

# **MID-TERM EVALUATION OF WFP'S STRATEGIC PLAN 2022-2025 Strategic Evaluation**



SAVING  
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Final Terms of Reference

July 2023

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# 1. Background

## 1.1. INTRODUCTION

1. The Office of Evaluation (OEV) is undertaking a Mid-Term Evaluation (MTE) of [WFP's Strategic Plan \(SP\) \(2022-2025\)](#)<sup>1</sup> at the request of the Executive Board (EB). WFP stakeholders confirmed a need for an independent mid-term evaluation of the Strategic Plan to provide a credible and useful assessment of the Strategic Plan. This will be the first time OEV is conducting such an evaluation. Until now, strategic plans have been assessed through internal Mid-Term Reviews (MTR).
2. The evaluation is scheduled to take place from May 2023 (preparation) to November 2024. It will be managed by OEV and conducted by an independent evaluation team. The evaluation will leverage ongoing dialogue and consultation with WFP management, represented by the Strategic Plan Implementation Steering Committee which has been assembled to represent the diverse perspectives of WFP from HQ, regions, and country offices. The evaluation report will be presented at the WFP EB Second Regular Session in November 2024.
3. These Terms of Reference (TOR) were prepared by OEV based on an initial document review and consultation with selected internal stakeholders. The purpose of the TOR is to provide key information to stakeholders about the evaluation and to specify expectations for the different phases of the evaluation.
4. The TOR are structured as follows: Section 1 provides introduction and information on the context; Section 2 presents the rationale, objectives and stakeholders of the evaluation; Section 3 presents an overview of the evaluand and defines the scope of the evaluation; Section 4 spells out the evaluation questions, approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.2. CONTEXT

### External Context

5. WFP's Strategic Plan 2022-2025 was developed in an **increasingly complex and volatile global context**, with longer and more complex protracted crises, and escalating humanitarian needs. The Global Report on Food Crises (GRFC) for 2023 highlights that the number of people experiencing acute food insecurity and requiring urgent food and livelihood assistance is on the rise.<sup>2</sup> With the advent of the COVID-19 pandemic, achievements in poverty eradication since 1998 deteriorated<sup>3</sup> and food security declined. Despite hopes that food security and nutrition would begin to improve as the world emerged from the pandemic, up to 828 million people in 2021 were estimated to be undernourished.<sup>4</sup> Severe food insecurity became more prevalent with 11.7 percent of the global population, facing food insecurity at severe levels in 2021.<sup>5</sup>

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<sup>1</sup> WFP. 2021. WFP strategic plan (2022–2025), WFP/EB.2/2021/4-A/1/Rev.2, 12 November 2021

<sup>2</sup> Food Security Information Network. 2023. [Global report on Food Crises 2023](#), 2 May 2023; In 2019, 650 million people around the world suffered from chronic hunger – 43 million more than in 2014.

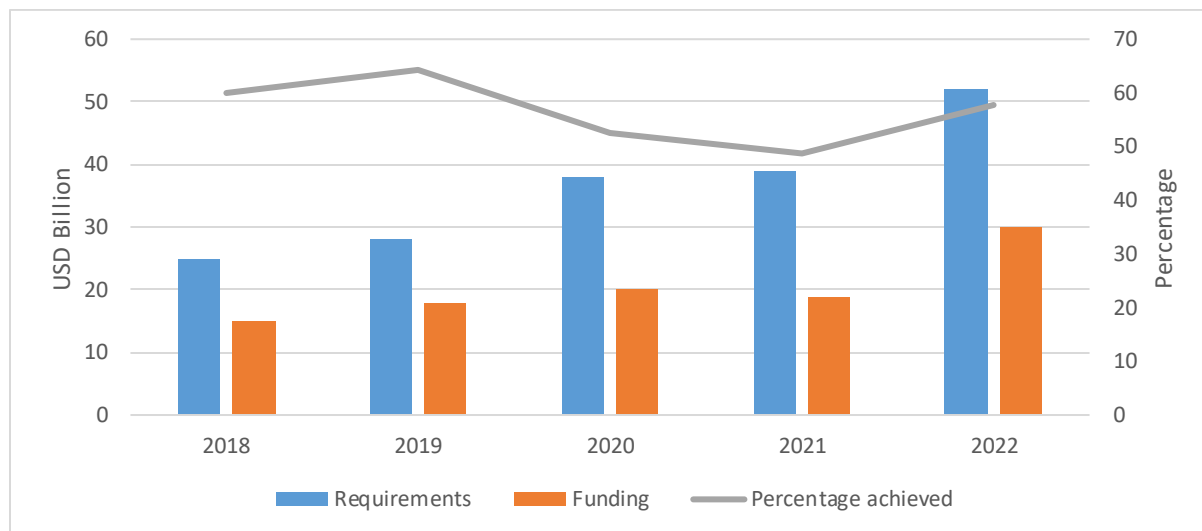
<sup>3</sup> World Bank. 2022. [Poverty and Shared Prosperity 2022](#). This increase in global poverty, which accompanied the pandemic, from 8.4 in 2019 to 9.3 percent in 2020, was found to be the largest increase since 1990 and likely the largest increase since World War II. The poverty rate projected in 2022 is 8.4 percent.

<sup>4</sup> Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), WFP and World Health Organization (WHO), 2022. 2022 State of Food Security and Nutrition in the World.

<sup>5</sup> Idem.

6. New and protracted crises have compromised global stability.<sup>6</sup> The Global Peace Index 2022 reported a deterioration in global peace in 10 of the past 14 years.<sup>7</sup> The rise in food prices has increased food insecurity and political instability globally, with Africa, South Asia and the Middle East under greatest threat.<sup>8</sup> Climate related events, and their effects on natural, political and social stability, are on the rise. The United Nations Office for Disaster Risk Reduction projects that the number of disasters per year globally will increase from around 400 in 2015 to 560 per year by 2030.<sup>9</sup> Food insecurity, conflict climate change, and poverty disproportionately affect the safety, nutrition, and economic situation of adolescent girls and women.<sup>10</sup>
7. The increasingly challenging global humanitarian context has increased humanitarian needs, resulting in rising global appeals since 2018. Appeals have not, however, been met by proportionate funding (Figure 1). In 2022, there was a significant increase in funding, with 12.4 percent of all funding raised dedicated to the crisis.

**Figure 1: Humanitarian Appeals and Funding received (2018-2022)**



Source: UNOCHA Financial Tracking Service, extracted on 06 April 2023

8. Since the Strategic Plan (2017-2021), significant UN resolutions and reforms have been adopted which affect the context in which WFP operates, and have shifted external perceptions of WFP:
  - **Resolution 2417 and the Nobel Peace Prize:** In May 2018, the UN Security Council endorsed Resolution 2417 unanimously condemning the use of starvation as a weapon of war. This decision explicitly recognizes the “need to break the vicious cycle between armed conflict and food insecurity” and reinforced the need to resolve conflict to end hunger.<sup>11</sup> Additionally, in recognition of its efforts to combat hunger, contributions to improving conditions for peace, and prevention of the use of hunger as a weapon of war, WFP was awarded the Nobel Peace Prize in October 2020. This raised expectations both within and outside of WFP for demonstrating its contributions to peacebuilding.
  - **UNDS Reform** The ongoing United Nations Development System (UNDS) reform process<sup>12</sup> repositions the UN system to be “more strategic, accountable, transparent, collaborative, efficient,

<sup>6</sup> World Bank. 2020. [On the Front Lines on the Fight Against Poverty](#)

<sup>7</sup> Institute of Economics and Peace. Global Peace Index 2022

<sup>8</sup> Idem

<sup>9</sup> UNDRR. 2022. Global Assessment Report on Disaster Risk Reduction

<sup>10</sup> Food Security Information Network. 2023. Global report on Food Crises 2023

<sup>11</sup> UN. 2018. [Adopting Resolution 2417, Security Council Strongly Condemns Starving of Civilians, Unlawfully Denying Humanitarian Access as Warfare Tactics](#)

<sup>12</sup> UN. UN Reform. <https://reform.un.org/>

effective and results-oriented” in responding to national development needs and priorities in the light of the 2030 Agenda.<sup>13</sup> The reform has had wide-reaching implications for the governance and management of all UN humanitarian and development activities.<sup>14</sup> For WFP, the UN reform has impelled WFP to expand its services to function as a “partner of choice” in support of other humanitarian and development actors. With the UNDS, WFP has also committed to strengthening its role as a system-wide service provider outside its cluster responsibilities<sup>15</sup>.

## Internal Context

9. **WFP’s previous strategic plan (2017–2021)**, approved in November 2016, sought to reinforce, through effective partnerships, WFP’s emergency, life-saving and logistics contributions to ending hunger and chronic malnutrition.<sup>16</sup> The plan aimed to guide WFP through the first five years of the implementation of the 2030 Agenda’s global call to action, drawing on WFP’s comparative advantages for life saving and enabling work to reach the poorest and most marginal people. The SP posited that the Sustainable development Goals (SDGs) require moving beyond saving lives to changing lives and therefore aimed to leverage WFP’s capacities in the continuum from emergency relief to development. To do so it articulated 5 strategic objectives that frame WFP’s programmatic and operational focus.<sup>17</sup>
10. The **Corporate Results Framework (CRF) (2017-2021)**<sup>18</sup> associated with the 2017-2021 SP explicitly linked WFP activities and results to the SDGs, focusing WFP’s contributions to two strategic goals: 1 *support countries to achieve zero hunger* (contributing to SDG 2) and 2: *Partner to support implementation of the SDGs* (contributing to SDG 17).<sup>19</sup> The CRF articulated outcome and output indicators, used by Country Offices (CO) to develop logical frameworks for their CSPs, and set out performance measurement indicators on cross-cutting themes including Accountability to affected population (AAP), protection, gender equality and women’s empowerment and environmental sustainability.
- 23 **The Mid-Term Review of WFP’s 2017-2021 Strategic Plan** was conducted internally to WFP, under the guidance of the Assistant Executive Director for Programme and Policy Development (PD) and in close collaboration with relevant WFP divisions. The MTR covered the first three years of the strategic plan implementation, and analysed WFP’s strategic plan in relation to the organization’s performance and global changes. The study was completed in March 2020 and concluded that while the framework is broadly fit for purpose, the data is not being optimised for decision making and does not yet capture the full scope of WFP’s work (i.e. including its role as ‘enabler’). The MTR’s recommendations, resulted in recommendations that WFP:<sup>20</sup>
  - Retain focus on SDGs 2 and 17, while maximising and capturing contribution to other SDGs.
  - Begin WFP’s next SP in January 2022 to align with those of other UN agencies, while strengthening strategic partnerships and country-level collaboration .and participating in in UN cooperation frameworks.

<sup>13</sup> WFP. 2021. WFP strategic plan (2022–2025), WFP/EB.2/2021/4-A/1/Rev.2, 12 November 2021

<sup>14</sup> [Update on WFP’s implementation of United Nations General Assembly resolution 72/279](#) (repositioning the United Nations development system) For example, the UN reform has supported the a move toward needs-based country presence working with national governments through the shared UN sustainable development cooperation framework (UNSDCF)

<sup>15</sup> WFP. 2021. WFP strategic plan (2022–2025), WFP/EB.2/2021/4-A/1/Rev.2, 12 November 2021.

<sup>16</sup> WFP. 2016. WFP Strategic Plan 2017-2021. WFP/EB.2/2016/4-A/1/Rev.2\*, p. 2.

<sup>17</sup> Strategic Objective 1 – End hunger by protecting access to food includes humanitarian relief operations both directly as well as through strengthening national governments’ disaster risk reduction, prevention, preparedness and response capacities. ; Strategic Objective 2 - Improve nutrition includes efforts to end all forms of malnutrition and strengthen national capacities in multi -sectoral nutrition activities; Strategic Objective 3 - Achieve food security includes support to livelihoods and resilience building through asset creations, capacity strengthening, smallholder farmer support, climate adaptation and risk management. ; Strategic Objective 4 – Support SDG implementation includes capacity strengthening to national governments and provision of common services for the achievement of zero hunger.; Strategic Objective 5 - Partner for SDG results includes provision of common services on logistics, supply chain and telecommunications to humanitarian and government partners, development of common delivery platforms and institutional capacity strengthening.

<sup>18</sup> WFP. 2016. Corporate Results Framework 2017-2021. WFP/EB.2/2018/5-B/Rev.1

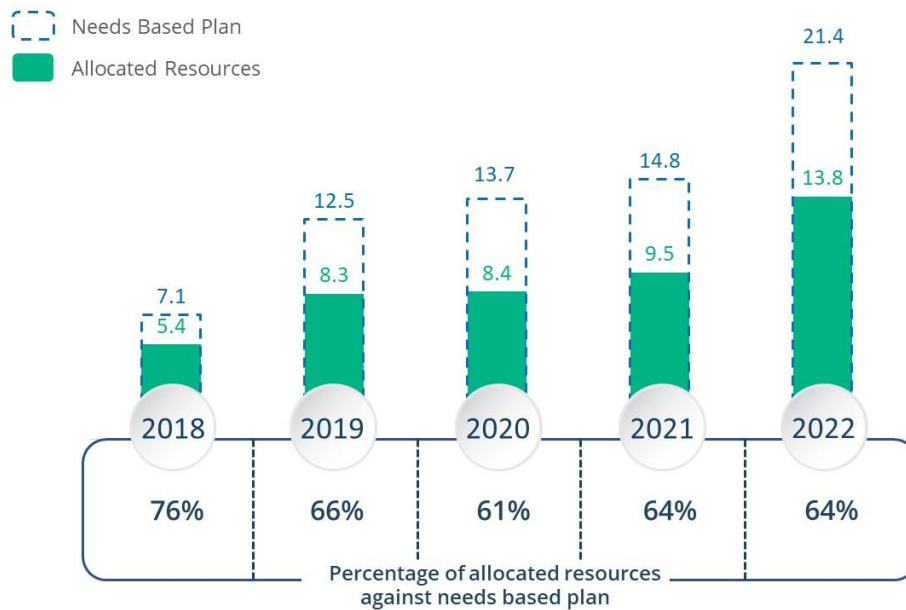
<sup>19</sup> SDG 2 Support countries to achieve zero hunger; and SDG 17 Partner to support implementation of the SDGs

<sup>20</sup> WFP. 2021. WFP Strategic Plan (2022-2025) WFP/EB.2/2021/4-A/1/Rev.2, 12 November 2021. section 2.1

- Simplify, revise and quantify strategic results using corporate results pathways or theory of change
- Work, together with Member States, to encourage and provide technical and financial support for country strategies that respond to national needs and priorities and promote lasting solutions, while responding to humanitarian needs.
- Use learning from Country Strategic Plans (CSP) to reformulate programmatic products and activities, clearly articulating WFP's value proposition, partnerships, activities and outputs that underpin the achievement of strategic results.

24 **WFP resourcing outlook:** WFP is facing a disparity between growing needs and the global humanitarian financing available to meet those needs (Figure 2). Despite consistent budget increases, with 2022 being a record year for receiving the highest contributions, WFP is confronted with consistent funding gaps against needs.

