



WFP EVALUATION



World Food Programme

**SAVING
LIVES
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Evaluation of Nepal WFP Country Strategic Plan 2019-2023

Centralized evaluation report – Volume II

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Disclaimer

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

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Annex I. Terms of Reference

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

Subject and focus of the evaluation

WFP has been present in Nepal since 1963. The CSP (2019-2023) intends to re-position WFP Nepal on new focus areas, commencing the transition from direct assistance to technical support for institutional strengthening of government institutions.

The document introduces support for policy coherence as a strategic change under a dedicated Strategic Outcome (SO 4), complemented by another (SO5), that relates to country capacity strengthening overall.

Nutrition specific and nutrition sensitive approaches in the CSP are brought together under its SO2. Among various safety nets that WFP aims to support under this outcome, is the school meal program; whilst it also includes capacity strengthening activities in relation to rice fortification. In addition, under the CSP's SO3, WFP aims to support disaster risk reduction, by integrating activities for climate change adaptation.

Besides initiating this new direction, the CSP also lays out a continued commitment to its traditional role of supporting emergency preparedness and response. As part of this commitment, SO1 envisages the provision of food assistance including specialized nutritious foods, during situations of emergency. In the course of CSP implementation, in December 2020, an additional Strategic Outcome (SO6) was added as a complementary means for WFP to provide emergency response through the provision of logistical and cash-based transfer management services to other humanitarian actors.

For the entire CSP duration, factoring in four approved budget revisions, WFP has planned to assist 3,251,154 direct beneficiaries. Towards the end of 2022, contributions worth almost 68 percent of the revised total CSP budget of USD 165,234,161 had been received.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2023.

Key evaluation questions

The evaluation will address the following four key questions:

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

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

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

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

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

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

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

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

The evaluation will give particular importance to the impact of the Covid-19 pandemic on CSP implementation.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan (CSP), approved by the WFP Executive Board in November 2018, as well as four subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2019 up to June 2022. To better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place, the evaluation will also look into activities of the Transitional Interim Country Strategic Plan (T-ICSP) that was implemented in 2018, the year preceding the start of the CSP.

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

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

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Nepal CSP (i.e. mainly Emergency Preparedness and Response, Resilience and Climate Change, Country Capacity Strengthening, School Feeding, Nutrition, Smallholder farmer Support, Infrastructure works, Service Provision to Humanitarian Partners, Gender, Disability and Inclusion).

OEV EVALUATION MANAGER: The evaluation will be managed by Jacqueline Flentge 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 Aurelie Larmoyer.

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

The Deputy Director of Evaluation, Anne-Claire Lužot, will approve the final versions of all evaluation products.

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

Communication

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

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

Timing and key milestones

Inception Phase: April-May 2022

Data collection: 6-28 June 2022

Debriefing: 29 June 2022

Report compilation: July 2022- January 2023

Stakeholder Workshop: November 2022

Executive Board: November 2023

Annex II. Evaluation matrix

Table 1: Evaluation matrix

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
EQ1 - To what extent is the country strategic plan (CSP) evidence based and strategically focused to address the needs of the most vulnerable?				
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?				
1.1.1 Responsiveness of the CSP to the evidenced hunger challenges, and the food security and nutrition issues prevailing in the country	<ul style="list-style-type: none"> Evidence of the use of WFP owned, nationally or internationally produced needs assessments and analyses by WFP (including evaluations or lessons learned from implementation of previous assistance) and their use in informing the design and implementation of the CSP WFP strategic outcomes and activities are responsive to critical bottlenecks, hunger challenges, food security issues and nutrition issues of the most vulnerable households (HH) and children of both genders as evidenced in national statistics or other relevant studies or reports Evidence of appropriate adjustments of coverage planned for by the CSP and the budgetary revisions to evolving needs 	<ul style="list-style-type: none"> WFP CSP documents and budget revisions (BRs) WFP commissioned studies and analytical reports (e.g. Towards Zero Hunger, a strategic review of food security and nutrition, 2018, Nutrition Review (2017)¹, GESI (2017) analysis, etc.) WFP commissioned evaluations and other reviews National statistics data Studies or reports produced by UN agencies, development partners² or local, regional or international civil society organizations or think tanks 	Document review	<p>Document review of existing studies identifying main challenges in Nepal</p> <p>Comparative analysis of main statistical data and CSP</p> <p>Qualitative iterative data analysis of the key informant interviews (KIIs) with key stakeholders</p>

¹ WFP Nepal, Nepal – A Nutrition Strategy Review for WFP. 2017.

