentatively identified:
- lessons from the parametric **micro-insurance** pilot initiative, and opportunities for scaling-up;
  - broader learning in the area of **adaptation to climate change** as it relates to WFP efforts in strengthening early-warning systems, and the use of the information produced.

## 5. Methodological approach and ethical considerations

### 5.1. EVALUATION APPROACH

37. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
38. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
39. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes

to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

40. To operationalize this systemic perspective, the CSPE will adopt a mixed methods approach, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data should be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
41. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
42. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 6). In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
43. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
  - The quality of the gender analysis that was undertaken before the country strategic plan was designed;
  - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
44. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

## 5.2. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of

performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

45. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
46. At this stage the following evaluability challenges have been identified:
  - **Logical frameworks:** The latest version of the logical framework (23/02/2022) had 37 indicators (8 outcome indicators, 5 cross-cutting indicators and 24 output indicators). Of these, all outcome and output indicators and 4 cross-cutting indicators were included across all CSP logical framework versions (Annex 3 provides further details). Reflecting the general continuity of activities despite the shift from the T-ICSP and ICSP to the CSP in 2021, a rapid analysis of outcome indicators shows that the main indicators remain the same, although in different Strategic Outcomes, and may be analysed over time between the T-ICSP, ICSP and CSP depending on geographical targeting of individual activities. No new indicator is observed under the CSP; however some indicators were discontinued under the ICSP and CSP, e.g. the indicator “Percentage of WFP food procured from smallholder farmer aggregation systems” is only found under SO 4 in the T-ICSP and the indicators “Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening”, “SABER School Feeding National Capacity” and “Retention rate / Drop-out rate” are included in the ICSP but were discontinued in the CSP, even though the latter was not reported in the ACRs.
  - **Capacity strengthening indicators:** The CSP is heavily focussed on capacity strengthening as a modality of intervention. The validity in the Cuban context of the indicators selected to monitor and assess the performance of such activities, especially at the outcome level (e.g. the “Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening”), will need to be analysed by the evaluation team. At this stage, it is envisaged that the evaluation will have to draw on a mix of quantitative and qualitative data for a meaningful assessment of results, given that not all the components of institutional capacity strengthening may be quantitatively measured.
  - **Reporting:** Baseline values, target values for year-end and end of CSP and follow-up values were reported for all 8 outcome indicators and 5 cross-cutting indicators in 2021, but target and actual values are only available for 75 percent of the output indicators. In the case of the ICSP indicators, baseline values and target values for year-end and end are available for 10 out of 11 outcome indicators and all cross-cutting indicators in 2020 and 2021; follow-up values however are only available for 7 and 9 outcome indicators in 2020 and 2021. For output indicators, the target and follow up values are available for more than 80 percent of the indicators in the ICSP. The evaluation team will need to complement such gaps with qualitative data collection to analyse the direct and indirect effects of WFP assistance.
  - **Timeline:** The evaluation is conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes.
47. The evaluation team will review and assess these limitations and devise measures to mitigate them.
48. Moreover, the CSPE will be able to draw on findings from mid-term evaluation of the Cuba County Programme 200703, 2015-2018 (2017). Cuba was also included in the sample of countries analysed for the Evaluation of WFP's Response to the COVID-19 pandemic, as well as one of the countries reviewed under the RBP Evaluation Thematic Series (2022) regarding Country Capacity Strengthening and Shock-Responsive Social Protection.
49. Regular VAM updates on seasonal overviews are available at a national level. In addition, the Cuba Ministry of Economy and Planning submitted a Voluntary National Review at the High-Level Political Forum in June 2021. The Cuba Statistics and Information Bureau (*Oficina Nacional de Estadísticas e Información* - or ONEI - in Spanish) publishes a series of statistics yearbooks on population, economy, and other social statistics. The last census of population and households was undertaken in 2021 and

other sources of national data include the COVID-19 telephone survey (2021), the 2017 national survey on population aging (ENEP), 2018 and 2016 migration surveys, 2009 fertility survey and 2016 national survey on gender equality.

### 5.3. ETHICAL CONSIDERATIONS

50. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
51. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Cuba CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

### 5.4. QUALITY ASSURANCE

52. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
53. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance.
54. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The (Deputy) Director of OEV must approve all evaluation deliverables. In case OEV staff need to invest more time and effort than acceptable to bring the deliverables up to the required standard within acceptable deadlines, this additional cost to OEV will be borne by the evaluation company and deducted from the final payment. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.
55. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

## 6. Organization of the evaluation

### 6.1. PHASES AND DELIVERABLES

56. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 2 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.