**Figure 2 Allocated resources against Needs Based Plan (NBP) – USD Billion (2018-2022)**



Source: WFP Report on CPB Resources Overview generated on May 09, 2023

## 2. Reasons for the evaluation

### 2.1. RATIONALE

- 25 The SP 2022-2025 is nearing the halfway point of its lifecycle, with its successor covering the subsequent period to 2030. The planned evaluation, midway through the implementation of the current SP, provides an opportunity both for a wider reflection on the progress made to date, and to identify areas requiring strengthening, if WFP is to successfully continue the strategic direction envisaged, in support of realising Agenda 2030. The evaluation will be designed and timed to inform the design of the next strategic plan, which is due to begin its consultation process towards the end of 2023.
- 26 Accordingly, the **purpose** of this MTE is to provide WFP management and the EB with evidence to support ongoing implementation of the SP and to help inform the preparation of the next SP. This will be supported through an independent assessment of how the design of the Strategic Plan has supported WFP's ambitions for the period; to assess progress achieved in the strategic and systemic

changes required to implement the strategic plan, and to assess **progress toward results** (e.g., the high-level targets (HLT) in the first two years of SP implementation.<sup>21</sup>

- 27 Consultation with internal WFP stakeholders emphasized the value of an independent exercise to explore how WFP is progressing towards building the vision articulated in the current SP. An independent exercise also offers the potential to take a 360-degree view on factors supporting and hindering SP implementation. Consultation with the Strategic Plan Implementation Steering Committee, <sup>22</sup> which will provide ongoing feedback to the MTE, emphasized the central importance of the MTE to understand how the SP has enabled WFP *to do things differently* in pursuit of zero hunger.

## 2.2. OBJECTIVES

- 28 WFP evaluations serve the dual objectives of accountability and learning. As such, the evaluation will assess and report on the evolving capacity of WFP to meet its global and corporate commitments as expressed in the SP. It aims to understand how, and to what extent, WFP has been able to meet the challenges of the complex and volatile external environment; where its strengths lie; and what areas can be improved upon. As a mid-term evaluation, the exercise aims to be formative and forward looking, with a strong focus on learning:
- **Learning** –The evaluation presents a valuable opportunity for corporate learning and reflection at HQ, regional and country levels; to reflect on the ongoing relevance of SP design in a changing world, and to reflect on strengths and weaknesses in implementation. With a view to the future, learning generated will also offer insights for the design of the next Strategic Plan.
  - **Accountability** – As an interim exercise, the evaluation will assess WFP's progress made towards the high-level targets of the SP 2022-2025, identifying areas of strong performance and any gaps or weaknesses. The MTE will draw on corporate reporting to assess results achieved in 2022 and 2023.
- 29 Central to the SP are commitments to address growing social and economic inequality, leave no one behind and strengthen WFP's overall approach to gender equality and women's empowerment. As such, the MTE has a cross-cutting objective to ensure that it provides an assessment of equity, which includes gender-responsive and equity sensitive analysis, aiming to assess how and to what extent WFP is positioned to achieve the ambitions for addressing gender and equity stated in the SP. Cross-cutting issues will be mainstreamed in all evaluation questions and sub-questions.
- 30 With learning a key focus of the evaluation, stakeholders will be invited to feed into the development of findings throughout. OEV will work with WFP management to seek opportunities for engagement throughout the evaluation process at internal and external events. A detailed communications strategy will be developed in the evaluation communication plan (Annex III).

## 2.3. STAKEHOLDER ANALYSIS

- 31 There are various groups of stakeholders engaged in this evaluation: members of the Executive Board, WFP senior management, and regional and country-level colleagues and partners are the primary audiences.
- 32 Internal and external stakeholders will be asked to play a role in the evaluation process. In particular, the Strategic Plan Implementation Steering Committee and representatives from some of the key internal units/Divisions will be invited to become members of the evaluation's Internal Reference Group<sup>23</sup> (IRG).

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<sup>21</sup> As part of its SP and CRF, WFP has identified HLTs that clarify its level of ambition for each strategic outcome. The HLTs carry the closest alignment to the strategic plan commitments by strategic outcome and represent WFP flagship aims and achievements. In essence, they narrate the main thrust behind each distinct strategic outcome while demonstrating their interconnectedness and inherent complementarities. Progress towards achieving these targets will be measured annually through WFP's annual performance report process.

<sup>22</sup> A committee that represents HQ divisions, regional bureaux, and country offices which has ongoing responsibility to support SP implementation

<sup>23</sup> Details on the expected role of IRG members are included in the TOR section 5.3 on Roles and Responsibilities and in Annex II.

- 33 The primary stakeholders for the MTE are the Programme and Policy Development Department (PD) responsible for facilitating implementation of the SP and, within PD, the Research Assessment and Monitoring (RAM) Unit responsible for leading the SP design; and the Programme, Humanitarian and Development Division (PRO) given its role leading the strategic plan implementation in the field and ensuring that CSPs are aligned to the SP.
- 34 Other units in HQ with significant interest in the evaluation include the Partnerships and Advocacy Department (PA) for its lead role in engaging with the UN Secretariat, and working with Member States and UN System counterparts and leadership in supporting the workstream for the funding of the SP; the Corporate Planning and Performance Division (CPP) for their work in supporting reporting and system alignment of the SP; and the Technology Division (TEC) leading on the systems for SP implementation; and the Human Resources Division (HRD) within the Workplace Culture Department (WP); the Emergency Division (EME) and Supply Chain (SCO). The divisions that lead key SP priorities are also key stakeholders for the MTE<sup>24</sup>.
- 35 WFP senior management, including the Oversight and Policy Committee (OPC) with its role in deciding on the organization's policies and strategic directions has a key interest and role in the MTE. Regional Bureaux (RBx) and Country Offices (CO) who have a primary role in SP implementation will be engaged throughout. Member States, represented through EB lists<sup>25</sup> will be consulted at key stages of the evaluation given their role in approval and oversight of ongoing SP implementation and performance.
- 36 As per the Evaluation Policy (2022), the EB has a key accountability role in this evaluation. The EB may consider the use of the evidence generated by the MTE evidence in its decision making and may encourage senior management to integrate lessons from the MTE into WFP practices.<sup>26</sup>
- 37 Other potential stakeholders include partner humanitarian and development actors. Specifically, traditional donors, International Financial Institutions, private partners, UN agencies, cooperating partners (national/international non-governmental organizations (NGOs), host governments, regional entities, universities and research institutions will all have potential interest in this evaluation.
- 38 The formative nature of the evaluation requires that during the evaluation process, WFP stakeholders will have opportunities to provide inputs during key milestones in the evaluation through workshops, consultations and review of draft deliverables. External stakeholders will also be consulted throughout the process.

## 3. Subject of the evaluation

### 3.1. SUBJECT OF THE EVALUATION

- 39 **WFP's Strategic Plan (2022-2025)** was approved by WFP's EB at its Second Regular Session in November 2021. It sets the organization's course over the period 2022-2025, outlining the many ways for WFP, working in synergy with others, to more efficiently and effectively 'save and change' lives over the period. It is grounded within renewed global commitment to the [2030 Agenda](#) for Sustainable Development and its associated Sustainable Development Goals (SDGs).<sup>27</sup> The WFP Secretariat returned to a four-year cycle with the Strategic Plan for 2022–2025, to align the plan cycle with the Quadrennial Comprehensive Policy Review (QCPR) cycle as per QCPR guidance.<sup>28</sup> As mentioned in section 1.2, the current SP was designed to respond to an increasingly challenging external context where needs, and the challenges to meet needs, are greater than ever. In this demanding context, the SP articulates a clear commitment to

<sup>24</sup> This will likely include those divisions that lead in cross-cutting programmatic areas Gender, PROP, PROC, Nutrition

<sup>25</sup> State Members and distribution of seats across Executive Board lists <https://executiveboard.wfp.org/state-members-and-distribution-seats>

<sup>26</sup> WFP. 2022. WFP Evaluation Policy 2022

<sup>27</sup> WFP. 2021. WFP strategic plan (2022–2025), WFP/EB.2/2021/4-A/1/Rev.2, 12 November 2021

<sup>28</sup> WFP. 2022. WFP Annual Performance Report 2021 Annex XI: Implementation of General Assembly Resolution 75/233 on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the UN System [https://executiveboard.wfp.org/document\\_download/WFP-0000139267](https://executiveboard.wfp.org/document_download/WFP-0000139267)



WFP's role as a critical emergency responder, while also helping address the root causes of hunger and vulnerability, in concert with partners.

- 40 **Approach:** The SP is premised upon analysis of the increasingly complex and volatile global context, and particularly the need to address growing rates of chronic hunger, while maintaining WFP's role serving those facing acute hunger, including due to emergencies caused by conflict, climate, and economic shocks. It articulates the link between WFP's work as 'deliverer' and 'enabler', committing WFP to pursuing integrated, sequenced and layered humanitarian and development activities<sup>29</sup> that are determined at the country level based upon the specific context and the "complementarity of all various partners."<sup>30</sup>
- 41 **Design process:** The design of the SP was conducted through an in-depth context analysis.<sup>31</sup> It drew upon the lessons from the MTR, and was developed by a sequential and iterative process, including extensive internal and external consultation leading to Executive Board approval.<sup>32</sup> This included:

**Table 1: Internal and external consultation for SP design**

External consultation	Internal consultation
<ul style="list-style-type: none"> <li>• FAO-WFP joint consultation on strategic planning/prioritization achieving Agenda 2030 with UN agencies, private sector partners, partners from academia, and civil society partners</li> <li>• External consultation with ten UN agencies (IOM, EOSC, DCO, UNFPA, UNICEF, UNDP, FAO, UNHCR, WHO, IFAD)</li> <li>• External consultation with &gt;25 NGOs</li> <li>• Private sector consultation with existing and prospective WFP partners, and ICC members.</li> <li>• In person and remote consultation with beneficiaries, from 13 countries, through community feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive engagement with WFP staff through interviews, brainstorming sessions and reviews with all HQ divisions and all Regional Bureaux</li> <li>• In depth working sessions with regional and country leadership</li> <li>• Workshops across HQ Departments and Regional Bureaux</li> <li>• All-staff digital consultation through Sparkblue<sup>33</sup></li> <li>• Consultation with EB Lists and bilateral meetings</li> </ul>

Source: WFP 2021 Strategic Plan Consultations

- 42 For the first time, the SP was based on the development of a **Theory of Change** (TOC) to map out what *changes need to occur to address food insecurity and malnutrition globally* (Annex VIX contains the TOC diagram).<sup>34</sup> The TOC sets out the intended change pathways, outputs, and immediate and longer-term outcomes which will support WFP in achieving its goals in support of Agenda 2030, premised upon the risks and key challenges identified in the context analysis conducted. The pathways define the *logic and sequence* in which outcomes should occur to achieve WFP's vision of Zero Hunger and provides the four modes of engagement (delivering, capacitating, servicing, influencing) which define *how* WFP will pursue this vision. The TOC underpins the results framework, set out in the SP, which is embedded within the overall assumption that WFP must work within a context of ongoing volatility in light of structural vulnerability, bigger and more frequent shocks, and multiple and deeper stressors.
- 43 **Intended results and guiding principles:** While the Strategic Plan retains WFP's focus (Strategic Plan 2017-2021) on SDGs 2 and 17,<sup>35</sup> it also sets out WFP's intended contribution to other SDGs. It also

<sup>29</sup> WFP. 2021. WFP strategic plan (2022-2025) (WFP/EB.2/2021/4-a/1/Rev.2, para. 42)

<sup>30</sup> WFP. 2021. WFP strategic plan (2022-2025) (WFP/EB.2/2021/4-a/1/Rev.2, para. 47)

<sup>31</sup> WFP. Background Paper: [Context analysis to inform WFP Strategic Plan \(2022-2026\\*\)](#). SP was initially planned to run until 2026

<sup>32</sup> WFP. 2021. WFP Strategic Plan Consultations ppt (July 1, 2021) Background documentation

<sup>33</sup> UNDP. Sparkblue is an online community engagement platform powered by UNDP: <https://www.sparkblue.org/>

<sup>34</sup> WFP. 2021. Explanatory note: [WFP strategic plan Theory of Change](#) (April 2021)

<sup>35</sup> Outcomes 1, 2 and 3 are relevant to SDG 2; they encompass WFP's work, from saving lives to changing lives. Outcomes 4 and 5 are relevant to SDG 17; they define WFP's contribution to enabling governments and humanitarian and development actors to achieve the SDGs.

addresses the inter-connectedness of the SDGs by explicitly capturing contributions towards, and links to, other SDGs in the SP.<sup>36</sup>

- 44 Underpinning the SP are seven **guiding principles**: four **cross-cutting priorities** across all programme areas; and six **enablers** which are the capabilities that need to be built and maintained and strengthened to achieve the SP objectives which present both structural and substantive change from the previous SP. These are set out in Table 2, below.

**Table 2: Components of the SP: Guiding principles, strategic outcomes, cross-cutting priorities and enablers and summary of changes from the SP (2017-2022) to the SP (2022-2025)**

	Guiding principles	Strategic Outcomes	Cross-cutting priorities	Enablers
Summary of changes from SP 2017-22 to SP 2022-25 <sup>37</sup>	SP 2017-21 referenced to humanitarian principles, and standards of conduct but moved to seven guiding principles to guide WFP's action.	SP 2017-21 was structured under two Strategic goals aligned to SDG 2 and SDG 17. SP 2022-25 offers a leaner structure where five Strategic Outcomes are linked directly to SDGs without additional layers of objectives and results.	Articulated in CRF (2017-22) but not explicit in SP 2017-21; addition of Nutrition integration.	Change from situational context (when WFP is needed in a context) to identification of the enablers that will increase WFP's ability to achieve results in the eradication of food insecurity and malnutrition. These enablers along with cross cutting priorities are explicit in the 2022-25 CRF
SP 2017-2022	<b>Commitment to the humanitarian principles:</b> humanity, impartiality, neutrality and independence.	<b>Strategic Goal 1:</b> Support countries to achieve zero hunger (SDG 2) [strategic objectives 1-3 linked to strategic results 1-4] <b>Strategic Goal 2:</b> Partner to support implementation of the SDGs (SDG 17)[strategic objectives 4-5 linked to strategic results 5-8]	Cross-cutting issues in CRF not stated in SP: Protection and accountability to affected populations Gender equality and women's Empowerment Environment ('do no harm')	Identification of situational contexts where WFP may be needed: <ul style="list-style-type: none"> <li>• Disruption;</li> <li>• structural poverty;</li> <li>• transitions/recovery; and/or</li> <li>• disaster prevention and risk mitigation</li> </ul>
SP 2022-25	<b>Seven guiding principles</b> <ul style="list-style-type: none"> <li>→ People-centred</li> <li>→ Humanitarian-principled</li> <li>→ Country-owned</li> <li>→ Context-specific</li> <li>→ Programme-integrated</li> <li>→ Risk-informed</li> <li>→ Evidence driven</li> </ul>	<b>Contribution to SDG 2</b> <ol style="list-style-type: none"> <li>1. People are able to meet their urgent food and nutrition needs</li> <li>2. People have better nutrition, health and education outcomes</li> <li>3. People have improved sustainable livelihoods</li> </ol> <b>Contribution to SDG 17</b> <ol style="list-style-type: none"> <li>4. National programmes and systems are strengthened</li> <li>5. Humanitarian and development actors are more efficient and effective</li> </ol>	* Protection and Accountability to Affected Populations * Gender equality and women's empowerment * Nutrition integration * Environmental sustainability	<ul style="list-style-type: none"> <li>👤 People</li> <li>👤 Partnerships</li> <li>👤 Funding</li> <li>👤 Evidence</li> <li>👤 Technology</li> <li>👤 Innovation</li> </ul>

Source: Data compiled by OEV from WFP SP 2017-2022 and WFP SP 2022-2025

<sup>36</sup> WFP strategic plan (2022-2025) (WFP/EB.2/2021/4-a/1/Rev.2, para. 35): For example, among other linkages cited in the SP, the plan refers to progress towards a more peaceful world (SDG 16), sustained, inclusive and sustainable economic growth (SDG 8) and climate action to ensure stable food availability by strengthening the adaptive capacity of food systems to climate variations (SDG 13); Linkages to improving health (SDG 3) and education, especially for girls (SDG 4); the empowerment and economic inclusion of women (SDG 5); and increased access to national social protection systems (SDG 1)

<sup>37</sup> During inception it is expected that the evolution of the SP from previous strategic plans be analysed in detail.