² Development partners include: UN agencies, multilateral organizations (e.g. the World Bank, Asian Development Bank, European Union (EU), etc.), active donors in Nepal, regional and international development organizations or other agencies active in the wider thematic area of WFP focus and whose activities may complement or contribute to WFP activities.

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
		<ul style="list-style-type: none"> WFP teams at country office (CO) and field office (FO) levels Government officials at provincial and local levels Cooperating partners Development partners Beneficiaries 	Semi-structured interviews and group discussions Online survey	Quantitative data analysis of online survey
1.1.2 Responsiveness of the CSP to the evidenced (unmet) needs of the most vulnerable groups	<ul style="list-style-type: none"> Evidence of the use of conducted own (WFP) needs assessments and analyses by WFP (including evaluations or lessons learned from implementation of previous assistance) to identify the most vulnerable groups and their (unmet) needs to inform the design and implementation of the CSP (targeting decisions) Evidence and examples of consideration and integration of gender/equity/ inclusion issues at design stage (targeting and coverage) 	<ul style="list-style-type: none"> WFP CSP documents and budget revisions WFP commissioned studies and analytical reports (e.g. Towards Zero Hunger, a strategic review of Food security and Nutrition, 2018, Nutrition Review (2017),³ GESI (2017) analysis, etc.) WFP commissioned evaluations and other reviews National statistics data Studies or reports produced by UN agencies, development partners⁴ or local, regional or international civil society organisations or think tanks WFP teams at CO and FO levels Government officials at provincial and local levels Cooperating partners 	Document review Semi-structured interviews and group discussions Online survey	Document review of existing studies identifying main challenges in Nepal Comparative analysis of main statistical data and CSP Qualitative iterative data analysis of the KIIs with key stakeholders Quantitative data analysis of online survey

³ WFP Nepal, Nepal – A Nutrition Strategy Review for WFP. 2017.

⁴ Development partners include: UN agencies, multilateral organizations (e.g. the World Bank, Asian Development Bank, EU, etc.) active donors in Nepal, regional and international development organizations or other agencies active in the wider thematic area of WFP focus and whose activities may complement or contribute to WFP's activities.