Table 6: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1.Preparation	November 2022 – January 2023	<ul style="list-style-type: none"> <li>Final ToR</li> <li>Summary ToR</li> <li>Evaluation team and/or firm selection &amp; contract</li> </ul>
2. Inception	February-May 2023	<ul style="list-style-type: none"> <li>HQ briefing</li> <li>Inception mission</li> <li>Inception report</li> </ul>
3. Data collection	June-July 2023	<ul style="list-style-type: none"> <li>Evaluation mission, data collection and exit debriefing</li> </ul>
4. Reporting	August-December 2023	<ul style="list-style-type: none"> <li>Report drafting</li> <li>Comments process</li> <li>Stakeholder workshop</li> <li>Final evaluation report</li> <li>Summary evaluation report editing</li> </ul>
5. Dissemination	From mid-2024	<ul style="list-style-type: none"> <li>Management response and Executive Board preparation</li> <li>Wider dissemination</li> </ul>

## 6.2. EVALUATION TEAM COMPOSITION

57. The CSPE will be conducted by a gender balanced team of maximum three members (including a team leader, a national consultant and a researcher) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (Spanish and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in Spanish. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team should collectively have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 7: Summary of evaluation team and areas of expertise required	
Areas	Specific expertise required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>Team management, coordination, planning, ability to resolve problems</li> <li>Strong experience in evaluating implementation of strategic plans and CO positioning</li> <li>Strong experience with evaluations in upper-middle income countries, and in humanitarian and development contexts</li> <li>Relevant knowledge and experience in development and humanitarian contexts, preferably in the Latina America and Caribbean contexts, and with key players within and outside the UN System;</li> <li>Strong presentation skills and ability to deliver on time</li> <li>Excellent fluency and excellent writing skills in Spanish, fluency in English</li> <li>Prior experience in WFP evaluations is strongly preferred</li> </ul>
<b>Emergency preparedness and response</b>	Experience with evaluation of emergency preparedness and response programs, including in the aftermaths of natural hazards.

<b>Social Protection (including Nutrition)</b>	Experience with evaluation of interventions related to nutritious food distributions via social protection programmes, and social behavioural change campaigns.
<b>Climate Change and Early Warning Systems (including micro-insurance)</b>	Technical expertise in evaluating interventions related to the strengthening of early warning systems, particularly as it relates to adaptation to climate change, including micro-insurance to strengthen farmers' resilience.
<b>Research Assistance</b>	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
<b>Quality assurance and editorial expertise</b>	Experience in evaluations in humanitarian and development operations Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) Experience in quality assurance of written technical reports and briefs

### 6.3. ROLES AND RESPONSIBILITIES

58. This evaluation is managed by the WFP Office of Evaluation. Filippo Pompili has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2024.
59. An internal reference group (see Annex 8) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Cuba; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Gabriela Hernandez, Head of Programme, has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

### 6.4. SECURITY CONSIDERATIONS

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

## 6.5. COMMUNICATION

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

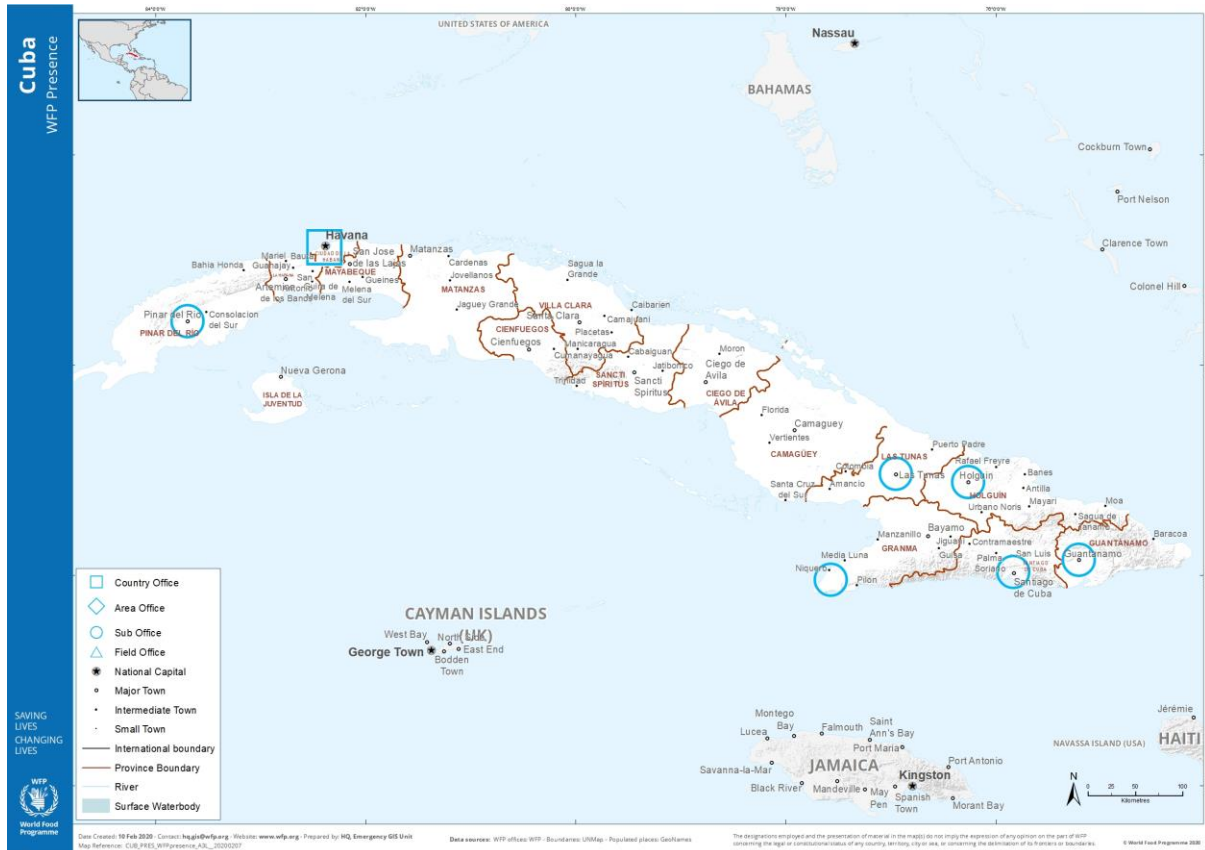
61. A communication and knowledge management plan (See Annex 5) will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase.
62. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## 6.6. THE PROPOSAL

63. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., COVID-19 restrictions or flare-up of civil unrest / conflict.
64. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal
65. All evaluation products will be produced in Spanish.
66. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
67. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.
68. **NB: in the financial proposal, national consultants' fees should be in line with the UN salary scale in Cuba.**

# Annexes

## Annex 1: Cuba, Map with WFP Offices in 2022



Source: WFP GIS unit

## Annex 2: Timeline

	Phase/step	Action by	Tentative dates
<b>Phase 1 - Preparation</b>			
	<b>Draft ToR cleared by DoE and circulated for comments to CO and to LTA firms</b>	<b>DoE</b>	<b>Mid-November 2022</b>
	Comments on draft ToR received	CO	2 December 2022
	Proposal deadline based on the draft ToR	LTA	2 December 2022
	LTA proposal review	EM	16 December 2022
	Final revised ToR sent to WFP stakeholders	EM	22 December 2022
	Contracting evaluation team/firm	EM	22 December 2022
<b>Phase 2 - Inception</b>			
	Team preparation, literature review prior to HQ briefing	Team	Jan-Feb 2023
	HQ & RB inception briefings (remote)	EM & Team	Jan-Feb 2023
	<b>Inception mission to Cuba</b>	<b>EM + TL</b>	<b>7-10 March 2023</b>
	Submit draft inception report (IR)	TL	10 April 2023
	OEV quality assurance and feedback	EM	11-13 April 2023
	Submit revised IR	TL	20 April 2023
	IR review (possible re-iterations)	EM/QA2	21-27 April 2023
	IR clearance to share with CO	DoE	5 May 2023
	<b>EM circulates draft IR to CO for comments</b>	<b>EM</b>	<b>5-17 May 2023</b>
	Submit revised IR	TL	25 May 2023
	IR review	EM	26-28 May 2023
	Seek final approval by QA2	EM	31 May 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	31 May 2023
<b>Phase 3 - Data collection, including fieldwork <sup>9</sup></b>			
	<b>In-country data collection</b>	<b>Team</b>	<b>26 June - 14 July 2023</b>
	Exit debrief (ppt)	TL	14 July 2023
	<b>Preliminary findings debrief (remote)</b>	<b>Team</b>	<b>28 July 2023</b>
<b>Phase 4 - Reporting</b>			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	11 September 2023
	OEV quality feedback sent to TL	EM	18 September 2023
Draft 1	Submit revised draft ER to OEV	TL	25 September 2023
	OEV quality check (possible re-iterations)	EM/QA2	26 September - 10 October 2023
	Seek clearance prior to circulating the ER to IRG	DoE	by 31 October 2023
	<b>OEV shares draft evaluation report with IRG for feedback</b>	<b>EM/IRG</b>	<b>early November 2023</b>
	<b>Stakeholders workshop in Havana</b>	<b>EM + TL</b>	<b>21-22 November 2023</b>
	Consolidate WFP comments and share with team	EM	30 November 2023

<sup>9</sup> Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	15 December 2023
Draft 2	Review D2	EM	20 December 2023
	Submit final draft ER to OEV	TL	10 January 2024
Draft 3	Review D3 (possible re-iterations)	EM/QA2	11-31 January 2024
	Seek final approval by DoE	DoE	15 February 2024
	Draft summary evaluation report	EM	March-April 2024
	Seek SER validation by TL	EM	May 2024
	Seek DoE clearance to send SER	DoE	June 2024
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	June 2024
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	July 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	September-October 2024
	Presentation and discussion of SER at EB Round Table	DoE & EM	October 2024
	Presentation of summary evaluation report to the EB	DoE	November 2024
	Presentation of management response to the EB	D/ CPP	November 2024