45 To inform the SP's analytical basis, WFP mapped its expenditure in field operations during 2020 to learn how many of its interventions simultaneously deliver programmatic responses, including in emergencies, while also working to 'enable' national partners to address food and nutrition insecurity in their contexts (Table 3). The majority of WFP's field expenditure (over USD \$ 5 billion over the period) was channelled towards saving lives in emergency responses. Contributions to the 'changing lives' agenda made up 16% of WFP's field expenditure in 2020, though amounting in financial terms to more than \$1,060 million for the year.<sup>38</sup>

**Table 1: WFP's Interventions in saving lives/changing lives; Enabling/delivering**

	Field expenditure (2020)	Role in deliverer and enabler (USD/ and % spend)	Dual objectives of saving lives and changing lives(USD/ and % spend)	
Delivering to <b>save lives</b> : Food and cash assistance for emergency preparedness and response	\$ 5,036 M	Delivering \$5853 M (88%)	<b>Saving lives \$5531 (84% of WFP field exp)</b>	<b>Changing lives \$1060 M (16% of WFP field exp.)</b>
Delivering to <b>change lives</b> : Food and cash-based assistance to build resilience and address underlying drivers of hunger	\$ 817 M			
Enabling to <b>change lives</b> : Capacity strengthening and service provision to build resilience and address underlying causes of hunger	\$ 495 M	Enabling \$738M (12 % of WFP Field exp)		
Enabling to <b>save lives</b> : Capacity strengthening and service provision for emergency preparedness and response	\$ 243 M			

Source: Data extracted by RAM as part of SP development Approach & Problem Statement; Presented in EB Informal Consultation (2021)<sup>39</sup>

46 **Corporate Results Framework (CRF):** As for the SP 2017-2021, the SP 2022-2025 is supported by an accompanying results framework (the CRF) (pictured in Annex VIII). The CRF aims to move WFP towards greater UN alignment, by including indicators common to UN agencies, and the integration of quadrennial comprehensive policy review (QCPR) indicators and guidance. It also includes indicators for the cross-cutting priorities and enablers (see Table 2).

47 A series of steps were undertaken to render the new CRF leaner, more aligned, and simpler than the CRF 2017-2021.

- The strategic objectives of the CRF 2017-2021 were removed, and the strategic outcomes reduced from 19 to 5 to simplify indicator selection and reporting.
- Some outcome indicators were either revised or added to address gaps and shortcomings identified through evaluations, reviews, and consultations.
- For the first time, High-level targets (HLT) for each of the strategic plan outcomes were identified and included as part of the framework. The HLTs are designed to clarify WFP's level of ambition for each strategic outcome, "narrating the main thrust behind each distinct strategic outcome while demonstrating their interconnectedness and inherent complementarities. Progress towards achieving these targets will be measured annually through WFP's annual performance report process.<sup>40</sup>"
- The three composite categories of management indicators as defined in previous CRF were replaced by a set of consolidated results aligned to the 'enablers' in the SP, to facilitate monitoring of WFP's efficiency and effectiveness in SP implementation.

<sup>38</sup> Data presented here to demonstrate the rationale provided during SP design. Field expenditure data to be updated during inception.

<sup>39</sup>WFP Field expenditure (excluding DSC and IMP)<sup>1</sup> by focus area in 2020 Excluding Implementation (which represents \$ 513 M in 2020 for CO and RB) and Direct Support Costs; 2. "Trust Funds" not included as they account for <1% of field exp.; "SOP" included under Crisis Response despite not reporting expenditure in 2020, for comparability purposes with previous years; 3. Have been excluded from the count R Bx and countries with no COs. Data extracted by RAM; Source: WINGS data, excluding special accounts

<sup>40</sup> WFP corporate results framework (2022-2025) WFP/EB.1/2022/4-A/Rev.1

- 48 **WFP’s Policy Environment:** WFP’s policy architecture spreads across SP periods and underpins SP implementation at strategic level.<sup>41</sup> While the complete policy framework is continuously evolving<sup>42</sup>, key policies referenced in the current Strategic Plan include the following:

**Table 2: SP 2022-2025 reference to WFP Policies as set out in the SP**

	SP 2022-2025 reference to WFP Policy
<b>Country Strategic Plan Policy (2016)</b>	Per the SP, CSPs are where activities that constitute each pathway to WFP’s strategic outcomes are articulated at the country level. As defined in the CSP policy <sup>43</sup> , CSPs serve as vehicle for contextualizing and implementing WFP strategic plan at country level and define WFP’s humanitarian and development portfolio within the country for a 5-year timeframe. CSPs are formulated in coordination with governments and relevant stakeholders, reflecting country-specific needs and priorities to eliminate hunger and malnutrition.
<b>Emergency Preparedness Policy (2017)</b>	The outcome 1 on emergency response emphasizes investments in anticipatory action to promote better preparedness against future shocks. The SP refers to WFP’s Emergency Preparedness Policy providing the framework for WFP’s adjustment to an increasingly complex operational context requiring adequate attention to preparedness.
<b>Environmental Policy (2017)</b>	WFP’s commitment to best practices and environmental and social safeguards are articulated in the policy, reinforced by environmental sustainability as a cross-cutting priority.
<b>Climate Change Policy (2017)</b>	SP Outcome 3 on improved and sustainable livelihoods, refers to the Climate Change policy from 2017. The policy guides on how WFP contributes to reducing climate change and integrating climate change in its operations.
<b>Local and Regional Food Procurement Policy (2019)</b>	The SP focuses on efforts to support local agriculture and markets, in particular through SO2
<b>WFP Strategy for Support to Social Protection (2021)</b>	WFP’s Social Protection strategy guides WFP’s efforts towards development of national social protection systems and programmes to help address food security, nutrition and associated essential needs. Outcome 4 in the SP on strengthening national systems includes reference to this strategy.
<b>Policy on Country Capacity Strengthening (CCS) (2022)</b>	CCS is identified as a priority in Outcome 4. The policy states that WFP CCS interventions should be ‘characterized by technical support designed to strengthen capacities over the long term, enabling national and local actors to achieve sustainable development results.’
<b>Policy on WFP’s Role in Peacebuilding in Transition Settings (2014)</b>	The SP elaborates that conflict sensitive programming [ensuring integrating conflict sensitivity while promoting humanitarian principles] should be aligned to the commitment set out in WFP Policy on Peacebuilding in Transition settings approved in 2013 and updated in 2014.
<b>People Policy (2021)</b>	The SP puts all of WFP’s employees at the centre contributing to achievement of WFP’s objectives. The People Policy approved in 2021 provides a framework for employee management. Through 34 mutual commitments, the policy guides behaviour and interactions in workplace for WFP employees.
<b>Policy on Protection and Accountability to Beneficiaries – (2020)</b>	The SP prioritizes AAP as a cross-cutting theme. The policy on protection and accountability was approved in November 2020 and highlights how to integrate protection and accountability across a range of activities and functional areas.
<b>Gender Policy (2022)</b>	The SP quotes the Gender Policy 2015-2020 emphasizing ‘WFP will ensure that women, men, girls and boys participate equitably in and benefit from the design, implementation, monitoring and evaluation of relevant programmes and policies.’ The 2022 policy update stresses optimizing WFP’s presence, role and capabilities, in partnership, to advance gender equality and empower women.

<sup>41</sup> WFP. Nov 2022. Compendium of policies relating to the strategic plan

<sup>42</sup> WFP has updated its Policy Compendium to relate to the Strategic Plan 2022-2025; Policies are updated on an ongoing basis in response to recommendations from centralized evaluations.

<sup>43</sup> WFP. 2016. Policy on Country Strategic Plans. A policy evaluation of the CSP Policy is ongoing and will be presented at EB.2/2023

	SP 2022-2025 reference to WFP Policy
<b>WFP's Revised anti-fraud anti-corruption (AFAC) policy (2021)</b>	The SP emphasizes that employee and partner staff capacity provide necessary skills to assess fraud and implement prevention, detection and response measures. The AFAC policy was approved in 2015 and then updated in 2021.

Source: WFP SP 2022-2025, compiled by OEV based upon Compendium of Policies (2023)<sup>44</sup>

- 49 **Implementation of the SP:** To implement the SP, WFP committed to a range of corporate-wide efforts to strengthen, modernize, and improve performance planning, reporting, and processes while supporting its country offices to implement the Plan. PD identified five workstreams, overseen by a dedicated project management organization to deliver on these corporate efforts. The workstreams are:
- a. Workstream 1: Activities Architecture (Line of Sight) and Guidance
  - b. Workstream 2: Reporting and System Alignment
  - c. Sub-workstream: Systems
  - d. Workstream 3: Policy and Normative Alignment
  - e. Workstream 4: Funding the Strategic Plan
  - f. Workstream 5: Supporting RBx and COs transitioning
- 50 A multiyear Critical Corporate Initiative (CCI) on the implementation of the Strategic Plan and the CRF 2022-2025 has also been approved by the EB<sup>45</sup>, which aims to align systems and processes for SP delivery. The CCI is dedicated to systems and platform realignment which includes financial and donor reporting and beneficiary counting; change management processes, mainstreaming of crosscutting priorities, and strengthening of evidence generation and field monitoring. The CCI supports the implementation plan in developing strategic 3G programmatic architecture for CSP formulation, establishing systems and structures for integrating the SP's cross-cutting issues (e.g. creation of an environmental and social safeguards support structure, gender tools and methods, strengthening nutrition measurement); and testing the use of evidence, and CRF indicators.
- 51 **Alignment of CSPs:** At the country level, the Strategic Plan is implemented through individual Country Strategic Plans.<sup>46</sup> While 100 percent of country offices are now covered by a CSP and/or interim CSP (I-CSP), as of May 2023, 41 country offices have their second generation CSPs (2G CSP) approved under the 2022-2025 SP, while 36 have been *retrofitted* for SP 2022-2025<sup>47</sup>. CSPs frame Strategic Outcomes around three focus areas – crisis response, resilience building and root causes.<sup>48</sup> While the focus areas retain relevance for WFP and are broadly used in CSP design, the SP has introduced five strategic outcome areas which are intended to enable consolidation of country programming around key priorities.
- 52 **Financing of the SP:** One of the objectives of the SP is to broaden the resourcing landscape and opportunities for WFP towards non-traditional donors and International Financial Institutions. Particularly given the volatility of the external context, the SP emphasizes the importance of flexible, predictable, multi-year funding, from an expanded donor base, to improve WFP's effectiveness and efficiency and facilitate emergency response where needed. The vast majority of contributions however continue to be tightly earmarked with lesser proportion of flexible funding allocated (Figure 3). Most of

<sup>44</sup> WFP. 2022. Compendium of policies relating to the strategic plan. [https://executiveboard.wfp.org/document\\_download/WFP-0000142866](https://executiveboard.wfp.org/document_download/WFP-0000142866)

<sup>45</sup> WFP. 2022. WFP Management Plan (2023-2025), Annex V Concept note for the proposed critical corporate initiatives. WFP/EB.2/2022/5-A/1/Rev.1

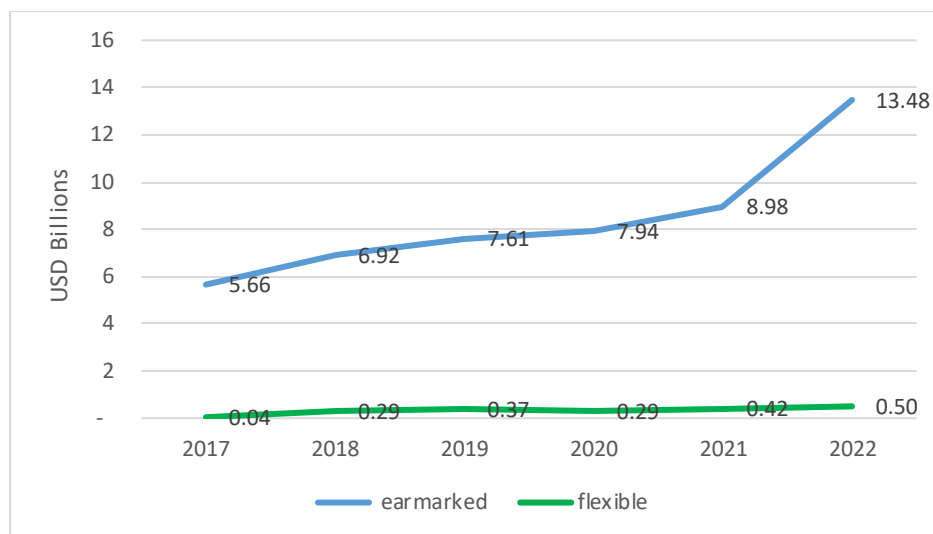
<sup>46</sup> WFP corporate results framework (2022-2025) WFP/EB.1/2022/4-A/Rev.1 [https://executiveboard.wfp.org/document\\_download/WFP-0000135897](https://executiveboard.wfp.org/document_download/WFP-0000135897)

<sup>47</sup> Final numbers to be verified during inception with the Programme Cycle Management Department (PROM)

<sup>48</sup> WFP. 2016. Policy on Country Strategic Plan. EB.2/2016/4-C/1/Rev.1\* WFP's 2016 policy on country strategic plans outlines its approach to strategic and programmatic planning at the country level and consists of a unique strategic and programmatic framework based on coherent country portfolios: the CSP or interim CSP (ICSP). It specifies the strategic outcomes to be framed around three focus areas and defines the same in para 50, footnote 21.

the funding earmarked is at activity level (70 percent in 2022) while other parameters for earmarking include country, SDG, Strategic Result and Strategic outcome.