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
		<ul style="list-style-type: none"> Development partners Beneficiaries 		
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?				
1.2.1 Alignment of strategic objectives to national (and subnational as relevant) policies, strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and government objectives outlined in policies, strategies and plans Degree of matching of CSP activities and proposed interventions set out in national/subnational government policies, strategies and plans Degree of involvement of national / subnational Government in the preparation of the CSP Perception of government officials at national and subnational levels on the degree of alignment between WFP strategic outcomes (SOs) and activities and national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP document and budget revisions National development policy and strategy documents relating to emergency preparedness, food security and nutrition, climate change (CC), education, social protection, etc., including, but not limited to: <ul style="list-style-type: none"> i) The Right to Food and Food Sovereignty Act, 2018 ii) Agriculture Development Strategy (ADS) 2015 to 2035 iii) The Fifteenth Plan (Fiscal Year 2019/20–2023/24). 2020 iv) The Social Security Act, 2018 v) National Climate Change Policy; vi) National Policy for Disaster Risk Reduction vii) National Environment Policy, 2019, etc. Subnational policy, strategy and action plan documents 	<p>Document review</p> <p>Semi-structured interviews and group discussions</p>	<p>Document review and comparative analysis of WFP documentation, the national strategies and plans</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
		<ul style="list-style-type: none"> WFP teams at headquarters (HQ), the regional bureau in Bangkok (RBB) and CO levels Government officials at national and subnational levels Development partners 	Online survey	
1.2.2 Responsiveness of WFP to government capacity needs and bottlenecks in service provision at national, provincial and local levels	<ul style="list-style-type: none"> Degree to which the selection of WFP country capacity strengthening (CCS) technical assistance (TA) priorities was informed by assessment of critical bottlenecks and capacity gaps of the Government at national, provincial and local levels Degree to which WFP CCS (TA) interventions respond to the needs and capacity gaps of the Government at the national, provincial and local levels Degree to which the shift towards integration of CCS interventions was visible over the period of implementation of T-ICSP and CSP Degree to which selected CCS approaches (TA, capacity building, policy advisory; development of guidelines and legislative support, secondments, provision of equipment and infrastructure, etc.) are appropriate to respond to government needs at national, provincial and local levels 	<ul style="list-style-type: none"> WFP transitional interim country strategic plan (T-ICSP) and CSP documents and budget revisions WFP's assessments of capacity strengthening needs of the Government Other relevant studies and analytical reports focusing on capacity gaps and bottlenecks of the Government at national, provincial and local level in the WFP areas of focus WFP teams at regional bureau in Bangkok (RBB), CO and FO levels Government officials Cooperating partners Main donors UNRCO and United Nations agencies 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Group discussions</p> <p>Online survey</p>	<p>Document review identifying analyses pertaining government capacity gaps and bottlenecks in provision of services within WFP's areas of focus and WFP's CCS interventions</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
1.2.3 Coherence between WFP strategic outcomes and SDGs	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and Sustainable Development Goals (SDGs) 2 and 17 but also SDGs 1, 3, 4, 5, 13 Degree of integration of social protection as a key pathway towards a zero-hunger in WFP CSP 	<ul style="list-style-type: none"> WFP CSP document and budget revisions 2030 Agenda and SDG framework globally and in Nepal WFP teams at HQ, RBB and CO levels Government officials at national and subnational levels Development partners 	<p>Document review</p> <p>Semi-structured interviews and group discussions</p> <p>Online survey</p>	<p>Document review and comparative analysis of WFP documentation, the Agenda 2030 and SDG framework</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.3.1 Strategic alignment and coherence of the CSP with the UNDAF	<ul style="list-style-type: none"> The degree to which the CSP design promotes realistic results based on WFP comparative advantages CSP strategic outcomes and activities are linked to relevant United Nations Development Assistance Framework (UNDAF) outcomes 	<ul style="list-style-type: none"> WFP T-ICSP and CSP and consecutive budget revision documents UNDAF UNDAF evaluation WFP CO and RBB staff UN agencies 	<p>Document review</p>	<p>Document review identifying iterative themes and comparison between WFP and UNDAF documentation</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Evidence of yes/no coherence⁵ of WFP interventions with the priorities and principles of UN engagement in Nepal as outlined in UNDAF Evidence of synergies and/or joint programmes of WFP and other UN agencies (e.g. targeting and coverage, participation/contribution to thematic groups and clusters, joint programmes or interventions) Examples of areas/opportunities where complementary approaches between WFP and other agencies were not exploited and the reasons why Proportion of WFP interventions that demonstrate synergies, coherence and cross-thematic leverage 1) within the WFP CSP line of sight pillars; and 2) with UN (UNDAF) Evidence and examples of partnerships that contributed to CSP, UNSDCF results 	<ul style="list-style-type: none"> Other development partners 	Semi-structured interviews and group discussions	<p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?				
1.4.1 Level of soundness and coherence of CSP theory of change	<ul style="list-style-type: none"> Extent to which the CO has made the strategic shift expected by the country-level planning under the T-ICSP and CSP The degree of elaboration of the CSP theory with a precise definition of causal linkages within and across programme components and their corresponding interim results (outputs and outcomes and their interrelation with assumptions and risks as well as their mitigation 	<ul style="list-style-type: none"> WFP CSP document and budget revisions WFP reports and internal reviews and evaluations WFP teams at RBB, CO and FO levels 	Document review	<p>Document review and analysis of WFP documentation</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p>

⁵ Coherence is understood as having logical linkages and consistency with priorities of UN in Nepal.

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<p>measures)</p> <ul style="list-style-type: none"> The degree of consistency of planned actions with the objectives and conditions of achievement/assumptions 		Semi-structured interviews	Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
	<ul style="list-style-type: none"> The degree of evolution of the programmatic approach of WFP over T-ICSP and CSP period The degree of integration of WFP country upstream and downstream capacity strengthening approaches and activities in the CSP design and implementation Evidence of evolution of cross-sector synergies and coherence over T-ICSP and CSP period 	<ul style="list-style-type: none"> WFP CSP document and budget revisions WFP reports and internal reviews and evaluations WFP teams at RBB, CO and FO levels Government officials Cooperating partners Donors Other UN agencies 	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Document review and analysis of WFP documentation</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?				
1.5.1 Adaptation to evolving country context and needs of the most vulnerable groups arising from country-	<ul style="list-style-type: none"> Degree to which WFP implementation plans and budget revisions are informed by assessments and analyses of the evolving context and arising needs Evidence of main shifts in WFP CSP implementation strategy in response to emerging needs of the most vulnerable groups in light of natural disasters and COVID-19 	<ul style="list-style-type: none"> CSP documents and budget revisions WFP annual and programmatic reports, reviews and evaluations Studies and analytical reports (e.g. Towards Zero Hunger, a strategic review of Food 	Document review	Document review of external reports and studies of national context and situation of the most vulnerable