## Annex 3: Evaluability assessment

Table 1: Transitional-Interim Country Strategic Plan Cuba, 2018-2019 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (01/06/2017)	<b>Total nr. of indicators</b>	<b>7</b>	<b>4</b>	<b>28</b>
v 2.0 (12/03/2018)	New indicators	0	0	1
	Discontinued indicators	0	0	1
	<b>Total nr. of indicators</b>	<b>7</b>	<b>4</b>	<b>28</b>
v 3.0 (12/06/2018)	New indicators	0	0	3
	Discontinued indicators	0	0	3
	<b>Total nr. of indicators</b>	<b>7</b>	<b>4</b>	<b>28</b>
v 4.0 (15/04/2019)	New indicators	2	3	16
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>9</b>	<b>7</b>	<b>44</b>
<b>Total nr. of indicators that appear across all versions of the logframe:</b>		<b>7</b>	<b>4</b>	<b>25</b>

Source: COMET reports CM-L010 (Date of Extraction: 17/10/2022)

Table 2: Interim Country Strategic Plan Cuba, 2019-2020 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (13/08/2018)	<b>Total nr. of indicators</b>	<b>11</b>	<b>4</b>	<b>33</b>
v 2.0 (11/11/2020)	New indicators	0	0	0
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>11</b>	<b>4</b>	<b>33</b>
v 3.0 (10/02/2021)	New indicators	0	0	0
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>11</b>	<b>4</b>	<b>33</b>



v 4.0 (23/02/2022)	New indicators	0	1	0
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>11</b>	<b>5</b>	<b>33</b>
<b>Total nr. of indicators that appear across all versions of the logframe:</b>		11	4	33

Source: COMET reports CM-L010 (Date of Extraction: 17/10/2022)

Table 3: Country Strategic Plan Cuba, 2021-2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (03/03/2020)	<b>Total nr. of indicators</b>	<b>8</b>	<b>4</b>	<b>24</b>
v 2.0 (23/02/2022)	New indicators	0	1	0
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>8</b>	<b>5</b>	<b>24</b>
<b>Total nr. of indicators that appear across all versions of the logframe:</b>		8	4	24

Source: COMET reports CM-L010 (Date of Extraction: 17/10/2022)

Table 4: Analysis of results reporting in Cuba annual country reports 2018-2021					
	T-ICSP 2018-2019		CSP 2020-2021		CSP 2021-2024
	ACR 2018	ACR 2019	ACR 2020	ACR 2021	ACR 2021
<b>Outcome indicators</b>					
Total number of indicators in applicable logframe	7	9	11	11	8
Nr. of indicators with any <b>baselines</b> reported	2		10	10	8
Nr. of indicators with any <b>year-end targets</b> reported	1	7	10	10	8
Nr. of indicators with any <b>CSP-end targets</b> reported	2	7	10	10	8
Nr. of indicators with any <b>follow-up values</b> reported	2	7	7	9	8
<b>Cross-cutting indicators</b>					
Total number of indicators in applicable logframe	4	7	4	5	5
Nr. of indicators with any <b>baselines</b> reported		4	4	5	5
Nr. of indicators with any <b>year-end targets</b> reported	2	7	4	5	5
Nr. of indicators with any <b>CSP-end targets</b> reported	4	7	4	5	5
Nr. of indicators with any <b>follow-up values</b> reported	4	7	1	5	5
<b>Output indicators</b>					
Total number of indicators in applicable logframe	28	44	33	33	24
Nr. of indicators with any <b>targets</b> reported	20	25	32	27	18
Nr. of indicators with any <b>actual values</b> reported	19	25	32	27	18