**Figure 3 Total earmarking and flexible funding (2017-2022)**



Source: WFP Internal Reports from FACTory and IRM Analytics generated on May 08, 2023

## 3.2. SCOPE OF THE EVALUATION

- 53 As a mid-term exercise, the evaluation will cover the first two years of the implementation of the Strategic Plan, from January 2022 to the end of 2023. The SP was technically implemented in 2022 so that the organization could implement it operationally in 2023.
- 54 In line with its objectives, the evaluation will have a formative focus, though including accountability dimensions. It will assess the (continued) relevance of all components of the design of the SP; and focus on identifying the critical factors, internal and external to WFP, that are contributing to or hindering progress in the implementation of the Strategic Plan, and that should be considered while continuing its implementation.
- 55 The evaluation will include an assessment of progress in SP implementation during its first two years of implementation (2022 and 2023), including progress towards intended results (HLT), applying the programmatic, cross-cutting and management key performance indicators of the Corporate Results Framework (CRF) 2022-2025. The MTE will include an assessment of technical rigour of the CRF, and how it is operationalized at the country level through CSPs.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

- 56 The evaluation will adopt selected UNEG and OECD/DAC evaluation criteria, namely: relevance, effectiveness, efficiency, and coherence. Moreover, it will give attention to assessing adherence to gender, protection issues and accountability to affected populations through design and delivery of the SP.

- 57 The evaluation seeks to understand the **relevance** of the design of the SP in relation to the wider context and WFP’s mandate, and the **readiness of the enabling environment**<sup>49</sup> surrounding its delivery. The MTE will assess WFP’s **coherence** with other entities related to the emphasis in partnerships within the SP,<sup>50</sup> including WFP’s role as common service provider for the humanitarian community<sup>51</sup>. **Efficiency of SP implementation** will also be assessed. The evaluation will also take stock of progress towards the **results** achieved during the first two years of its delivery. The evaluation will recognise that, at this interim stage, implementation of the components of the SP will be at different stages of maturity.
- 58 The proposed evaluation questions are outlined in Table 5 and sub-questions detailed in Annex VII. While the main evaluation questions are expected to maintain relevance throughout the MTE, the sub-questions may be adjusted during the inception phase, as result of a detailed evaluability assessment. The inception report will include a detailed evaluation matrix that refines the sub-questions and links the questions/sub-questions to data sources, data collection and analysis methods.

**Table 5 Proposed evaluation questions**

Evaluation questions (EQ)	Evaluation criteria			
	Relevance	Effectiveness	Efficiency	Coherence
1. <b>Strength and relevance of design:</b> How well has the <b>vision and design</b> of the 2022-2025 Strategic Plan supported WFP to achieve its ambitions over the period?	♦			
2. <b>Organizational readiness:</b> How and to what extent has WFP <b>established an enabling environment</b> (systems, structures, resourcing, culture) to support SP implementation?	♦	♦	♦	♦
3. <b>Coherence and complementarity:</b> To what extent has the SP enabled WFP to work more coherently and in complementarity with others?		♦	♦	♦
4. <b>Country implementation and delivery:</b> To what extent has SP implementation supported Country Offices to adapt to country priorities and plan for the future?		♦	♦	♦
5. <b>Results:</b> To what extent is WFP <b>on track toward achieving the high-level targets</b> set by the SP?		♦		

## 4.2. EVALUATION APPROACH

- 59 The evaluation will follow the OEV’s Evaluation Quality Assurance System (EQAS). As a mid-term exercise, the evaluation approach will be participatory, learning focused, iterative and flexible. The approach will draw on that previously trialled in the evaluation of the WFP COVID-19 response, conducted during the pandemic,<sup>52</sup> which adopted a ‘retrospective developmental’ evaluation approach, aiming to contribute evidence to a process which is ongoing.<sup>53</sup>
- 60 Aspects of a developmental evaluation approach, including rapid, real-time feedback and efforts to nurture learning, are encouraged for this evaluation. This is in recognition that a) SP implementation is

<sup>49</sup> The enabling environment refers to WFP’s systems and structures in place to implement the strategy, as well as the external dimensions – such as UN reform and financing – which influence its delivery.

<sup>50</sup> *Given the emphasis in the SP on WFP’s partnering with others as both an enabler and an outcome area, the coherence and complementarity of WFP’s work with others is also a subject of the evaluation. SP, the evaluation will examine the SP’s role in leveraging partnerships and the extent to which WFP has delivered on its aspirations for partnership. In particular outcome 5 where according to management consultation, the purpose of outcome 5 is “The whole outcome 5 is being a partner, among others, to strengthen the efficiency and effectiveness of the system, so it is working with the other partners.”*

<sup>51</sup> *The evaluation will be mindful of avoiding duplication with any other relevant evaluative exercises during the period.*

<sup>52</sup> WFP. 2021. Evaluation of WFP’s Response to COVID-19

<sup>53</sup> The evaluation will draw upon some of the principles of the **retrospective developmental evaluation** paradigm Patton, M. (2011). Developmental evaluation applying complexity concepts to enhance innovation and use. New York, NY: Guilford Press.

ongoing currently and b) the purpose of this MTE is to support organizational reflection and learning. To support this approach, the evaluation will need to ensure:

- The inclusion of methods that support dynamic engagement with WFP stakeholders (HQ, RBx and CO as appropriate) throughout data collection, and ensuring regular feedback loops to promote ongoing learning.
  - An approach of openness, receptiveness and flexibility, and willingness to adapt the evaluation process where needed, as relevant and possible within the timeframe.
  - Building a high level of familiarity, ownership and decision-making, with findings, conclusions and implications for next steps presented by the evaluation team and collectively discussed in feedback events with learning groups throughout the evaluation
  - A collegiate approach with the evaluation team, involving regular discussions and open communications, to harness collective expertise and experience of both evaluation commissioners (within OEV) and the evaluation team
- 61 During the inception phase, the design of the evaluation will be agreed through an in-depth scoping mission at WFP Rome Head Quarters (July 2023) and through a number of interviews (likely remote) at regional and country level (July-Sept 2023). These interviews will provide an opportunity for the evaluation team to deepen their understanding of the process, gather information on data availability and quality, test data collection instruments and analytical methods.
- 62 In keeping with a theory-based approach, in the inception report<sup>54</sup> the team will review the SP's articulated TOC and consider whether, and how, it remains relevant to the current external and internal environment. The Inception phase should also confirm the scope of the enquiry, detail the evaluation matrix, and set out the methodological approach.
- 63 Several considerations influence the evaluation's timing and design. The MTE must ensure that:
- **Timing feeds into the next strategic plan development processes.** The MTE should be prepared to deliver final findings before the EB session in November 2024, with a process-based approach delivering interim learning up to that point. This timing will enable findings to inform the next SP development process which will start in parallel due to timing constraints.
  - **Design supports participation of stakeholders from across WFP, as part of the assessment process,** engaging with and learning from specific stages of the consultations conducted for the next SP in Q3 2023 and Q2 2024. For the previous SP, consultation with stakeholders took place through a series of workshops conducted in the 6-month period preceding SP development. If the same procedure is adopted for the forthcoming SP, there may be scope for some of these workshops to generate useful input and insights for the MTE. For example, the MTE may coordinate with planned EB consultations in October 2023 and July 2024, and also potentially with planned discussions with Regional Bureaux and Country Offices indicatively scheduled for January and July 2024. The timing of this consultation will be confirmed during the inception period.
  - **Real-time learning and validation.** Since SP implementation is in progress – and will continue to be ongoing for the duration of the evaluation – the exercise must be designed to capture, respond, and feed into the SP implementation. Thus, the evaluation will require an adaptive approach, to ensure that the themes explored are relevant and useful for continued SP implementation, and respond to the strategic interests of the EB and management. OEV, together with the evaluation team, will engage with management in identifying priorities for the evaluation, to enhance the relevance and utility of the process and resulting evidence products. Interviews, consultation, surveys, and workshops will be conducted at country, regional, and HQ levels; and all findings will be validated through consultative processes before the evaluation is finalised.

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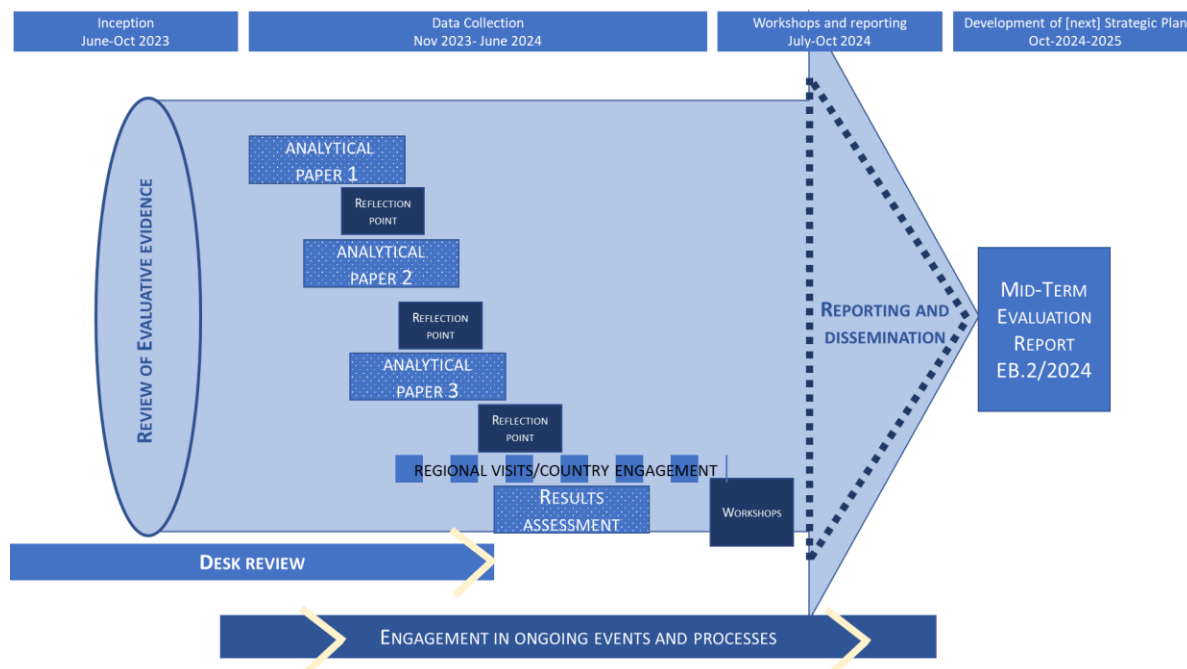
<sup>54</sup> Given the formative nature of the exercise, it may be more appropriate to develop an "inception note" which sets out the proposed design of the evaluation rather than a detailed evaluation report. This is envisaged as an opportunity to make the evaluation more flexible and streamlined



### 4.3. EVALUATION METHODOLOGY

64 **Evaluation sequence and timeline:** The evaluation will be sequenced to contribute to the evidence base of the evaluation and secondly, to inform WFP management and staff's ongoing learning around SP implementation. Figure 4 sets out the overall timeline and sequence of the evaluation process.

**Figure 4: Timeline and overall design of evaluation process**



65 **Proposed methods/information sources for data collection** To answer the evaluation questions, the evaluation should draw on a range of information sources, using a mixed methods approach (qualitative and quantitative) to allow triangulation of information. Data collection for the MTE may include, or expand upon, the following methods:

- **Desk review of background documents and corporate data:** Desk review will cover previous and current strategic plans, documents developed as part of the SP design and early implementation, WFP policies and strategies, country strategic plans, EB documents, and administrative data/dashboards.<sup>55</sup> This will include technical analysis of the CRF and its operationalization in CSPs. Assessment of the funding landscape (availability and diversity of funding will be a key output of the desk review), An initial set of key relevant documents along with mapping will be shared with the team at the onset of inception stage.
- **Review of evaluative evidence:** The evaluation will draw on existing evaluative evidence. Annex V maps recent global evaluations against the strategic outcome areas, cross-cutting priorities, and enablers of the 2022-2025 SP. Recent country strategic plan evaluations (CSPEs) will provide a rich source of evidence, and it is expected that the MTE will draw on a sample of decentralised evaluations.<sup>56</sup> During inception, the evaluation team should determine which evaluations will be included based upon clear criteria.
- **Key informant interviews (KII) and focus group discussions (FGD):** Internal KIIs and FGDs will take place with WFP staff at HQ, regional and country offices as well as with global and

<sup>55</sup> Budget and Funding (programmatic needs, confirmed contributions, funding sources, expenditures); Results against key performance indicators for management; Results against programmatic outputs and outcomes; Key human resource statistics including on staff numbers, capacities and trainings; Partnership data (government, implementing partners, complementary partners, other); Risk management dashboards; Data on gender and age ratings for WFP countries and programmes; Data on WFP Emergency Response including people reached, funding requirements and available resources; Near real time data on food security

<sup>56</sup> As of May 2023, there were 99 decentralized activity, strategic outcome, thematic and operation, and synthesis evaluations that had been completed between 2018-2022.

regional partners. **External KIIs** and **FGDs** with donors, multilateral development organizations, private sector funders will also be undertaken. These may be undertaken in person, as possible, or through videoconferencing

- **Consultation with Executive Board members:** Executive Board members will be consulted for their insights on the current SP and its implementation, with interviews/consultations coordinated through the Board Secretariat.
- **Online survey:** It may be deemed appropriate to survey staff and stakeholders on specific topics related to the SP. The MTE should rely on existing all-staff survey data to reduce survey fatigue where possible but employ the use of specific surveys or polls as appropriate, in particular to gather perceptions of staff at the country level. The timing and sequencing of any survey(s) will be determined at inception.
- **Regional and country engagement:** Since the SP is operationalized at the country level, the MTE aims to consult Country Office (CO) representatives from a diverse range of contexts (selected based upon parameters such as: size of operation, humanitarian situation, types of programming, country income level, status of CSP implementation). CO representatives will be convened at Regional Bureau level and through remote interviews as appropriate. Detailed selection will be completed at the inception stage based on criteria proposed in Annex VI.
- **Leveraging ongoing events and processes:** Where possible, and to reduce the burden on stakeholders, the evaluation will engage with stakeholders participating in WFP’s ongoing events [to be identified during inception] and will draw upon the content of events<sup>57</sup> as a data source. The evaluation will work with management to link into the processes and events that are built into WFP’s annual calendar. These may include country director convenings, regional events, and any relevant EB consultations.
- **Sequenced analytical papers:** As shown in Figure 4 (above), evidence will be generated on an ongoing basis throughout the evaluation. This process will comprise a set of three analytical papers, produced sequentially, to feed into ongoing institutional processes, and to provide a basis for reflection and learning. Specific questions will be developed for each analytical paper during inception. The link between the overall evaluation questions and analytical papers is presented in Annex VII. The proposed themes have been identified through a process of evidence gap mapping<sup>58</sup> and consultation with selected management representatives to identify key priorities. The proposed topics and rationale for the analytical papers is set out in Table 6:

**Table 6: Proposed analytical papers**

Proposed area of analysis	Rationale	Availability of evidence
<b>Strategic positioning:</b> To what extent has WFP adopted appropriate strategic positioning (both as implementer and enabler) in different contexts?	WFP’s positioning in different contexts and its ability to be both as enabler and implementer is a key dimension of the SP which cuts across all elements of the SP. This was identified by management as a key area of interest to feed into early analysis for the next SP.	Substantial: While CSPEs provide insight about the specific positioning within the country contexts, there has not been a recent evaluation conducted about WFP’s strategic positioning.
<b>Programme integration:</b> To what extent does the SP support layered, integrated and sequenced humanitarian and development programming	WFP’s role in conflict settings, in delivering resilience, and social protection in programming, and across its operations requires positioning across the ‘saving lives and changing lives’ continuum, applying activities that draw upon both simultaneous and sequenced humanitarian, development, and peacebuilding programming. Insight into how WFP is operationalizing the SP in this regard is considered a priority for management which addresses the guiding principles of the SP.	Substantial: There is an opportunity to draw on a number of global and country level evaluations to understand WFP’s ambitions key for programmatic areas (e.g. Peacebuilding, Resilience) though may be uneven across different contexts (e.g. conflict, nexus, middle-income countries etc.).