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
specific or global challenges (e.g. natural and man-made disasters, COVID-19, economic developments, etc.)	<ul style="list-style-type: none"> Perceptions of government stakeholders and partners regarding WFP as being sufficiently flexible to adapt and respond as necessary to changes in the context and arising needs of the most vulnerable in light of natural or man-made disasters, economic developments or COVID-19 	<p>security and Nutrition, 2018, Nutrition Review (2017), GESI (2017) analysis, etc).</p> <ul style="list-style-type: none"> National analytical reports, accounts of government response to natural disasters and COVID-19 Other reports and studies capturing evolving COVID-19 situation and analysing emergency preparedness and response WFP teams at RBB, CO and FO levels Government officials Cooperating partners Donors Other UN agencies Beneficiaries 	<p>Semi-structured interviews and group discussions</p> <p>Online survey</p>	<p>groups and analysis of WFP's response</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
1.5.2 Responsiveness to evolving context in Nepal and priorities and capacity needs of national institutions to respond to emerging needs	<ul style="list-style-type: none"> Evidence of WFP responsiveness and flexibility to provide (technical and operational) assistance to the Government in response to emerging priorities and capacity needs and gaps (or request for TA support) Evidence of WFP responsiveness to evolving/emerging national policies in WFP focus areas Evidence of WFP responsiveness to the new needs of national institutions emerging from the federalization process Evidence of utility of seconded positions to respond to new/emerging needs and/or priorities of the Government 	<ul style="list-style-type: none"> CSP documents and budget revisions WFP annual and programmatic reports, reviews and evaluations National analytical reports, accounts of government response to natural disasters and COVID-19 Other reports and studies capturing evolving COVID-19 situation and analysing emergency preparedness and response 	<p>Document review</p>	<p>Document review of external reports and studies of national context and analysis of WFP response</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Quantitative data analysis of online survey</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Evidence of WFP responsiveness and flexibility to provide (technical and operational) assistance to the Government in emergency situations Evidence that WFP has assessed the impact of crises on the evolution of the needs of populations to inform adjustments 	<ul style="list-style-type: none"> National policies, analytical reports, accounts of government capacity gaps and needs WFP teams at RBB, CO and FO levels (incl. secondees) Government officials Main donors Other UN agencies 	Semi-structured interviews and group discussions	Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
EQ2 - What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Nepal?				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the United Nations Sustainable Development Cooperation Framework (UNSDCF)? Were there any unintended outcomes, positive or negative?				
2.1.1 Level of attainment of planned outputs	<ul style="list-style-type: none"> Ratio of amount of cash and food distributed compared to the planned amount Number of beneficiaries reached (disaggregated by age, gender) comparing planned versus actual Evidence of the expected outputs as defined in the reconstructed theory of change (ToC) 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational Government, Cooperating partners UN Resident Coordinator's (RCO) and UN agencies Online survey 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
2.1.2 Progress towards achieving strategic outcomes	<ul style="list-style-type: none"> Evidence of the expected WFP contribution to CSP outcomes as defined in the reconstructed ToC Evidence of the expected WFP contributions to related outcomes of the UNSDCF Evidence and examples of contribution to unintended outcomes (those not defined in the ToC) Evidence of WFP contribution to SDGs 2 and 17 but also SDGs 1, 3, 4, 5, 13 External factors affecting the outcome attainment 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational government, Cooperating partners Final beneficiaries Development partners Online survey data 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Online survey</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
2.1.3 Response to COVID-19 crisis	<ul style="list-style-type: none"> Degree to which WFP implementation plans and budget revisions are informed by assessments of COVID-19 evolving context and its effect on the most vulnerable groups Evidence of application of procedures to respond to COVID-19 crisis Evidence of achievement of output (and to extent possible, outcome) level results planned in response to COVID-19 crisis Evidence of an increase of resilience to COVID-19 shocks among targeted food-insecure communities Evidence that the response to COVID-19 resulted in new approaches, new models and new partnerships 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, COVID-19 response plan, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational government Cooperating partners UNRCO and UN agencies 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
			group discussions Field observations	principles of iterative analysis
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?				
2.2.1 Level of application of humanitarian and protection principles	<ul style="list-style-type: none"> Evidence that integration of humanitarian and protection principles in interventions adds value in terms of outreach, coverage and fulfilment of results Stakeholder opinions on the operationalization of humanitarian and protection principles (e.g, principles such as do no harm, assuring safety (incl. COVID-19), protection of rights and dignity; WFP measures to ensure humanity, neutrality and impartiality, respect, participation and accountability to beneficiaries by WFP and its utility for achievement of results 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational government, Cooperating partners Final beneficiaries Development partners 	Document review to identify themes among documentation sources for comparison Semi-structured interviews and group discussions Field observations	Qualitative iterative data analysis Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
2.2.2 Integration of principles of accountability to	<ul style="list-style-type: none"> Evidence of mechanisms in place and in use for consultation with affected population in the design and implementation of activities Evidence of mechanisms in place and in use for ensuring accountability and transparency of its 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, CFM registries, workplans, annual and donor reports and financial reports, WFP monitoring database 	Document review to identify themes among documentation	Qualitative iterative data analysis Triangulation between data sources, data