Source: T-ICSP ACRs 2018 and 2019, ICSP ACRs 2020 and 2021, and CSP ACR 2021

# Annex 4: Line of sight

Country strategic plan Cuba 2021-2024, line of sight as per BR 01			
CUBA (CSP 2021 - 2024)			
	OUTCOME UNSDCF 4: Accessibility and quality of public services and social protection and care systems	OUTCOME UNSDCF 2: Economic productivity and utilisation of human resource potential OUTCOME UNSDCF 3: Protection and rational use of natural resources and ecosystems, resilience to climate change and comprehensive disaster risk reduction management	OUTCOME UNSDCF 1: Local development strategies and decentralization OUTCOME UNSDCF 3: Protection and rational use of natural resources and ecosystems, resilience to climate change and comprehensive disaster risk reduction management OUTCOME UNSDCF 4: Accessibility and quality of public services and social protection and care systems
SR 1 – Access to food (SDG Target 2.1)	SR 2 – End malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 5- Capacity strengthening (SDG Target 17.9)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING
<b>STRATEGIC OUTCOME 1:</b> Populations facing multiple hazards maintain access to food during and in the aftermath of disasters	<b>STRATEGIC OUTCOME 2:</b> Nutritionally vulnerable groups in targeted municipalities have improved nutrition status and more diversified and nutritious diets by 2024	<b>STRATEGIC OUTCOME 3:</b> Vulnerable groups benefit from local food systems that are more resilient with regard to the impact of climate change and more efficient social safety nets by 2024	<b>STRATEGIC OUTCOME 4:</b> National and local authorities have strengthened capacities to manage inclusive, comprehensive and adaptive food and nutrition systems by 2024
<b>Budget SO 1: \$ 23 135 610</b>	<b>Budget SO 2: \$ 1 670 008</b>	<b>Budget SO 3: \$ 10 467 488</b>	<b>Budget SO 4: \$ 2 057 802</b>
<b>UNIQUE DIRECT BENEF SO 1: 1,434,914</b>	<b>UNIQUE DIRECT BENEF SO 2: 216,328</b>	<b>UNIQUE DIRECT BENEF SO 3: 31,276</b>	<b>UNIQUE DIRECT BENEF SO 4: -</b>
OUTPUT 1.1: Shock-affected people receive food assistance that prevents a deterioration of their food security and nutritional status (Cat A)	OUTPUT 2.1: Children under 2, pregnant women and elderly people receive specialized nutritious food that contributes to meeting their nutritional needs (Cat B)	OUTPUT 3.1 Selected smallholder women and men and other stakeholders in agricultural value chains receive training, equipment and technical assistance related to climate-resilient practices that increase their ability to supply diverse, stable and high-quality food to nutrition sensitive social safety nets (Cat F).	OUTPUT 4.1 Vulnerable groups benefit from strengthened, nutrition-sensitive and sustainable social protection programmes based on targeting tools that guarantee more effective and better-quality assistance (Cat C).
OUTPUT 1.2 Shock-affected people benefit from strengthened national and local emergency preparedness and response capacity that ensures food security during and in the aftermath of disasters (Cat C)	OUTPUT 2.2: Children, adolescents, pregnant women, elderly people and their families benefit from a social and behavioural change campaign that seeks to foster healthy eating habits (Cat E)	OUTPUT 3.2 Young and women smallholders receive training, equipment and opportunities to increase their economic participation and leadership in local food systems (Cat F).	OUTPUT 4.2 The Cuban population benefits from enhanced institutional capacities in multisectoral data analysis and monitoring related to food security and nutrition, which contribute to decision-making processes (Cat C).
<b>ACT 1: Provide timely food assistance to shock-affected people while strengthening national and local capacity relevant to emergency preparedness and response. (URT / FT &amp; CS)</b>	<b>ACT 2: Provide nutritious food to nutritionally vulnerable groups through social protection programmes and a social and behavioural change strategy that promotes healthy diets. (NPA / FT &amp; CS)</b>	OUTPUT 3.3 Smallholder farmers and cooperatives benefit from innovative risk-prevention tools, including crop insurance, that increase their resilience to climate risks (G)	OUTPUT 4.3 Populations in targeted municipalities benefit from the enhanced capacity of technical institutions and government authorities related to disaster and climate risk management and early warning systems that increase food system resilience with regard to natural hazards and the impacts of climate change (Cat C).
		OUTPUT 3.4 School-age children benefit from a strengthened school feeding programme thanks to more resilient local food systems, a stable supply of locally produced nutritious food and educational actions on healthy eating habits (Cat N). (linked to SR 2 end malnutrition)	OUTPUT 4.4 The Cuban population benefits from a strengthened logistics system for supplying food in an effective, stable and efficient manner (Cat C).
		OUTPUT 3.5 Pregnant women and the elderly assisted through social safety nets benefit from more stable food access thanks to more resilient local food systems (Cat A). (linked to SR 2 end malnutrition)	OUTPUT 4.5 The populations of Cuba and other selected countries benefit from the sharing, through South-South and triangular cooperation initiatives, of experience and good practices in food management, nutrition, food systems resilience with regard to the impacts of climate change and disaster risk reduction (Cat C).
<b>TOTAL BUDGET: \$ 37 330 908</b>	<b>TOTAL UNIQUE DIRECT BENEFICIARIES: 1,682,518</b>	<b>ACT 3: Provide training, equipment and technical assistance to stakeholders of local food systems while ensuring a more diversified, stable and nutritious diet for school-age children and other nutritionally vulnerable groups. (SMS / CS, CBT &amp; FT)</b>	<b>ACT 4: Strengthen the capacity of national and local decision makers related to the management of social protection programmes and disaster and climate risk, food security and nutrition analysis and monitoring (CSI / CS)</b>