<sup>57</sup> The evaluation team should use these events as an opportunity to engage with stakeholders as appropriate, and to act as an ‘observer’ of the processes and priorities articulated by stakeholders during these events.

<sup>58</sup> Refer to Annex V to see mapping of evidence from recent evaluations

Proposed area of analysis	Rationale	Availability of evidence
<b>Innovation</b> What does innovation mean through the SP and how is WFP using innovation to “disrupt hunger” in pursuit of its vision of zero hunger?	While innovation has always been built into WFP’s approach, it is a salient feature in the SP, and an important priority for management in terms of <i>how</i> and <i>with whom</i> WFP does its work,	Substantial: While there has been some analysis of WFP’s digital solutions <sup>59</sup> and throughout country-level evaluations), there is a need to bring analysis about how innovation is being integrated and how these ambitions are positioned within WFP.

- **Stakeholder reflection points and workshops:** The MTE is sequenced to engage stakeholders throughout the evaluation process. This includes reflection exercises concerning emerging findings and recommendations (Figure 4). It is anticipated that these will take place at both the HQ and regional level with the involvement of WFP country representatives (country directors and staff).<sup>60</sup>

- 66 **Triangulation of data and analysis** Data gathered from the evidence streams will be triangulated and aggregated to inform the subsequent analysis, responding to the five evaluation questions. The approach and depth of analysis for the components of the SP will be determined during inception based upon an initial assessment of the evidence available (Section 4.4) and mapping of where there are gaps or blind-spots for management decision making.
- 67 The evaluation’s analysis will need to combine, aggregate and strategically ‘lift’ the data, to report corporate level findings, as appropriate, against the evaluation questions. The evaluation findings and recommendations produced in interim workshops and in the final evaluation report should contribute to the purpose of the evaluation for supporting learning for implementation; and generating evidence to inform the next strategic plan.

#### 4.4. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as a 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.<sup>61</sup>

- 68 Given that the SP implementation is ongoing, it is expected that certain aspects of the SP will be more ‘evaluability’ than others through the MTE. The evaluability of the components of the MTE depends on their level of maturity in implementation and the data available. Therefore, the MTE should be designed to articulate these evaluability challenges as part of the inception period.
- 69 A preliminary assessment conducted in the preparation phase of this evaluation reveals that while there are certain challenges to evaluability which should be mitigated and planned for, the ongoing

<sup>59</sup> WFP. 2022. Strategic Evaluation of Technology in Constrained Environments (2022)

<sup>60</sup> The representation/participation of different CO will be identified as part of inception based upon the criteria set out in Annex VI and in consultation with stakeholders.

<sup>61</sup> WFP Office of Evaluation. 2021. Evaluation Quality Assurance System (EQAS)

engagement with management provides opportunities to generate learning. The opportunities and challenges for evaluability are set out in Table 7.

**Table 7: Evaluability opportunities and challenges**

Evaluability opportunities	Evaluability challenges										
<ul style="list-style-type: none"> <li>◆ Ongoing dialogue with WFP Strategic Plan Steering group responsible for SP implementation and available progress updates through notes for record from update meetings.</li> <li>◆ Large body of evaluations that will inform the MTE which provide insight into the strategic outcome areas and several cross-cutting priorities</li> <li>◆ Emphasis on learning throughout the evaluation and use of developmental evaluation approaches to inform the process.</li> <li>◆ WFP corporate reporting on high level targets for each SO in 2023</li> <li>◆ Use of performance data on CRF indicators including key performance indicators for 2022 and 2023</li> </ul>	<ul style="list-style-type: none"> <li>◆ Limited quantitative data on performance of country capacity strengthening activities and the partnership dimension. Similarly, there are limitations on data for WFP's contribution to humanitarian development peace nexus.</li> <li>◆ Tracking of data on management results given that the CRF indicators have undergone changes in the previous years and the SP also presents a new set of indicators against the SP enablers.</li> <li>◆ Results reporting under the SP 2022-2025 period spans the CRF 2017-2021 and the revised CRF 2022-2025. Reporting is available as follows:</li> </ul> <table border="1" data-bbox="855 757 1433 936"> <thead> <tr> <th data-bbox="855 757 1091 817">Results reporting year</th> <th data-bbox="1091 757 1264 817">2022</th> <th data-bbox="1264 757 1433 817">2023</th> </tr> </thead> <tbody> <tr> <td data-bbox="855 817 1091 878">Reporting framework</td> <td data-bbox="1091 817 1264 878">CRF 2017-2021</td> <td data-bbox="1264 817 1433 878">CRF 2022-2025</td> </tr> <tr> <td data-bbox="855 878 1091 936">Date available</td> <td data-bbox="1091 878 1264 936">June 2023</td> <td data-bbox="1264 878 1433 936">June 2024</td> </tr> </tbody> </table>		Results reporting year	2022	2023	Reporting framework	CRF 2017-2021	CRF 2022-2025	Date available	June 2023	June 2024
Results reporting year	2022	2023									
Reporting framework	CRF 2017-2021	CRF 2022-2025									
Date available	June 2023	June 2024									

70 During the inception phase, the evaluation team will be expected to perform a detailed evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the CRF and related indicators to validate the pre-assessment made by OEV.

## 4.5. ETHICAL CONSIDERATIONS

71 Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

72 The evaluation team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Strategic Plan 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.

73 In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, internet and data security statement.

## 4.6. QUALITY ASSURANCE

74 WFP's Evaluation Quality Assurance System (EQAS) sets out processes for quality assurance and templates for evaluation products based on standardized checklists. 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.

75 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.

- 76 OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's EQAS prior to submission of the deliverables to OEV. The evaluation will produce interim deliverables in the form of analytical papers which should be quality assured by the evaluation firm and OEV.
- 77 The final evaluation report will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the report will be made public alongside the evaluation report.

# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

78 In order to present the evaluation in the Nov 2024 Executive Board session, the evaluation will work to the following timeline (Table 8). Annex I presents a more detailed timeline.

**Table 8 Summary timeline – key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
<b>1. Preparatory</b>	<b>March-June 2023</b>	Preparation of Concept Note Preparation of draft TOR Stakeholder consultation Identify and hire evaluation team Establish and consult with Internal Reference Group (IRG) Establish External Advisory Group (EAG) Final TOR Evaluation Team and/or firm selection & contract
<b>2. Inception</b>	<b>July-Oct 2023</b>	Document review Inception visit Rome/Hybrid (July) Inception consultations Inception Note
<b>3. Data collection</b>	<b>Oct 2023-May 2024</b>	Preparation of Analytical Papers according to agreed sequence Collection of country and global level data
Analytical paper 1		The Analytical Papers will be sequenced to provide opportunity for feedback and reflection throughout the evaluation process. Regular stakeholder meetings with an internal reference group will take place over the course of the evaluation.
Consultation	<b>Dec 2023</b>	
Analytical Paper 2		
Consultation	<b>Feb 2024</b>	
Analytical Paper 3		
Consultation	<b>April 2024</b>	
Assessment of results	<b>May 2024</b>	
<b>4. Reflection, synthesis, and reporting</b>	<b>May-Sept 2024</b>	
Stakeholder workshop(s)	<b>July 2024</b>	Stakeholder workshops to discuss evidence
<b>5. Reporting and Dissemination</b>	<b>July-Oct 2024</b>	Report Drafting Comments Process Learning Workshop Final Evaluation report Summary Evaluation Report Editing Evaluation Report Formatting Management Response and Executive Board Preparation Dissemination event
<b>6. Executive Board</b>	<b>November 2024</b>	

## 5.2. EVALUATION TEAM COMPOSITION

79 This is a multi-layered, global evaluation that requires a skilled, multi-disciplinary evaluation team. The team should have strong capacity in conducting complex global evaluations and in the conduct of strategic-level corporate exercises that incorporate an organisational learning dimension, including evaluations of organizational strategy. Across the team, there must be a strong understanding of recent changes in the multilateral system (e.g. UN Reform). The team will be expected to have a strong understanding and recent knowledge of WFP's strategic direction, in particular, WFP's saving lives and changing lives agenda.

80 **Team composition** The team itself should have a balance of men and women of mixed cultural backgrounds. A core team of between 5-8 people is expected. Given the complexity of the evaluation, it

is expected that the team has a Team Leader (TL) and a Deputy Team Leader (DTL)/senior evaluator with complementary evaluation and sectoral skills. The team should include an organizational development specialist, 1-2 mid-level evaluator(s), and 1-2 experienced analysts/researchers. Team members should be able to commit intensively during the period inception through to reporting: The team should have the following complementary experience:

- **Sectoral expertise in key programmatic areas related to WFP's work:** Emergency, Crisis Response, Food Security and Agriculture, Nutrition, School Based Programming, Resilience, Environmental sustainability, Disaster Risk Reduction and Social Protection; Institutional capacity strengthening; Triple nexus (humanitarian, development, and peacebuilding); Supply Chain and Operations; and Innovation.
- **Knowledge of WFP's cross-cutting areas:** Gender Equality and Women Empowerment, Protection and Accountability to Affected Population, Nutrition, Environmental Sustainability.
- **Evaluation experience** Specific experience conducting developmental and/or formative evaluations. Experience evaluating change management processes, organizational strategy, and innovation.
- **Technical competencies:** Experience in partnership mapping, survey design, and qualitative and quantitative data analysis and information, including qualitative data coding. Experience conducting evaluation syntheses and experience with the analysis and synthesis of quantitative data will be important to have on the team.
- **Group working and facilitation skills:** Abilities to lead or support the facilitation of learning events.
- **Communication skills:** Team members should be able to communicate clearly both verbally and in writing in English and should have the capacity to read, analyse and speak in French and Spanish (at minimum).

81 **Team Leader/Deputy Leader:** In addition to the experience set out above, the skills and experience of the TL and DTL should complement each other with the following:

- **Evaluation expertise** The TL should have at least 15 years' experience conducting and leading complex global evaluations, and particularly strategic corporate exercises including expertise in formative/ learning-focused evaluations. Experience assessing and testing TOC will be important. The DTL should have at least 10 years' evaluation experience.
- **Multilateral humanitarian experience:** Knowledge of WFP and experience working in/evaluating humanitarian contexts is essential.
- **Facilitation skills:** Either the TL or DTL must have excellent facilitation skills and the ability to synthesize complex ideas into clear, concise presentations.
- **Core capabilities** Experience in leading teams, excellent analytical and communication skills (written and verbal) and diplomacy.

### 5.3. ROLES AND RESPONSIBILITIES; EVALUATION GOVERNANCE

82 The TL, with the support of the DTL, bears responsibility for all team outputs, overall team functioning, and client relations. This includes fine tuning the evaluation scope and setting out the methodology and approach in the inception report; Guiding and managing the team during the inception and evaluation phases; Overseeing the preparation of analytical papers by other members of the team; Consolidating team members' inputs to the evaluation products (inception and evaluation reports); Representing the evaluation team in meetings with the Evaluation Manager (EM) / Research Analyst (RA) and other key stakeholders; Delivering the reports and evaluation tools in line with agreed EQAS standards and agreed timelines; Presenting evidence data collection debriefings and stakeholder workshops and responsibility for overall team functioning and client relations.

83 The evaluation manager, Judith Friedman is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholders' workshop(s); participating in the inception briefings/mission and supporting the preparation of the data collection; conducting the first-level quality assurance of the

evaluation products (inception report and evaluation report); and soliciting WFP stakeholders' feedback on draft products. Given the dynamic nature of the MTE, it is expected that the EM will have extensive and ongoing dialogue with the evaluation team at all stages of the evaluation.

- 84 The evaluation manager will be responsible for writing the summary evaluation report (SER). The evaluation manager will be the main interlocutor between the team, represented by the team leader (with support from a deputy team leader), the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. The OEV Research Analyst, Sameera Ashraf, will provide research support throughout the evaluation, as well as support in quality assurance and evaluation management.
- 85 For this evaluation, the Strategic Plan Implementation Steering Committee, composed of representatives from across divisions, three regional bureaux, and a sample of CO, plus selected divisional directors, will act as the core of the internal reference group (IRG). In addition, directors of the remaining three regional bureaux and divisions leading in key programmatic areas who are not already part of the Steering Committee will be asked to confirm/nominate focal points (See Annex II). This group will be engaged throughout the evaluation process in reflection workshops and will be asked to provide comment on draft evaluation deliverables (inception report, analytical papers, evaluation report) provide feedback during evaluation briefings and be available for interviews with the evaluation team. In addition, country representatives, from a sample of countries agreed during inception, will be consulted at key points in the evaluation.,
- 86 In addition, an External Advisory Group (EAG), which will include members of other multilateral agencies with experience having designed and implemented strategic planning processes, will provide substantive advice and feedback to the Evaluation Manager at key moments during the evaluation process (Annex X).
- 87 The Director of Evaluation, Anne-Claire Luzot, will approve the final evaluation products (Inception Report, Evaluation Report) and present the SER to the WFP Executive Board for consideration.

## 5.4. SECURITY CONSIDERATIONS

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

## 5.5. COMMUNICATION

- 89 It is important that evaluation reports are accessible to a wide audience contributing to the credibility of WFP, through transparent reporting, and the utility of evaluations. The communication and knowledge management plan (Annex III) identifies the primary users of the evaluation that will be involved in the evaluation process and who will receive draft deliverables at key points.
- 90 All strategic evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
- 91 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. COs and RBx are encouraged to circulate the final evaluation report to external stakeholders.

## 5.6. BUDGET



- 92 The evaluation will be financed from the **Critical Corporate Initiative (CCI)** budget which is in place for 2023 to support the implementation of the Strategic Plan. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs. The budget should include costs foreseen for workshop facilitation. 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 potential team members.