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
affected populations	<p>interventions and results to the affected population in: a) design of interventions; and b) implementation</p> <ul style="list-style-type: none"> User access to and satisfaction with complaints and feedback mechanisms 	<ul style="list-style-type: none"> WFP CO and RBB Cooperating partners Final beneficiaries UNRCO and UN agencies 	<p>sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>collection techniques, and data types according to principles of iterative analysis</p>
2.2.3 Integration of equity principles	<ul style="list-style-type: none"> Evidence that integration of equity principles in targeting and implementation of interventions reaching the most vulnerable persons to food security adds value in terms of outreach, coverage and fulfilment of results 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, documents with targeting criteria and docs with selected beneficiaries, annual and donor reports and financial reports, WFP monitoring database and reports WFP CO and RBB Central and subnational government, Cooperating partners Final beneficiaries Local community members not engaged/benefiting from WFP support in sampled communities Main donors UNRCO and UN agencies 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
		<ul style="list-style-type: none"> World Bank Asian Development Bank (ADB) 		
2.2.4 Progress towards gender equality and women's empowerment	<ul style="list-style-type: none"> Degree to which the WFP CSP integrates gender dimension and gender equality and women's empowerment (GEWE) principles in programming, staffing (profiles and staffing approaches) and implementation of interventions Examples of how the GEWE analysis recommendations have led to adjustments in programming activities for enhanced gender mainstreaming Evidence that cooperating partners are applying GEWE principles and standards Examples of gender transformative results (See also 2.1.1) 	<ul style="list-style-type: none"> Document review: internal targeting documentation, monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database and reports WFP CO and RBB Central and subnational government, Cooperating partners Final beneficiaries Main donors UNRCO and UN agencies 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?				
2.3.1 Likelihood of sustainability of achieved results	<p>Evidence of:</p> <ul style="list-style-type: none"> Successfully implemented transition strategies for supported mechanisms and facilities (e.g. humanitarian staging areas (HSA), the school meals programme (SMP), the mother and child health and nutrition programme (MCHN), rice fortification etc.) Successfully designed and implemented handover strategies for supported mechanisms and facilities (e.g. humanitarian staging areas, SMP, MCHN, rice fortification etc.) 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, government budget information and reports Independent sources and reports WFP monitoring database WFP CO and RBB 	<p>Document review to identify themes among documentation sources for comparison</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Concrete changes in national policies, regulations, and plans that can sustain achieved CSP results (within SMP, nutrition, emergency preparedness and response (EPR), climate change and resilience) Additional allocations of national/subnational budget and/or other donor resources towards better supply of services Institutional capacity is in place to sustain levels of achievement or a strategy/plan exists and is funded Community engagement in planning, implementation and scaling up of interventions Perceptions on sustainability by community representatives 	<ul style="list-style-type: none"> Central and subnational government, Cooperating partners Final beneficiaries Development partners Online survey data 	<p>Semi-structured interviews and group discussions</p> <p>Field observations</p> <p>Online survey</p>	
	<ul style="list-style-type: none"> Evidence of successfully implemented transition and handover strategies Evidence of governance mechanisms (operations and maintenance plans / community management committees/other) in place to ensure durability of created assets 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, Independent sources and reports WFP monitoring database WFP CO and RBB Central and subnational government, Implementing partners Final beneficiaries Main donors UNRCO and UN agencies World Bank ADB Online survey data 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations (incl. through drone imagery)</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
			Online survey	
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action and development cooperation?				
2.4.1 Strategic linkages between humanitarian and development work	<ul style="list-style-type: none"> Degree to which the WFP T-ICSP and CSP make clear linkages between humanitarian and development work in programming and implementation of interventions Sub-questions: <ul style="list-style-type: none"> Degree of balance in integration of principles of humanitarian action, development cooperation and social protection in design and implementation and related results in terms of outreach and results Extent to which WFP is able to address emergency as well as long term developmental needs Extent to which WFP integrates social protection as a key area where the three branches of the humanitarian-development-peace (triple) nexus coincide Examples of transformative results through integration of humanitarian and development work 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational government, Cooperating partners Final beneficiaries Main donors UNRCO and UN agencies World Bank ADB 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations (incl. through drone imagery)</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