Source: WFP SPA website

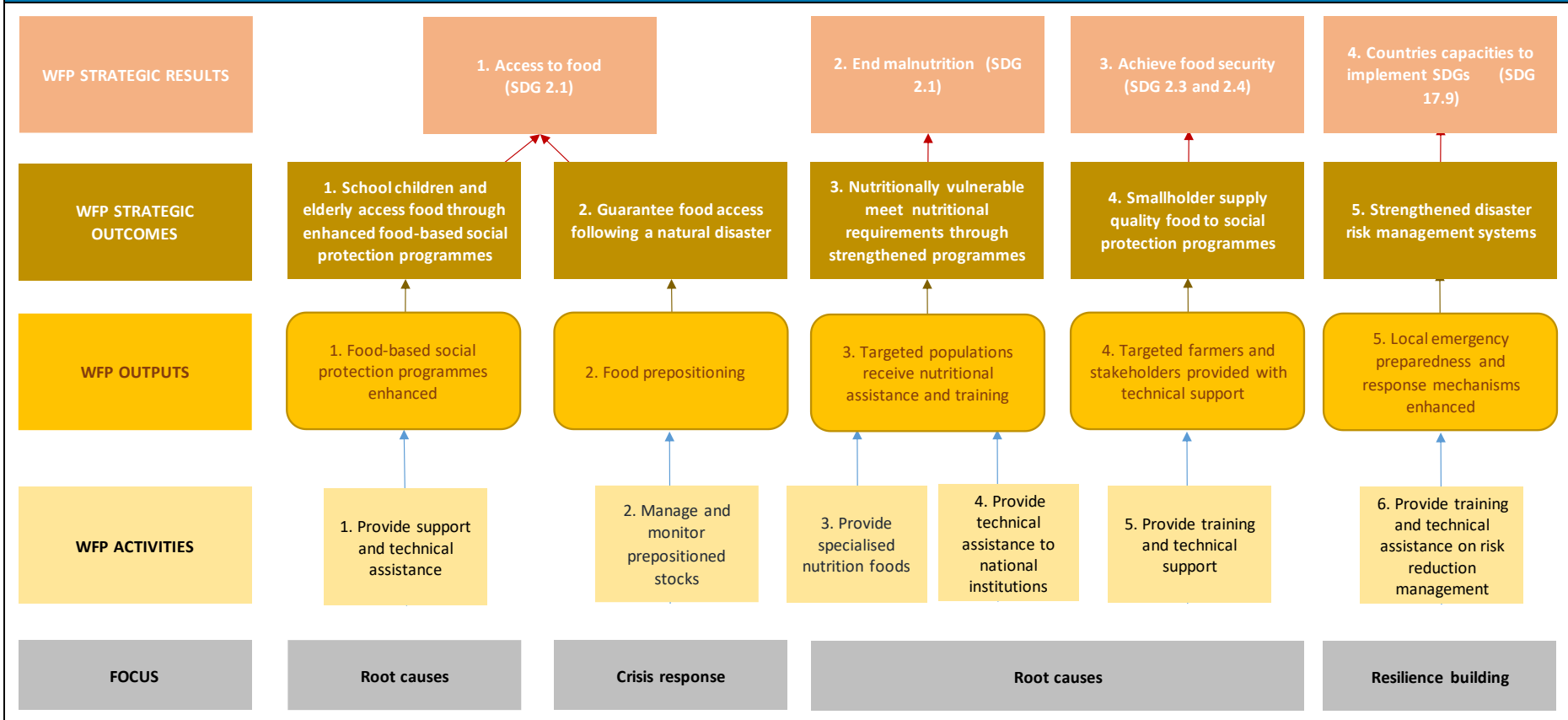
Interim country strategic plan Cuba 2020-2021, line of sight

CUBA (ICSP 2020)