# Annex I. Timeline

The following timeline is proposed to feed into the next strategic planning process:

MTE Tentative Timeline		By whom	
<b>Phase 1 – Preparation</b>			<b>Mar–June 2023</b>
	Initial consultations on Conceptnote	EM	Mar-Apr
	Presentation/discussion of Concept Note with Steering Group	DoE/EM	26 Apr
	Desk review. Draft 1 TORs submitted to QA2	EM	28 Apr
	Comments on draft 1 returned to EM; revisions	QA2	05 May
	DoE clearance for circulation of TORs to Steering Group	DoE	16 May
	<b>Draft TOR sent to WFP stakeholders &amp; LTA Firms</b>	<b>EM</b>	<b>16 May (deadline 05 June 2023)</b>
	Comments returned to EM from IRG	RA/EM	29 May
	Revise draft TOR based on WFP feedback	EM	31 May
	Offers from LTA received		05 Jun
	Contracting evaluation team/firm	EM	30 Jun
	Final TOR sent to WFP stakeholders & LTA Firms	EM	3 July
<b>Phase 2 – Inception</b>			<b>June–Oct 2023</b>
	Preliminary Desk review induction briefings with OEV	Team	3-10 July
	Inception mission (Remote)	Team with EM	10-30 July
	Desk review and inception interviews	Team with EM	10 July-01 Sep
<b>Draft 0</b>	<b>Submit draft IR to OEV</b>	TL	<b>3 Sept</b>
	OEV quality assurance and feedback sent to ET	EM	8 Sept
<b>Draft 1</b>	<b>Submit revised draft IR (D1) to OEV</b>	TL	<b>15 Sept</b>
	OEV quality assurance	EM	25 Sept
	Share IR with IRG for their feedback	EM	25 Sept
	Deadline for IRG comments	IRG	9 Oct
	OEV consolidate all comments in matrix and share them with TL	EM	11 Oct
<b>Draft 2</b>	<b>Submit revised IR (D2)</b>	TL	18 Oct
	Circulate final IR to WFP stakeholders FY; post a copy on intranet	EM	25 Oct
<b>Phase 3 – Data collection</b>			<b>Oct 2023–May 2024</b>
	In depth interviews, selected-survey, focus groups and desk review	Team	25 Oct – 13 May 2024
	Analytical paper 1	Team	
	Consultation	Team, EM, SG	<b>20 Dec 2023</b>
	Analytical Paper 2	Team	
	Consultation	Team, EM, SG	<b>15 Feb 2024</b>
	Analytical Paper 3	Team	
	Consultation	Team, EM, SG	<b>15 April 2024</b>
	Assessment of results	Team	<b>13 May 2024</b>
<b>Phase 4 – Data analysis and reporting</b>			<b>May–Sept 2024</b>
<b>Draft 0</b>	<b>Submit draft ER to OEV</b>	TL	17 May
	OEV quality feedback sent to the team	EM	31 May
<b>Draft 1</b>	<b>Submit revised draft ER to OEV</b>	TL	10 June
	OEV to provide an additional round of comments	EM	14 June
	Submit Revised Draft 1	TL	20 June
	Submitted to DoE for QA	EM	24 June
	Comments by DoE	DoE	02 Jul

	Adjustments to ER based on DoE comments	TL	09 Jul
	Submitted to DoE for clearance for circulation to WFP stakeholders	EM	11 Jul
<b>Draft 2</b>	Submit revised draft for sharing with IRG	TL	13 July
	Shared ER with IRG (deadline by 29 July)	EM	15 July
	Stakeholder workshop	EM/TL	<b>Jul 2024</b>
	OEV consolidate all WFP's comments (matrix) and share them with TL	EM	01 Aug
<b>Draft 3</b>	<b>Submit revised draft ER (D3) based on IRG comments</b>	TL	15 Aug
	QA 1 Review of D3 and final adjustments	EM/TL	15-23 Aug
<b>Draft 4</b>	<b>Submit final draft ER to OEV</b>	TL	26 Aug
	Clarify last points/issues with the team after OPC comments on SER Seek final approval by DoE	EM+TL	Aug-Sep
<b>SER</b>	Draft SER and submit to DoE after consultation with TL	EM	26 Aug
	Comments by DoE	DoE	02 Sep
	Submit revised SER to DoE clearance to be shared with OPC	EM	06 Sep
	SER shared with OPC (Deadline by 16 Sep)	DoE	09 Sep
	Revise SER based on comments and seek DoE approval	EM	20 Sept
<b>Phase 5 - Dissemination and follow-up</b>			<b>Sep- Nov 2024</b>
	Submit SER to EB Secretariat for editing and translation, copy RMPP for MR preparation	EM	Sep 2024
	Preparation of the Comms pack for EB and ED		Sep 2024
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	Oct 2024
	Presentation of SER to the EB	DoE	Nov 2024
	Presentation of management response to the EB	RMPP/CPP	Nov 2024

# Annex II. Role and composition of internal reference group

## TERMS OF REFERENCE - STRATEGIC EVALUATION

### 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 Strategic Evaluations.

#### 2. Purpose and Guiding Principles of the IRG

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

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

#### 3. Roles

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

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.
- Suggest key references, relevant contacts, and data sources in their area of responsibility.
- Review and consolidate comments from their respective units/Divisions/offices on:
  - draft TORs with particular attention to the scope, data availability and quality, sub-questions, criteria for country selection and long list of countries
  - draft inception report and related annexes with a particular focus on the scope, data collection methods, selection criteria for country missions
  - draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in the HQ debriefing to discuss preliminary findings
- Participate in the stakeholder workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

#### 4. Membership

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

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

#### 5. Approach for engaging the IRG

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

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

#### Proposed members of the Internal Reference Group

Table presents the proposed membership of the evaluation Internal Reference Group. The group includes members of the Strategic Plan Implementation Steering Committee (indicated below) with the addition of Regional Bureaux that are not already part of the IRG (RBB, RBC, RBD are part of the steering committee and RBD, RBN, RBJ will be asked to nominate representatives). In addition, divisional directors who lead in key programmatic areas will be requested to nominate a focal point. Expected roles, and type of engagement of IRG members are outlined in the IRG Terms of Reference above.

**Table 1: Proposed Internal Reference Group members**

Department / Division / Office	Name / function	Strategic Plan Implementation Steering Committee members
<b>MTE focal points</b>		
Research, Assessment, and Monitoring (RAM)	Ronald Tran Ba Huy, Deputy Director RAM	✓
Programme and Policy Development (PD)	Marco Cavalcante, Director, Strategic Coordination	✓
<b>HQ Departments/Divisions/Units</b>		
Programme and Policy Development (PD)	Valerie Guarnieri, Deputy Executive Director	✓
Programme – Humanitarian and Development Division (PRO)	David Kaatrud, Director PRO <i>Participation of PRO division/units/services to be confirmed during inception*.</i>	✓
Partnerships and Advocacy Department (PA)	Elise Benoit, Special Advisor to AED PA	
Human Resources Department (HRD)	Fetlework Asseged, Director (a.i) Human resources	
Corporate Planning and Performance Division (CPP)	Laurent Bukera, Director CPP	✓
Technology Division (TEC)	Jay Mahanand, Director TEC	✓
Public Partnership and Resourcing Division (PPR)	Rasmus Egendal, Deputy Director PPR	✓
Gender Office (GEN)	Brenda Behan, Director of Gender Office	
Nutrition Division (NUT)	Abigail Perry, Director of Nutrition Division	
School Based Programmes Unit (SBP)	Carmen Burbano, Director of School Based Programmes	
Cash Based Transfers Division (CBT)	Edith Heines, Director of Cash Based Transfers	
Innovation and Knowledge Management Division (INK)	Dominik Heinrich, Director of Innovation and Knowledge Management	
Emergency Division (EME)	Kyungnan Park, Director of Emergencies	
Supply Chain Operations Division (SCO)	Alex Marianelli, Director Supply Chain	
Risk Management Division (RMD)	Harriet Spanos, Deputy Director, Risk Management Division	

Department / Division / Office	Name / function	Strategic Plan Implementation Steering Committee members
<b>Regional Bureaux (Representatives to be confirmed by Regional Directors)</b>		
Regional Bureau for Asia & the Pacific (RBB)	John Aylieff, Director RBB	✓
Regional Bureau for the Middle East, Northern Africa and Eastern Europe (RBC)	Kate Newton, Deputy Director RBC	✓
Regional Bureau for Western Africa (RBD)	Marekh Khmaladze, Head of Programme (regional nomination)	
Regional Bureau for Latin America and the Caribbean (RBP)	Sheila Grudem, Deputy Director RBP (regional nomination/SG member)	✓
Regional Bureau for Eastern Africa (RBN)	Michael Dunford, Regional Director RBN	
Regional Bureau Southern Africa (RBJ)	Menghestab Haile, Regional Director RBJ	
<b>Country offices</b>		
Somalia Country Office	Elkhidir Daloum, Country Director	✓
Tanzania Country Office	Sarah Gordon-Gibson, Country Director and Representative	✓
Mauritania Country Office	Kinday Samba, Country Director	✓
<b>Other key divisions to be confirmed by Divisional Directors*</b>		
Climate & Disaster Risk Reduction Programmes Unit (PROC)	Gernot Laganda, Director Climate and Disaster Risk Reduction Service	
Programme Cycle Management Unit (PROM)	Christopher Hopwood, Deputy Head of Programme Cycle Management Unit	
Protection and Accountability to Affected Populations (PROP)	Samir Wanmali, Director – Emergencies and Transitions Unit Lara Fossi, Director, Emergencies and Transitions Unit	
Resilience and Food Systems Service (PROR)	Volli Carucci, Director Resilience & Food Systems Service	

# Annex III. Communication plan

Phase	What Product/Event	Which Target audience	How & Where Channels	Who Creator lead	When Publication deadline
<b>Preparation</b> (Mar-Jun 2023)	Summary TOR and TOR	<ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> <li>– Leadership group</li> </ul>	<ul style="list-style-type: none"> <li>– Consultations and meetings</li> <li>– Email</li> <li>– WFPgo; WFP.org</li> </ul>	EM	May 2023
<b>Inception</b> (Jun-Oct 2023)	Inception consultations and scoping	<ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP staff</li> <li>– EB Lists</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> <li>– WFPgo</li> </ul>	ET	July-Sept 2023
	Inception Report	<ul style="list-style-type: none"> <li>– IRG</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> <li>– WFPgo</li> </ul>	ET	Oct 2023
<b>Data Collection</b> (Nov 2023 - Jun 2024)	Analytical Papers	<ul style="list-style-type: none"> <li>– IRG</li> <li>– WFP Staff</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> </ul>	EM/ET	Jan – Jun 2024
	Data collection consultations	<ul style="list-style-type: none"> <li>– IRG</li> <li>– Representatives of RBx and COs consulted during data collection</li> <li>– EB Lists</li> </ul>	<ul style="list-style-type: none"> <li>– PPT</li> </ul>	ET	Jan – Jun 2024
<b>Reporting</b> (Jun-Sep 2024)	Stakeholder workshop	<ul style="list-style-type: none"> <li>– IRG members</li> <li>– WFP Technical Staff</li> <li>– Representatives of RBx and COs consulted during data collection</li> </ul>	<ul style="list-style-type: none"> <li>– PPT</li> <li>– Workshop, meeting support</li> </ul>	EM/ET	Jul 2024
	Presentation of key findings, conclusions and recommendations	<ul style="list-style-type: none"> <li>– OPC members</li> </ul>	<ul style="list-style-type: none"> <li>– Meeting of the Oversight and Policy Committee</li> </ul>	DoE	Jul 2024
<b>Dissemination</b>	Summary evaluation report	<ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Executive Board website (for SERs and MRs)</li> <li>– WFPgo</li> </ul>	EM/EB	Oct 2024

Evaluation report	<ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP country/regional office/local stakeholders</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> <li>– Web and social media</li> <li>– Evaluation Network platforms</li> <li>– Newsflash</li> </ul>	EM	Oct 2024
Management response	<ul style="list-style-type: none"> <li>– WFP EB/Governance/ Management</li> <li>– WFP country/regional office/local stakeholders</li> <li>– WFP Technical Staff/Programmers /Practitioners</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– WFP.org, WFPgo</li> <li>– KM channels</li> </ul>	EB	Nov 2024
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	Nov 2024
Talking Points/Key messages	<ul style="list-style-type: none"> <li>– WFP EB/Governance/ Senior Management</li> <li>– WFP Technical and Programme colleagues</li> <li>– Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>– Presentation</li> </ul>	EM	Nov 2024
PowerPoint presentation	<ul style="list-style-type: none"> <li>– WFP EB/Governance/Management</li> <li>– IRG members</li> <li>– WFP Technical and Programme colleagues</li> <li>– Donors/Countries</li> </ul>	<ul style="list-style-type: none"> <li>– Presentation</li> </ul>	EM	Nov 2024
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	Nov 2024
Newsflash	<ul style="list-style-type: none"> <li>– WFP EB/Governance/ Senior Management</li> <li>– WFP country/regional office/local stakeholders</li> <li>– IRG members</li> <li>– WFP Technical and Programme colleagues</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Email</li> </ul>	CM	Nov 2024
Business cards	<ul style="list-style-type: none"> <li>– Evaluation community</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Cards</li> </ul>	CM	Nov 2024
Brief	<ul style="list-style-type: none"> <li>– WFP EB/Governance/ Senior Management</li> <li>– WFP country/regional office/local stakeholders</li> <li>– IRG members</li> <li>– WFP Technical and Programme staff</li> <li>– Donors/Countries</li> <li>– Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>– Web and social media,</li> <li>– KM channels</li> <li>– Evaluation Networks</li> </ul>	EM	Nov 2024



# Annex IV. Preliminary stakeholder analysis

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
<b>Programme and Policy Development Department:</b>		
Programme and Policy Development Department (PD)	Primary stakeholders, owners of the Strategic Plan document. PD is responsible for implementing the SP and will lead the next SP design	Representatives from RAM and PRO will be included in the IRG. They will be key informants and interviewed throughout the evaluation process, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
Research Assessment and Monitoring (RAM)	RAM was responsible for drafting the SP and developing guidance to support its implementation. RAM is also a key player with its role in performance tracking and monitoring	
Programme Humanitarian and Development Division (PRO)	As indicated above, PRO has wide-ranging interest in the SP implementation, as a key stakeholder for workstreams 3 and 5 and leaders on key SP priorities including Capacity Strengthening (PROT), AAP (PROP), climate change (PROC) and other key areas; Environmental sustainability and Protection are cross-cutting priorities in the SP.	Representatives from PRO will be key informants and interviewed during the main mission.
Gender Office (GEN)	GEWE is a cross-cutting priority in SP.	Representatives from GEN will be interviewed during the data collection phase. They will also be included in the IRG.
Office of Evaluation (OEV)	The Office of Evaluation (OEV) is commissioning and managing the MTE, but it also plays a role in the implementation of the SP itself.	OEV representatives (other than the designated evaluation manager and the Director of Evaluation) will be consulted during the inception and data collection phases and will participate as a stakeholder in the final stakeholders' workshop.
Nutrition Division (NUT)	The Nutrition Division is an important player for the implementation of the SP which frames Nutrition both as an outcome as well as a cross-cutting priority of the SP.	Representatives of the Nutrition Division will be included in the IRG and consulted during the data collection phase.
Risk Management Division (RMD)	RMD helps establish a systematic and disciplined approach to identifying and managing risks throughout WFP that is clearly linked to the achievement of its strategic objectives.	Representatives from RMD will be included in the IRG and will be interviewed during the inception and data collection phases.

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
Public Partnership and Resource Division (PPR)	With the focus of SP and the MTE on partnerships, this Division in charge of building and managing relationships with Government Donors is an important stakeholder	They will be key informants and interviewed during the inception and main mission. A representative from PPR will be included in the IRG.
Supply Chain Division (SCO)	WFP's supply chain has a key enabling role to the strategic plan across all areas of WFP work.	They will be key informants and interviewed during the inception and main mission. A representative from SCO will be included in the IRG.
Strategic Partnerships Division (STR)	Also linked to the SP from the partnership dimension, this will be a key stakeholder.	They will be key informants and interviewed during the inception and main mission. A representative from STR will be included in the IRG.
WFP senior management, including the Oversight and Policy Committee and the Policy Cycle Task Force	Interest given its role in deciding on the organization's strategic direction.	They will be key informants and interviewed during the inception and main mission. They will have an opportunity to review and comment on the evaluation deliverables and engaged in reflection processes.
Office of Internal Audit (OIGA)	OIGA is a central part of WFP's Oversight Function	They will be key informants during the inception and data collection phase.
Corporate Planning and Performance Division (CPP)	Strong engagement in the implementation process as WS2, They play a key role in supporting the operational and financial planning and reporting.	They will be included in the IRG and will be key informants during the inception and data collection phase
Operations Management Support Office (OMS)	As host of the Secretariat of the Programme Review and Approval Process and manage the System for Programme Approval	They will be included in the IRG and will be key informants during the inception and data collection phase
The Executive Board	Primary interest in SP implementation and WFP's direction	They will be interviewed during the inception and data collection phases.  Presentation of the evaluation results at the Nov 2024 session to inform Board members.