EQ3 – To what extent has WFP used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.1.1 Timely delivery of results	<ul style="list-style-type: none"> Extent to which activities have been delivered as per planned time schedule, as per need/objectives and/or commitment with donors 	<ul style="list-style-type: none"> WFP annual country reports WFP budget, allocation and expenditure reports WFP pipeline analysis 	<p>Document review to identify themes among</p>	<p>Qualitative iterative data analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Extent to which foreseeable emergencies have benefited from anticipatory actions Factors hindering or facilitating timely delivery of results (including focus on COVID-19 and natural disasters) 	<ul style="list-style-type: none"> WFP CO and FO staff Cooperating partners Donors 	<p>documentation sources for comparison</p> <p>Semi-structured interviews</p> <p>Field observation (incl. through drone imagery)</p>	<p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity and malnutrition benefit from the programme?				
3.2.1 Appropriateness of coverage and targeting	<ul style="list-style-type: none"> Adequate targeting and coverage guidance/criteria is in place and in use for: a) geographic targeting (at provincial, district etc levels); and b) household targeting (to ensure that targeting and coverage of CSP activities, including CCS is justified, realistic and aligned with the operating environment) Factors affecting targeting (internal / external) Targeting and coverage of CSP activities reflects recommended/standard practices and targeting criteria, including measure in place for: a) reporting fraud/issues with targeting; b) reporting targeting errors/beneficiaries; and c) recording cooperating partner (CP) satisfaction re targeting Degree of involvement of communities in the targeting process 	<ul style="list-style-type: none"> WFP planning and implementation documents Nutrition and other relevant assessments and studies WFP corporate guidelines and recommendations WFP CO and FO staff Cooperating partners Donors 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Evidence of measures undertaken to improve targeting over the period of implementation of T-ICSP and CSP 			
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?				
3.3.1 Cost efficient delivery of results	<ul style="list-style-type: none"> Degree to which inputs are acquired at the lowest possible cost and losses are kept under control, with attention to input quality Disbursement rates (expenditure versus mobilized) per cost category (total direct costs, direct support cost (DSC), indirect support cost (ISC), overall budget), per year Disbursement rates (expenditure versus mobilized) per SO and activity, per year Cost per beneficiary per transfer activity, planned versus actual, per year The extent to which consideration of cost-saving measures took into account the timeliness, cost-saving possibility and quality of assistance 	<ul style="list-style-type: none"> WFP annual country reports WFP budget reports WFP pipeline analysis WFP CO and FO staff Cooperating partners Donors 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
3.3.2 The role and contribution of cooperating partners to cost-efficient delivery of results	<ul style="list-style-type: none"> The degree to which the selection (in terms of adequate competencies and expertise) and the role of cooperating partners contributed to cost-efficient delivery of results over the period of CSP implementation 			
3.4 To what extent were alternative, more cost-effective measures considered?				
3.4.1 Consideration of measures to	<ul style="list-style-type: none"> Evidence and examples of WFP efforts to undertake cost-benefit analyses to inform planning and adjustments 	<ul style="list-style-type: none"> WFP annual country reports WFP budget reports WFP Pipeline analysis 	<p>Document review to identify themes</p>	<p>Qualitative iterative data analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
improve cost-effectiveness	<ul style="list-style-type: none"> Extent to which WFP applied the most appropriate transfer modality to ensure cost-effectiveness of its interventions Alternative interventions were considered in programme/activity design, including in annual plans Evidence of consultative process to select alternatives with partners Final approaches/implementation decisions are evidence based 	<ul style="list-style-type: none"> WFP CO and FO staff Cooperating partners Donors 	<p>among documentation sources for comparison</p> <p>Semi-structured interviews</p>	Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?				
4.1.1 Resource mobilization strategies	<ul style="list-style-type: none"> Evidence of functional WFP resource mobilization strategies in place and in use to ensure adequate and diversified resource base Evidence of strategies/actions (and examples of types of strategies/actions) taken by the CO (with the support of other WFP offices and/or other UN agencies) to raise funds from donors or private sector partners Percentage of budget covered from diversified and multi-year funding sources (e.g. extent to which mobilized resources were multi-year resources; and levels of earmarking of funds) Extent to which CSP structure was instrumental to mobilize and allocate resources across the portfolio of activities Risks associated with the fundraising strategy are clearly identified and accompanied by mitigation strategy 	<ul style="list-style-type: none"> WFP annual country reports WFP budget reports WFP pipeline analysis WFP CO and FO staff Cooperating partners Donors 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