SR 4 – Sustainable food systems (SDG Target 2.4)	SR 2 – End malnutrition (SDG Target 2.2)	SR 5- Capacity strengthening (SDG Target 17.9)	SR 1 – Access to food (SDG Target 2.1)
ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING	CRISIS RESPONSE
<b>OUTCOME 1:</b> Key food systems stakeholders have enhanced capacities to mitigate risks and better support social safety nets by 2021	<b>OUTCOME 2:</b> Nutritionally vulnerable groups, including school-age children, have improved nutrition status and more diversified and nutritious diets by 2021	<b>OUTCOME 3:</b> National and local authorities have strengthened capacities to ensure food and nutrition systems' resilience to shocks by 2021	<b>OUTCOME 4:</b> Shock-affected populations maintain access to food during and in the aftermath of a disaster
BUDGET SO 1: \$1.4 million	BUDGET SO 2: \$ 0.8 million	BUDGET SO 3: \$ 1.6 million	BUDGET SO 4: \$ 1.8 million
<b>OUTPUTS:</b> 1.1 Selected smallholder women and men and other stakeholders in agricultural value chains ( <i>tier 1</i> ) receive training, equipment and technical assistance for climate-resilient practices that increase their ability to supply diverse and high-quality food to nutrition-sensitive social safety nets. ( <i>output categories A, C, F</i> ).	<b>OUTPUTS:</b> 2.1 Pregnant and lactating women and girls, children under two and elderly people ( <i>Tier 1</i> ) receive nutritious and safe food and educational messages that contribute to healthy eating habits ( <i>output categories A, B, E, linked to activity 2</i> ). 2.2 School-aged children ( <i>Tier 1</i> ) receive nutritious and safe food and educational messages that contribute to healthy eating habits ( <i>output categories A, N linked to activity 3</i> ). 2.3 Nutritionally vulnerable groups ( <i>Tier 3</i> ) benefit from the enhanced capacity of experts and decision makers to prevent malnutrition and improve the effectiveness and sustainability of social protection systems ( <i>output categories C, M, linked to activity 2 and 3</i> )	<b>OUTPUTS:</b> 3.1 Populations in hazard-prone municipalities ( <i>Tier 3</i> ) benefit from the enhanced capacities of technical institutions and government authorities in climate risk management, emergency preparedness and response that reduce the impact of shocks on their food security and nutrition. ( <i>output categories C, G</i> ) 3.2 Persons at risk of food insecurity ( <i>Tier 3</i> ) benefit from the strengthened capacities of decision makers in assessments, data analysis, information management, food security and nutrition monitoring and related decision-making processes ( <i>output categories C, J</i> ).	<b>OUTPUTS:</b> 4.1 Shock-affected people ( <i>Tier 1</i> ) benefit from food assistance that prevents deterioration in their food security and nutrition status ( <i>output category A</i> )
<b>ACTIVITY 1:</b> Provide training, equipment and technical assistance to smallholder women and men, including youth, cooperatives, distributors and other stakeholders in agricultural value chains. ( <i>category 7; modality: Capacity Strengthening</i> )	<b>ACTIVITY 2:</b> Provide food assistance and educational messages to nutritionally vulnerable groups through social protection systems and training and technical assistance to national and local experts and decision makers involved in food and nutrition programmes. ( <i>category 6; modalities: food transfers, cash-based transfer, capacity strengthening</i> )  <b>ACTIVITY 3:</b> Provide food assistance and educational messages to school-age children through the school feeding programme and training and technical assistance to national and local experts and decision makers involved in this programme ( <i>category 4; modalities: food transfers, cash-based transfer, capacity strengthening</i> )	<b>ACTIVITY 4:</b> Strengthen the capacities of national and local decision makers in disaster and climate risk management, emergency preparedness and response, food security and nutrition analysis, and monitoring and information management. ( <i>category 9; modality: capacity strengthening</i> )	<b>ACTIVITY 5:</b> Provide timely food assistance to shock-affected people using pre-positioned stocks, and supply non-food items to support the local food distribution system. ( <i>category 1; modalities: food transfers, capacity strengthening</i> )
			<b>TOTAL BUDGET: \$ 5.6 million</b>

Source: WFP SPA website

## Transitional-Interim country strategic plan Cuba 2018-2019, line of sight



Source: WFP SPA archive. Concept Note for Transitional Interim Country Strategic Plan (2018)

# Annex 5: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM/ CM		November 2022	December 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo; WFP.org</li> </ul>	EM		December 2022	December 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• WFPgo</li> </ul>	EM		May 2023	May 2023
Reporting	Exit debrief	<ul style="list-style-type: none"> <li>• CO staff &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• PPT, meeting support</li> </ul>	EM/ET		July 2023	July 2023
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop, meeting</li> <li>• Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	November 2023	November 2023
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Board website (for SERs and MRs)</li> </ul>	EM/EB	CM	August 2024	November 2024

		<ul style="list-style-type: none"> <li>Partners/civil society /peers/networks</li> </ul>					
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers/practitioners</li> <li>Donors/countries</li> <li>Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>Evaluation network platforms (UNEG, ALNAP)</li> <li>Newsflash</li> </ul>	EM	CM	August 2024	November 2024
Dissemination	Management response	<ul style="list-style-type: none"> <li>WFP EB/governance/ management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> <li>Partners/civil society/peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Web (WFP.org, WFPgo)</li> <li>KM channels</li> </ul>	EB	EM	August 2024	November 2024
Dissemination	ED memorandum	<ul style="list-style-type: none"> <li>ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM	DE	August 2024	November 2024
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> </ul>	EM	CM	August 2024	November 2024
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> </ul>	EM	CM	August 2024	November 2024
Dissemination	Report communication	<ul style="list-style-type: none"> <li>Oversight and Policy Committee (OPC)</li> <li>Division Directors, country offices and evaluation specific stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM	DE	August 2024	November 2024
Dissemination	Newsflash	<ul style="list-style-type: none"> <li>WFP EB/governance/ management</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	CM	EM	August 2024	November 2024