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
Regional Bureaux and Country Offices	RBx and CO have a primary role as front-line actors for the Strategic Plan and as such will be among the key users of the evaluation results.	<p>Representatives from the six regional bureaux will be included in the IRG. They will be key informants and interviewed during the data collection phase. They might be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.</p> <p>Selected Country Directors will be interviewed during the data collection phase.</p> <p>The selection of informants should be done during the inception phase as part of a more detailed stakeholders' analysis.</p>
<b>External stakeholders</b>		
<b>Country-level stakeholders</b>		
Host governments with their relevant Ministries in countries where WFP operates;		<p>Selected host governments will be interviewed and consulted during the data collection phase.</p> <p>The selection of informants should be done during the inception phase as part of a more detailed stakeholders' analysis.</p>
<b>Global stakeholders</b>		

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
<p><b>Humanitarian and development actors</b></p> <ul style="list-style-type: none"> <li>- Rome-based United Nations agencies (FAO and IFAD)</li> <li>- United Nations Department of Economic and Social Affairs (UN DESA)</li> <li>- United Nations Sustainable Development Group (UNSDG)</li> <li>- United Nations Development Programme (UNDP)</li> <li>- United Nations Children's Fund (UNICEF)</li> <li>- United Nations Population Fund (UNFPA)</li> <li>- United Nations High Commissioner for Refugees (UNHCR)</li> <li>-</li> <li>- Inter-Agency Standing Committee</li> <li>- World Bank</li> </ul>	<p>Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.</p>	<p>They will be key informants and interviewed during the data collection phase.</p>
<p><b>Key donors</b></p> <p>Main WFP Donors, including USA, Germany, EU, UK, Canada, IFIs and private partners to be identified in the inception phase.</p>	<p>Key donors will have a specific interest in the evaluation from both an accountability and learning perspective.</p>	<p>They will be key informants and interviewed during the data collection phase.</p>

# Annex V. Centralized evaluations 2018-2023 mapped against SP framework<sup>62</sup>

## Legend:

Evaluations completed in 2020 or prior

Evaluations planned to commence in 2023 which may provide data for MTE.

Evaluations completed 2020-2023

Relevant recent evaluation or more than three evaluations with explicit evidence against the subject area

Fewer than three recent evaluations completed in the subject area

Evaluations only from before 2020 or not directly inform the subject area

SE: Strategic Evaluation, CEE: Centralized Emergency Evaluation, PE: Policy Evaluation, DEs: Decentralized Evaluations, CCS: Country Capacity Strengthening, AAP: Accountability to affected populations; *Year of completion*

	Subject area	Ongoing or completed evaluations	
Strategic Outcomes	Strategic Outcome 1: Urgent food and nutrition needs	Pilot Country Strategic Plans 2018 (SE) Capacity to Respond to Emergencies 2020 (SE) COVID-19 2022 (CEE) Technology in Constrained Environments 2022 (SE) CSP Policy 2023 (PE) Disaster Risk Reduction & Management and Climate Change 2023 (PE) Nutrition and HIV/AIDS 2022 (SE) Emergency Preparedness (PE) Refugees and Displacement (SE)	
	Strategic Outcome 2: Urgent food and nutrition needs	Pilot Country Strategic Plans 2018 (SE) Safety Nets Policy 2020 (PE) Contribution of school feeding activities to achievement of the SDGs 2021 (SE) CSP Policy 2023 (PE) Nutrition and HIV/AIDS 2022 (SE)	
	Strategic Outcome 3: Urgent food and nutrition needs	Pilot Country Strategic Plans 2018 (SE) Support for Enhanced Resilience 2019 (SE) Building Resilience for Food Security and Nutrition 2023 (PE) Disaster Risk Reduction & Management and Climate Change 2022 (PE) CSP Policy 2023 (PE)	
	Strategic Outcome 4: National programmes and systems are strengthened	Pilot Country Strategic Plans 2018 (SE) Capacity Development Policy Update 2018 (PE) Safety Nets Policy Update 2019 (PE) Disaster Risk Reduction & Management and Climate Change 2023 (PE) South-South and Triangular Cooperation 2021 (PE) Evidence and Lessons from DEs on CCS 2021 (Synthesis) CSP Policy 2023 (PE)	
	Strategic Outcome 5: Humanitarian and development actors more efficient and effective	Pilot Country Strategic Plans 2018 (SE) Capacity to Respond to Emergencies 2020 (SE) COVID-19 2022 (CEE) Technology in Constrained Environments 2022 (SE) CSP Policy 2023 (PE) Peacebuilding in Transition Settings 2022 (PE)	
	Protection and AAP	Humanitarian Protection Policy 2019 (PE) Protection from Sexual Exploitation and Abuse ongoing (SE) Refugees and displacement (SE)	

<sup>62</sup> During inception, the team will conduct a detailed analysis of the global evaluations to determine the extent to which they provide evidence in support of the strategic outcome areas, enablers, and cross-cutting issues of the SP.

	Subject area	Ongoing or completed evaluations	
Crosscutting priorities	Gender equality & women's empowerment	Gender Policy (2015-2020) 2021 (PE) Joint synthesis on SDG5 ongoing (led by UN Women)	
	Nutrition Integration	Nutrition and HIV/AIDS 2022 (SE)	
	Environmental Sustainability	Environmental Policy (PE) Joint synthesis on Planet Pillar (led by GCF)	
Enablers	Partnerships	Joint evaluation of United Nations Rome-based agency collaboration Corporate partnership strategy 2018 (PE) Joint synthesis on SDG 17 (led by UNDP) Cooperating partners (syn)	
	People	People Strategy 2020 (PE) Joint synthesis on People SDG 1,2,3,4,5 ongoing (WFP co-chair) Protection from sexual exploitation and abuse (SE)	
	Funding	Funding WFP's Work 2019 (SE)	
	Technology	Technology in Constrained Environments 2022 (SE)	
	Evidence	Performance Measurement and Monitoring 2023 (Synthesis)	
	Innovation	People strategy 2020 (PE)	
Guiding principles	People-centred	Humanitarian principles and access "2019 (PE) Protection from sexual exploitation and abuse (SE) Refugees and Displacement (SE)	
	Humanitarian-principles	Peacebuilding in transition settings 2022 (PE)"	
	Country-owned	Capacity development policy update 2018(PE) Safety nets policy update 2019 (PE) Evidence and lessons from decentralised evaluations on CCS 2021 (syn)	
	Context-specific	Pilot Country Strategic Plans 2018 (SE) Safety nets policy update 2019 (PE) Peacebuilding in transition settings 2022 (PE) Policy on country strategic plans 2023(PE)	
	Programme-integrated	Support for enhanced resilience 2019 (SE) Evidence and lessons from decentralised evaluations on CCS 2021 (syn) Building resilience for food security and nutrition 2023(PE) Disaster risk reduction & management and climate change 2023 (PE)	
	Risk-informed	Covid-19 2022 (CEE) Disaster risk reduction & management and climate change 2023 (PE)	
	Evidence-driven	Synthesis on performance measurement and monitoring (Syn) 2022(PE) Vulnerability assessment, analysis and targeting (SE)	

# Annex VI. Preliminary criteria and long-list of Country Offices for consultation

Below are the proposed criteria to identify the list of Country Offices to be included in the evaluation which will be finalized at the inception stage.

Proposed criteria / features of interest	Values / brief description and rationale
<b>Geographic and context information</b>	
Geographic balance	Country representation from in each region to ensure coverage across the six WFP regions.
Income classification	Ensure diversity across income brackets using the World Bank classification: low, lower-middle, upper-middle income
<b>WFP general information</b>	
Corporate Alert System (CAS) classification	Purposive selection ensuring a few countries classified as emergency ('Corporate Attention', 'Early Action & Emergency Response' or 'Corporate Scale-up')
IPC country classification	Purposive selection of countries classified at different phases of food insecurity <a href="https://www.ipcinfo.org/ipc-country-analysis/">https://www.ipcinfo.org/ipc-country-analysis/</a>
CSP status and timeline	Purposive selection of countries CSP approved in November 2022 under new SP (India, Kyrgyz Republic, Pakistan, Sri Lanka, Tajikistan, Timor-Leste; Jordan, Lebanon, Turkiye, Yemen, Guinea Bissau, South Sudan, Bolivia, Ecuador, Honduras, Peru)
Size of operation	A combination of large, medium, and small operations will be included in the sample determined by the level of allocated contributions and the total planned beneficiaries, compared across all WFP COs.
Programming features	Mix of Country Offices having a high ratio of crises response to other activities with those that are more development oriented. This is assessed through the planned budget and funding levels
Expenditure across the Saving/Changing & Delivering/Enabling axes (2021)	Sample of countries with varying levels of expenditure across the Saving/Changing & Delivering/Enabling axes; including those countries with a higher-than-median focus on the different areas (per analysis conducted by RAM).
Engagement in key corporate initiatives	The participation of Country Offices in key initiatives for implementing the Strategic Plan
<b>Other considerations</b>	
The final selection of Country offices will attempt to avoid duplication and burden on country offices and national partners which have recently hosted an evaluation exercise. Therefore, the criterion will include not selecting offices with ongoing or planned CSP, Impact or Corporate Emergency evaluations.	

Based upon the above criteria, the following country offices are proposed to be engaged throughout the MTE, through representation from CO management which would be defined during the evaluation's inception period. These country representatives will be engaged in the evaluation at key stages.

Country	WFP emergency classification	CSP/ICSP	EB Session CSP/ICSP Presented in	WFP Country Operations Size (based in 2022 expenditures)	Classification on 4 quadrants of Saving Lives, Changing Lives Agenda (in 2021)
<b>Regional Bureau for Asia and the Pacific (RBB)</b>					
Bangladesh	Early Action & Emergency Response	CSP (2022-2026)	2G CSP in Nov 2021	Large	Saving/Delivering
India		CSP (2023-2027)	2G CSP in Nov 2022	Very Small	Changing/Enabling
Myanmar	Corporate Attention	CSP (2018-2023)	2G CSP in Nov 2023	Large	Saving/Delivering
Sri Lanka		CSP (2023-2027)	2G CSP in Nov 2022	Medium	Changing/Enabling
<b>Regional Bureau for the Middle East, Northern Africa and Eastern Europe (RBC)</b>					
Yemen	Corporate Attention	ICSP (2023-2025)	ICSP in Nov 2022	Very Large	Saving/Delivering
Jordan		CSP (2023-2027)	2G CSP in Nov 2022	Large	Saving/Delivering
Armenia		CSP (2019-2025)	2G CSP in Nov 2025	Small	Changing/Enabling
Iran		CSP (2023-2025)	2G CSP in Feb 2023	Small	Saving/Delivering
<b>Regional Bureau for Western Africa (RBD)</b>					
Guinea-Bissau		CSP (2023-2027)	2G CSP in Nov 2022	Very Small	Changing/Enabling
Ken. African Rep	Corporate Attention	CSP (2023-2027)	2G CSP in Feb 2023	Large	Saving/Enabling
Senegal		CSP (2019-2023)	2G CSP in June 2024	Small	Changing/Delivering
Ghana	Early Action & Emergency Response	CSP (2019-2023)	2G CSP in Nov 2023	Small	Changing/Enabling
<b>Regional Bureau for Southern Africa (RBJ)</b>					
Congo (Brazza)		CSP (2019-2024)	2G CSP in Nov 2024	Medium	Changing/Delivering
Madagascar	Early Action & Emergency Response	CSP (2019-2023)	2G CSP in Feb 2024	Large	Saving/Delivering
Mozambique	Corporate Attention	CSP (2022-2026)	2G CSP in June 2023	Large	Saving/Delivering
Zambia		CSP (2023-2028)	2G CSP in June 2023	Small	Changing/Enabling
<b>Regional Bureau for Eastern Africa (RBN)</b>					
Djibouti		CSP (2020-2024)	2G CSP in Nov 2024	Small	Changing/Delivering
Ethiopia	Corporate Attention	CSP (2020-2025)	2G CSP in June 2020	Very Large	Saving/Delivering
Rwanda		CSP (2019-2024)	2G CSP in June 2024	Medium	Changing/Enabling
Uganda	Early Action & Emergency Response	CSP (2018-2025)	2G CSP in Nov 2025	Large	Saving/Delivering
<b>Regional Bureau for Latin America and the Caribbean (RBP)</b>					
Bolivia		CSP (2023-2027)	2G CSP in Nov 2022	Very Small	Changing/Delivering
Colombia	Early Action & Emergency Response	CSP (2021-2024)	2G CSP in Feb 2021	Large	Saving/Delivering
Ecuador		CSP (2023-2027)	2G CSP in Nov 2022	Medium	Saving/Delivering
Honduras	Early Action & Emergency Response	CSP (2023-2027)	2G CSP in Nov 2022	Medium	Changing/Enabling



# Annex VII. Evaluation questions linked to SP components, evaluation criteria, analytical papers

Evaluation questions (EQ)	Guiding principles						Enablers					Cross-cutting priorities	SOs	Evaluation criteria				Analytical papers			Existing evidence															
	People-centred	Humanitarian principled	Country owned	Context specific	Programme-integrated	Risk informed	Evidence driven	People	Partnerships	Funding	Evidence	Technology		Innovation	Protection & AAP, GEWE, Nutrition and Environment	Outcomes	Relevance	Effectiveness	Efficiency	Coherence	Strategic Positioning	Programme integration	Innovation	EVIDENCE FROM GLOBAL EVALUATIONS 2020-2023												
<p>✓ Aspect addressed through EQ</p> <p>◆ Evaluation criterion covered through EQ</p> <p>* EQ addressed through analytical paper</p>																																				
<p>1. <b>Strength and relevance of design:</b> How well has the <b>vision and design</b> of the 2022-2025 Strategic Plan supported WFP to achieve its ambitions over the period?</p>														◆																						
a. How, and to what extent, does the SP convey a clear vision and purpose for WFP?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																					
b. To what extent is the SP aligned to support WFP in the delivery of the wider normative environment? <sup>63</sup>		✓																																		
<p>2. <b>Organizational readiness:</b> How and to what extent has WFP <b>established an enabling environment</b> (systems, structures, resourcing) to support SP implementation?</p>														◆	◆	◆	◆											*	*	*						
a. To what extent does WFP's policy architecture support the implementation of SP?	✓	✓			✓	✓		✓						✓			◆	◆																		
b. To what extent has WFP put the right people in the right places to deliver the SP?	✓			✓				✓					✓	✓			◆	◆						People Policy CSP Policy Evaluation												

<sup>63</sup> This should include assessment of alignment and contribution to SDGs.