	<ul style="list-style-type: none"> Evidence of adaptation of the resource mobilization strategy to the external factors (e.g. effects of the pandemic or natural disasters on financial needs) and on the level of funding of any additional requests Evidence and examples of the use of advance financing as a way to mitigate resource risks 			
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outputs and outcomes and to inform management decisions?				
4.2.1 WFP monitoring practices	<ul style="list-style-type: none"> Existence of mechanisms for ongoing, periodic collection, documentation, analysis and utilization of monitoring and evaluation (M&E) data to inform CSP adjustment and planning, including also: <ul style="list-style-type: none"> Timely collection and availability of M&E data to measure the effects of interventions and inform reporting and decision making. Protocols for field monitoring Ability of the M&E to produce non-standard information that meets the needs of management and partners Ability of the system to provide timely information produced by the WFP to targeted institutions outside and within WFP Existence of mechanisms to prevent and/or mitigate operational bottlenecks relating to WFP strategic approaches (risk assessment, assumptions and mitigation measures) Evidence and examples of remote monitoring during COVID-19/monsoon Evidence and examples of use of monitoring/evaluation data for adjustments of interventions or approaches 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Cooperating partners Donors 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
4.3 How did the partnerships and collaborations with other actors influence performance and results?				
4.3.1 WFP partnership strategies	<ul style="list-style-type: none"> WFP partnership strategy is in place and in use to enhance collaboration and cross-sector coherence Evidence that WFP promoted effective partnerships and strategic alliances around its main outcome areas and SDGs Evidence of results and added value of WFP activities implemented in partnership with other actors Evidence and examples of missed partnership opportunities Evidence of additionality and contribution resulting from programmatic integration and development partners/UN/private sector engagement 	<ul style="list-style-type: none"> Document review: internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database WFP CO and RBB Central and subnational Government Cooperating partners Final beneficiaries Donors UN agencies International financial institutions (IFIs) 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews</p> <p>Field observations (incl. through drone imagery)</p> <p>Online survey</p>	<p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?				
4.4.1 WFP human resource capacity	<ul style="list-style-type: none"> Evidence of WFP fit(ness)-for purpose in terms of adequacy of the broad staffing structure at CO and FO levels to ensure an efficient delivery of the CSP (including also staffing profiles; distribution of tasks between consultants versus permanent staff versus secondees, etc.) 	<ul style="list-style-type: none"> WFP CSP documents and budget revisions WFP corporate policy and strategy documents WFP organigrammes and human resource strategies WFP teams at HQ, RBB, CO and FO levels 	<p>Document review</p>	<p>Document review identifying iterative themes and comparison between WFP corporate and country specific documentation and corporate policies</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
			Semi-structured interviews and group discussions	Qualitative iterative data analysis of the KIIs with key stakeholders Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?				
4.5.1 Factors affecting WFP performance	<ul style="list-style-type: none"> • Examples of factors facilitating delivery of results and the expected strategic shift: <ol style="list-style-type: none"> i. Internal factors (use of evidence to inform CO decision making processes; consideration/implementation of strategic interventions integrating CCS dimension; staffing and organizational structure, technical resources, financial resources, procedures and implementation approaches) ii. External factors (COVID-19 and related challenges; contextual, political, socioeconomic, environmental factors) iii. Evidence and examples of met or not met assumptions and/or other internal/external factors that acted as drivers/constraints for implementation and progress towards set targets 	<ul style="list-style-type: none"> • Document review: internal monitoring results framework, workplans, donor agreements; annual and donor reports and financial reports, WFP monitoring database • WFP CO and RBB • Central and subnational Government • Cooperating partners • Final beneficiaries • UN agencies 	<p>Document review to identify themes among documentation sources for comparison</p> <p>Semi-structured interviews and group discussions</p> <p>Field observations</p>	<p>ToC analysis and contribution analysis tracing activities to results.</p> <p>Qualitative iterative data analysis</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

