

# Mid-Term Evaluation of WFP's Strategic Plan 2022-2025



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## Summary Terms of Reference

Strategic evaluations focus on systemic issues of corporate relevance as defined in strategic documents, policies, and directives. The purpose of this evaluation is to meet both accountability and learning needs with a strong emphasis on learning.

### Subject and focus of the evaluation

[WFP's Strategic Plan \(SP\)](#) sets the organization's course for the period 2022-2025, outlining the many ways for WFP, working in synergy with others, to achieve the vision of zero hunger more efficiently and effectively. It is grounded within a renewed global commitment to the [2030 Agenda for Sustainable Development and its associated Sustainable Development Goals \(SDGs\)](#). The Strategic Plan is premised upon a recognition of the increasingly complex and volatile global context in which rates of both acute and chronic hunger continue to rise. The Strategic Plan articulates a commitment to WFP's role as a critical emergency responder, while also helping address the root causes of hunger and vulnerability, in concert with partners. It articulates the link between WFP's work as 'deliverer' and 'enabler', committing WFP to pursuing integrated, sequenced, and layered humanitarian and development activities, determined at the country level based upon the specific context and the complementarities of partners.

The Strategic Plan is currently being implemented through five workstreams, overseen by a dedicated Steering Committee. A multi-year [Critical Corporate Initiative \(CCI\)](#) aims to align systems and processes for Strategic Plan delivery.

In this context, the Mid-Term Evaluation of the 2022-2025 Strategic Plan is formative in nature. It offers an opportunity to take stock of how the Strategic Plan is enabling WFP to do things differently in pursuit of zero hunger. It will assess how the design of the Strategic Plan has supported WFP ambitions for the period, how it has been operationalized thus far, and how WFP is progressing toward results in the first two years of Strategic Plan implementation.

Its purpose is to provide WFP management and the Executive Board with evidence to support ongoing implementation of the current Strategic Plan and to help

inform the preparation of the next strategic plan which will take WFP to 2030.

### Objectives and users of the evaluation

With the aim to provide both learning and accountability, the objectives of the evaluation are the following:

- i) **Learning:** To assess the (continued) relevance of all components of the design of the Strategic Plan; and focus on identifying the critical internal and external factors contributing to or hindering progress in its implementation.
- ii) **Accountability:** To assess progress during its first two years of implementation (2022 and 2023), including progress towards intended results (including high level targets) as well as the technical rigour of the [Corporate Results Framework](#).

The primary users of the evaluation are WFP's Executive Board, Senior Management, HQ divisions, Regional Bureaux and Country Offices. WFP's partners are also key users, including host governments, donors, and humanitarian and development actors (e.g., other UN agencies, international finance institutions, and non-governmental organizations.)

**Evaluation questions** The evaluation will adopt the UNEG and OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, and coherence. It will address the following five key questions:

**QUESTION 1:** How well has the **vision and design** of the 2022-2025 Strategic Plan supported WFP to achieve its ambitions over the period?

**QUESTION 2:** How and to what extent has WFP **established an enabling environment** (systems, structures, resourcing, culture) to support Strategic Plan implementation?

**QUESTION 3:** To what extent has the Strategic Plan enabled WFP to work more **coherently** and in **complementarity** with others?

**QUESTION 4:** To what extent has Strategic Plan implementation supported **Country Offices to adapt** to country priorities and plan for the future?

**QUESTION 5:** To what extent is WFP **on track toward achieving the high-level targets** set by the Strategic Plan?

## Scope, methodology and ethical considerations

The scope of the evaluation will include the first two years of Strategic Plan implementation, from January 2022 to the end of 2023.<sup>1</sup> The scope will be further elaborated during the inception phase and will be informed by extensive consultation and reflection as part of the overall evaluation design to be developed by the evaluation team.

The methodology will incorporate a strong learning dimension. It will use mixed methods, applying qualitative and quantitative data. Data collection methods will include:

- Desk review of background documents and corporate data
- Review of existing evaluative evidence
- Key informant interviews and focus group discussions
- Consultations with Executive Board members
- Online survey of staff perceptions
- Regional and country engagement through a combination of in-person visits and remote engagement

Evidence will be generated during the evaluation through a set of three **analytical papers** which will be produced sequentially. These will feed into ongoing institutional processes and provide a basis for reflection and learning. Specific questions will be developed for each analytical paper during inception. The proposed themes, identified through a process of evidence gap mapping and consultation with selected management representatives, are: **Strategic positioning, Programme Integration and Innovation.**

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

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a multi-disciplinary team of independent consultants with proven capacity to conduct multi-layered, global evaluations. The team will have experience conducting strategic-level corporate exercises that incorporate an organisational learning dimension, including evaluations of organizational strategy.

**OEV EVALUATION MANAGER:** The evaluation will be managed by Judith Friedman, Senior Evaluation Officer,

during inception and Sergio Lenci, Senior Evaluation Manager, during data collection and reporting, in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Anne-Claire Luzot, Director of Evaluation.

## Governance

Two groups will be consulted throughout the evaluation process to review and provide feedback on evaluation products:

- An **Internal Reference Group** comprised of the Strategic Plan Implementation Steering Committee and other stakeholders from relevant WFP units and divisions. The group will support ongoing engagement with the evaluation process.
- An **External Advisory Group** composed of external experts from other multilateral agencies with experience designing and implementing strategic evaluation processes, will provide advice and feedback. Its purpose is to contribute to the credibility and utility of the evaluation.

**STAKEHOLDERS:** WFP's Executive Board and management are the primary audience of this evaluation. External stakeholders, such as beneficiaries, NGOs, donors, private sector partners, and other UN agencies will be consulted during the evaluation process.

## Communication and dissemination

The emphasis on learning will require ongoing communication with, and dissemination to, stakeholders throughout the evaluation. Preliminary findings will be shared through the analytical papers and through debriefing sessions with WFP stakeholders in Headquarters, Regional Bureaux and Country Offices at key points during the evaluation.

A stakeholder workshop will be held for validation purposes and promote ownership of the findings and preliminary recommendations.

A Summary Evaluation Report (SER) will be presented to the Executive Board. Findings will be actively disseminated, and the final evaluation report will be publicly available WFP's website.

## Timing and key milestones

**Inception Phase:** Jul-Oct 2023

**Data collection:** Nov 2023- May 2024

**Reporting:** May 2024-Sep 2024

**Stakeholder Workshop:** Jul 2024

**Executive Board:** November 2024

<sup>1</sup> The Strategic Plan was technically implemented in 2022 so that the organization could implement it operationally in 2023.