Evaluation questions (EQ)	Guiding principles						Enablers					Cross-cutting priorities	SOs	Evaluation criteria				Analytical papers			Existing evidence		
	People-centred	Humanitarian principled	Country owned	Context specific	Programme-integrated	Risk informed	Evidence driven	People	Partnerships	Funding	Evidence	Technology	Innovation	Protection & AAP, GEWE, Nutrition and Environment	Outcomes	Relevance	Effectiveness	Efficiency	Coherence	Strategic Positioning	Programme integration	Innovation	EVIDENCE FROM GLOBAL EVALUATIONS 2020-2023
✓ Aspect addressed through EQ ♦ Evaluation criterion covered through EQ * EQ addressed through analytical paper																							
c. To what extent has WFP's funding (quality <sup>64</sup> , availability and systems) enabled implementation of the SP?									✓					✓			♦	♦					
d. To what extent does WFP optimize use of available evidence to deliver on the SP?						✓	✓										♦	♦					Monitoring synthesis
e. To what extent do WFP's systems and structures enable operational agility?								✓	✓	✓	✓	✓	✓				♦	♦					
<b>3. External coherence and complementarity: To what extent has the SP enabled WFP to work more coherently with others?</b>																♦	♦	♦	*				RBA Collaboration (JE)
a. To what extent has the SP enabled WFP to broaden its partnership base?			✓	✓				✓									♦	♦	♦				
b. To what extent has the SP enhanced opportunities to leverage innovation and technology with partners?			✓	✓							✓	✓					♦	♦	♦				Technology in Constrained Environments (SE)
c. To what extent has WFP strategically and operationally engaged in the UN Development System Reform agenda?			✓	✓				✓									♦	♦					

<sup>64</sup> Quality of funding refers to the flexibility and predictability of funding

Evaluation questions (EQ)	Guiding principles						Enablers						Cross-cutting priorities	SOs	Evaluation criteria				Analytical papers			Existing evidence																	
	People-centred	Humanitarian principled	Country owned	Context specific	Programme-integrated	Risk informed	Evidence driven	People	Partnerships	Funding	Evidence	Technology	Innovation		Protection & AAP, GEWE, Nutrition and Environment	Outcomes	Relevance	Effectiveness	Efficiency	Coherence	Strategic Positioning	Programme integration	Innovation	EVIDENCE FROM GLOBAL EVALUATIONS 2020-2023															
✓ Aspect addressed through EQ ♦ Evaluation criterion covered through EQ * EQ addressed through analytical paper																																							
<b>4. Country implementation and delivery:</b> To what extent has SP implementation at country level supported CO to adapt to country priorities and plan for the future																	♦	♦	♦	*	*	*																CSP Policy Evaluation	
a. To what extent has the SP supported WFP to adapt its strategic positioning according to the needs and context at country level?			✓	✓										✓	✓			♦																					
b. To what extent has the SP enabled WFP to engage more in systems, capacity strengthening, and policy strengthening where appropriate?			✓	✓										✓	✓			♦							CCS Synthesis														
c. How timely and fit for purpose has the SP implementation been in different country contexts?			✓	✓										✓	✓			♦																					
d. To what extent has the SP enabled country offices to tailor WFP activity to the country context?			✓	✓										✓	✓			♦							CCS Synthesis														
<b>5. Results:</b> To what extent is WFP on track toward achieving the intended outcomes (results) set by the SP?																	♦																						
a. To what extent have the high-level targets set out in SP been realistic in light of WFP's ambition?															✓	✓																							
b. To what extent are results on track to achieve the high-level targets set out in the SP?															✓	✓																							
c. What has enabled or hindered progress toward results for the SP, taking into	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																							

Evaluation questions (EQ)	Guiding principles						Enablers					Cross-cutting priorities	SOs	Evaluation criteria				Analytical papers			Existing evidence		
	People-centred	Humanitarian principled	Country owned	Context specific	Programme-integrated	Risk informed	Evidence driven	People	Partnerships	Funding	Evidence	Technology	Innovation	Protection & AAP, GEWE, Nutrition and Environment	Outcomes	Relevance	Effectiveness	Efficiency	Coherence	Strategic Positioning	Programme integration	Innovation	EVIDENCE FROM GLOBAL EVALUATIONS 2020-2023
<ul style="list-style-type: none"> <li>✓ Aspect addressed through EQ</li> <li>◆ Evaluation criterion covered through EQ</li> <li>* EQ addressed through analytical paper</li> </ul>																							
account challenges and constraints in the external environment?																							

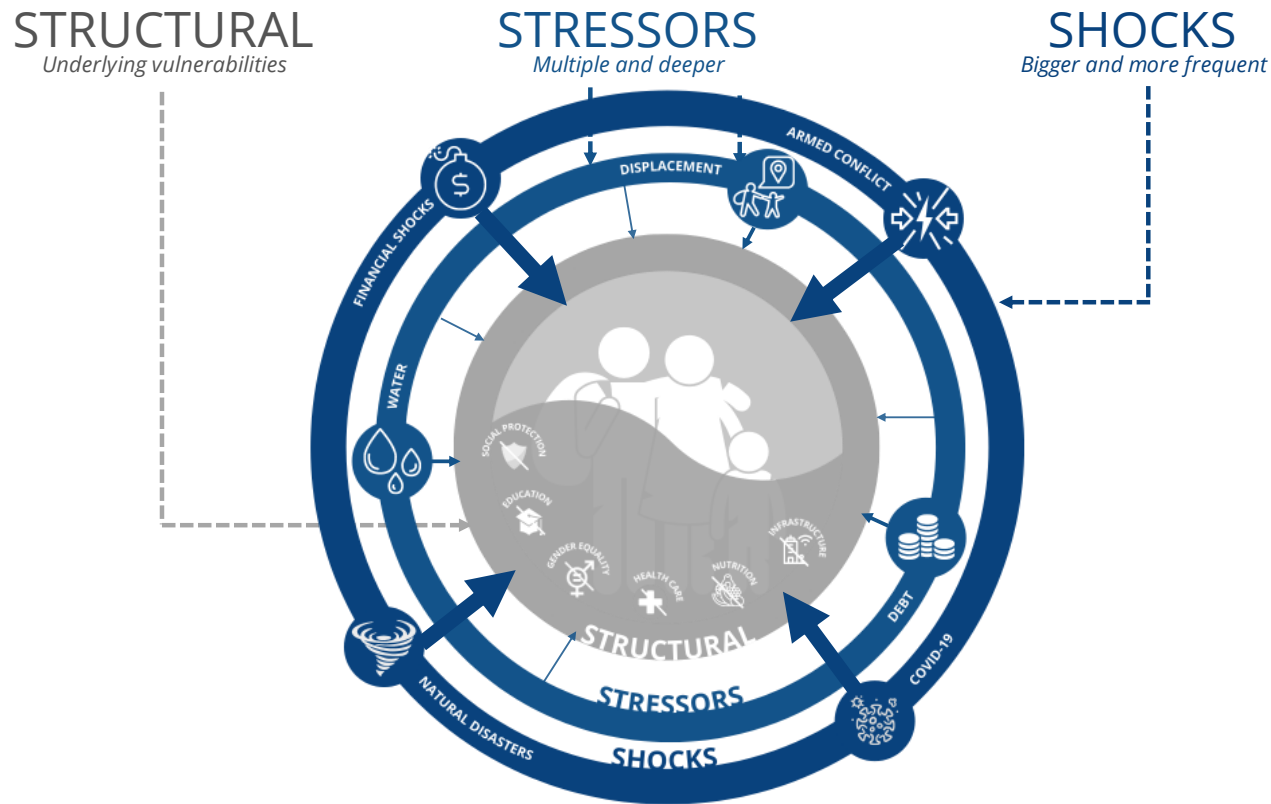
# Annex VIII. Strategic Plan (2022-2025) Results Framework



# Annex VIX. Strategic Plan (2022-2025) Theory of Change

The TOC will review the SP's articulated TOC to assess its relevance to the current external and internal environment.

Contextual analysis -Risks and Assumptions



←← THEORY OF CHANGE

VISION  
2030

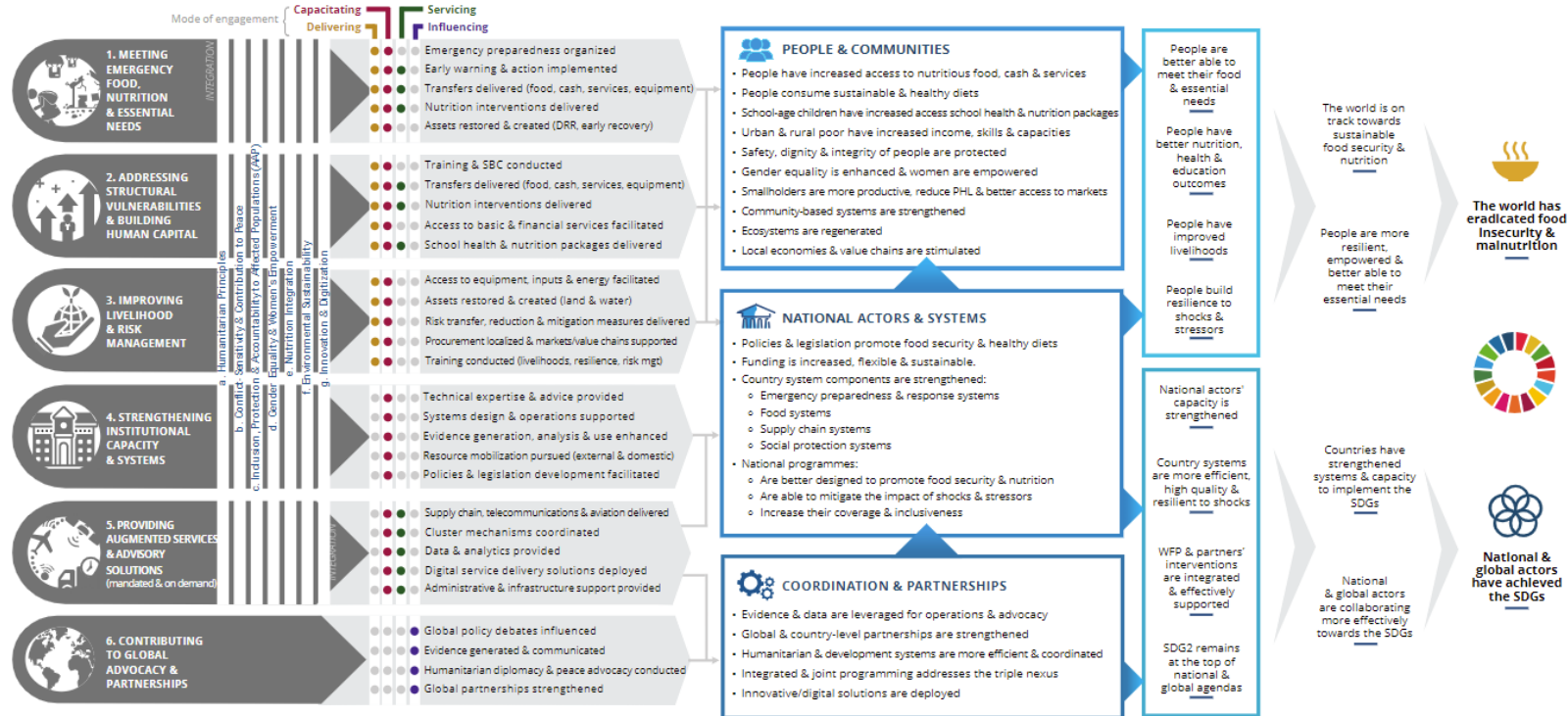
GOALS  
By 2026

INTERMEDIATE OUTCOMES

IMMEDIATE OUTCOMES

OUTPUTS

CHANGE PATHWAYS



# Annex X. Terms of reference and proposed composition of the external advisory group (EAG)

## 1. Background

The External Advisory Group (EAG) is an advisory body providing substantive advice and feedback to the Evaluation Manager on topics related to their specific areas of expertise, related to experience in developing and conducting evaluations of strategic plans, at key moments during the evaluation process. Work to identify potential members begins during the preparatory phase of the evaluation but the group may not be fully formed until into the inception phase. The EAG is mandatory for SEs.

## 2. Purpose and Guiding Principles of the EAG

The overall purpose of the EAG is to contribute to the credibility and utility of the evaluation. For this purpose, its composition and role are guided by principle of accuracy whereby feedback from subject-matter experts at key steps of the preparatory, inception, data collection and reporting phases contributes to the accuracy of the facts and figures reported in the evaluation and of its analysis.

## 3. Roles

Members are expected to review and comment from a subject-matter perspective on evaluation deliverables, including TOR (if established in time), IR and ER, and share relevant insights at key consultation points during the evaluation, including draft IR and ER.

It is estimated that the level of effort required to engage as EAG members in a Strategic Evaluation is between 3 and 5 days spread over the course of the full duration of the evaluation.

## 4. EAG Membership

The EAG is composed of individuals bringing expertise from a range of institutions and backgrounds on topics related to the subject of the evaluation. For this evaluation, expertise in the evaluation of strategic planning processes will be valuable. The individuals could be based in academia, UN or international agencies, NGOs or the private sector and should not be key informants for the evaluation. The EAG should attempt to have a gender-balanced composition with individuals representing the global north and south. The EAG should be made up of 3-5 members. For the MTE, it is proposed that the EAG include the following representation/expertise:

- UNICEF Strategic Planning
- UNFPA Strategic Planning
- UNDP Strategic Planning





# Annex XI. Bibliography

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# Annex XI. Acronyms and abbreviations

2G	2 <sup>nd</sup> generation CSP
3G	3 <sup>rd</sup> generation CSP
AAP	Accountability to Affected Population
AFAC	Anti-Fraud Anti-Corruption
CCI	Critical Corporate Initiative
CCS	Country Capacity Strengthening
CO	Country Office
CPP	Corporate Planning and Performance
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DoE	Director of Evaluation
DSC	Direct Support Cost
DTL	Deputy Team Leader
EB	Executive Board
ED	Executive Director
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ER	Evaluation Report
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
HQ	Headquarters
ICSP	Interim Country Strategic Plan
IFAD	International Fund for Agricultural Development
HLT	High-Level Target
HRD	Human Resources Division

IR	Inception Report
IRG	Internal Reference Group
JE	Joint Evaluation
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
NBP	Needs Based Plans
OEV	Office of Evaluation
PD	Programme and Policy Development Department
PBR	Corporate Planning, Budgeting and Reporting
PE	Policy Evaluation
PRO	Programme Humanitarian and Development Division
PROC	Climate & Disaster Risk Reduction Service
PROP	Emergencies and Transitions Unit
QCPR	Quadrennial Comprehensive Policy Review
RA	Research Analyst
RB	Regional Bureau
RBx	Regional Bureaux
RBA	Rome-based Agency
RMD	Risk Management Division
SDG	Sustainable Development Goal
SE	Strategic Evaluation
SER	Summary Evaluation Report
SP	Strategic Plan
T-ICSP	Transitional Interim Country Strategic Plan
TEC	Technology Division
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group

UNSDCF United Nations Sustainable Development Cooperation Framework  
USD United States Dollar

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