		<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>					
Dissemination	Business cards	<ul style="list-style-type: none"> <li>• Evaluation community</li> <li>• Partners/civil society /peers/networks</li> </ul>	• Cards	CM		2025	2025
Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM	August 2024	November 2024

## Annex 6: Template for evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>				
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?				
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?				
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?				
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?				
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?</b>				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative? <sup>10</sup>				

<sup>10</sup> Question 2.1 has to be systematically addressed at SO level. For each SO there must be specific lines of enquiry addressing, as relevant, the different dimensions that are part of the expected outcome.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?				
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?				
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?				
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?				
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.4 To what extent were alternative, more cost-effective measures considered?				
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?				

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

# **Annex 7: Approved Country Strategic Plan document**

<https://www.wfp.org/operations/cu03-cuba-country-strategic-plan-2021-2024>

# Annex 8: Terms of Reference for the CSP Evaluation's Internal Reference Group (IRG)

## 1. Background

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

## 2. Purpose and guiding principles of the IRG

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

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

## 3. Roles

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

The IRG's main role is as follows:

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

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

## 4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level<sup>11</sup> (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

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

Country office	Regional bureau	Headquarters (tbc - optional as needed and relevant to country activities)
<ul style="list-style-type: none"> <li>• <b>Etienne Labande</b>, Country Director</li> <li>• <b>Gabriela Hernandez</b>, Head of Programme</li> </ul>	<p>Core members (tbc):</p> <ul style="list-style-type: none"> <li>• Regional Supply Chain Officer</li> <li>• Senior Regional Programme Advisor</li> <li>• Regional Head of VAM</li> <li>• Regional Emergency Preparedness &amp; Response Unit Officer</li> <li>• Regional Gender Adviser</li> <li>• Regional Humanitarian Adviser (or Protection Adviser)</li> <li>• Regional Monitoring Officer</li> </ul> <p>Other possible complementary members as relevant to country activities (tbc):</p> <ul style="list-style-type: none"> <li>• Senior Regional Nutrition Adviser</li> <li>• Regional School Feeding Officer</li> <li>• Regional Partnerships Officer</li> <li>• Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods)</li> <li>• Regional HR Officer</li> <li>• Regional Risk Management Officer</li> </ul> <p><b>Kept in copy: REO and RDD</b></p>	<ul style="list-style-type: none"> <li>• Technical Assistance and Country Capacity Strengthening Service, OSZI</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, OSZPH.</li> <li>• Cash-Based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters</li> </ul> <p><i>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</i></p>

<sup>11</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.



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

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

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

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

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

# Annex 9: Acronyms

<b>ACR</b>	Annual Country Report
<b>BR</b>	Budget Revision
<b>CBT</b>	Cash based transfer
<b>CO</b>	WFP Country Office
<b>COMET</b>	Country Office Tool for Managing Programmes Effectively
<b>COVID-19</b>	Coronavirus SARS-CoV-2 disease
<b>CP</b>	Country Programme
<b>CPB</b>	Country Portfolio Budget
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DDoE</b>	Deputy Director of Evaluation
<b>DoE</b>	Director of Evaluation
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation manager
<b>ENEP</b>	National Survey on Population Aging
<b>ET</b>	Evaluation team
<b>FAO</b>	Food and Agriculture Organization
<b>HQ</b>	WFP Headquarters
<b>ICSP</b>	Interim Country Strategic Plan
<b>IFAD</b>	International Fund for Agricultural Development
<b>IR</b>	Inception Report
<b>IRG</b>	Internal Reference Group
<b>LTA</b>	Long-term Agreement
<b>NBP</b>	Needs Based Plan
<b>NGO</b>	Non-Governmental Organization

<b>ODA</b>	Official Development Assistance
<b>OECD/DAC</b>	The Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>OEV</b>	WFP Office of Evaluation
<b>ONEI</b>	Statistics and Information Bureau ( <i>Oficina Nacional de Estadísticas e Información</i> )
<b>PHQA</b>	Post-Hoc Quality Assessment
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>RB</b>	Regional Bureau
<b>RBP</b>	Regional Bureau Panama
<b>SDG</b>	Sustainable Development Goals
<b>SER</b>	Summary Evaluation Report
<b>SO</b>	Strategic Outcome
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>TL</b>	Team Leader
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFPA</b>	United Nations Population Fund
<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>VAM</b>	Vulnerability Assessment and Mapping
<b>VNR</b>	Voluntary National Review
<b>WFP</b>	World Food Programme
<b>ILO</b>	International Labour Organization
<b>ZHSR</b>	Zero Hunger Strategic Review

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