<i>Dimensions of analysis</i>	<i>Indicators</i>	<i>Data sources</i>	<i>Data collection techniques</i>	<i>Data analysis</i>
			(incl. through drone imagery)	

Annex III. Evaluation timeline

Table 2: Evaluation timeline

Phase 1 - Preparation			
	Terms of Reference (ToR) approved by Deputy Director of Evaluation (Dep DoE)	Dep DoE	31 January 2022
	ToR sent for comments to WFP country office/stakeholders by 15 February 2022	Evaluation Manager (EM)	1 February 2022
	Final ToR circulated to long-term agreement (LTA) firms for proposals	EM/LTA	16 February 2022
	Proposal deadline	LTAs	18 February 2022
	LTA proposal review, ref checks, negotiation	EM/RA/quality assurance (QA)2	28 February 2022
	Contracting evaluation team (ET)/firm	EM	14 March 2022
Phase 2 - Inception			
	Team preparation, literature review prior to headquarters briefing	Team	8-24 April 2022
	Conduct headquarters & regional bureau inception briefing	EM/QA2/RA & team	13-22 April 2022
	Conduct inception mission	EM/QA2/RA + team	25-29 April 2022
Draft 0	Submit high quality draft 0 inception report (IR) sections to Office of Evaluation (OEV) and CO	TL + LTA QA	9 May 2022
	Provide quality assurance and feed-back	EM/RA/QA2	13 May 2022
Draft 1	Submit draft 1 with team's responses in matrix of comments	TL + LTA QA	18 May 2022
	Final back and forth between ET and EM/QA2 draft 1 IR and submit to Dep DoE for clearance	ET/EM/RA/QA2	19-23 May 2022
	Review draft 1 IR and send feed-back to ET	Dep DoE/EM	27 May 2022
	Submission of revised draft 1 IR	TL + LTA QA	31 May 2022
	Final back and forth between ET and EM/QA2	ET/EM/RA/QA2	1-2 June 2022
	Consultation with country office on IR	EM	3 June 2022
	ET to adjust based on country office comments	TL + LTA QA	3-5 June 2022
	Final clearance IR	OEV/QA2	6 June 2022
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	6 June 2022
Phase 3 - Evaluation phase, including fieldwork			
	Conduct data collection	Team	7 -28 June 2022
	Exit debrief with country office and OEV	Team	29 June 2022

	Organize preliminary findings debriefing with country office and other stakeholders (PPT)	Team	3 August 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft 0 evaluation report (ER) to OEV (after the company's quality check)	TL	22 August 2022
	Provide OEV quality assurance and feedback	EM/RA/QA2	9 September 2022
Draft 1	Submit draft 1 ER to OEV	TL	23 September 2022
	Back and forth between EM/QA2 and ET and final adjustments	EM/RA/QA2 /TL	5 October 2022
	Submit to Dep DoE for clearance	EM	6 October 2022
	Feedback of Dep DoE sent to ET	EM	14 October 2022
	Back and forth between EM/QA2 and ET and final adjustments	EM/RA/QA2 /TL	25 October 2022
	Clear draft 1 ER prior to circulating it to WFP stakeholders	OEV/Dep DoE	28 October 2022
	Share draft 1 ER with WFP country office and internal reference group (IRG) for comments by 18 November 2022	EM	28 October 2022
	Learning workshop (in-country or remote)	TL/EM	15 and 16 November 2022
	Consolidate WFP country office and IRG's comments and share with team	EM/RA	21 November 2022
Draft 2	Submit draft 2 ER to OEV based on WFP comments, with team's responses in the matrix of comments	ET	28 November 2022
	Review draft 2 ER and share any additional feedback/major revisions with ET	EM	9 December 2022
Draft 3	Submit draft 3 ER to OEV	TL	16 December 2022
	Review draft 3 ER and submit to Dep DoE for clearance	EM/RA/QA2	21 December 2022
	Back and forth based on Dep DoE feedback	EM/RA/QA2 /TL	12 January 2023
	Clearance draft 3 of ER by Dep DoE	OEV/Dep DoE	19 January 2023
	Final approval by Dep DoE	DoE	26 January 2023
SER	Prepare draft 0 summary evaluation report	EM/QA2	28 February 2023
	Draft 0 SER validation by evaluation team leader	EM/TL	3 March 2023
	Send draft 1 SER to Dep DoE for approval	EM	8 March 2023
	Approve final SER	OEV/Dep DoE	15 March 2023
	Share final SER to WFP Oversight and Policy Committee for information	OEV/Dep DoE	28 March 2023
Phase 5 - Executive Board and follow-up			
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to Executive Board (EB) Secretariat for editing and translation	EM	April-Mid May 2023

	Tail end actions, OEV websites posting, EB round table Etc.	EM	Mid May-October 2023
	Presentation of summary evaluation report to the EB	D/OEV	October/November 2023
	Presentation of management response to the EB	D/PPP	November 2023

Annex IV. Theory of change, assumptions and T-ICSP/CSP timeline

Figure 1. Reconstructed theory of change (ToC)

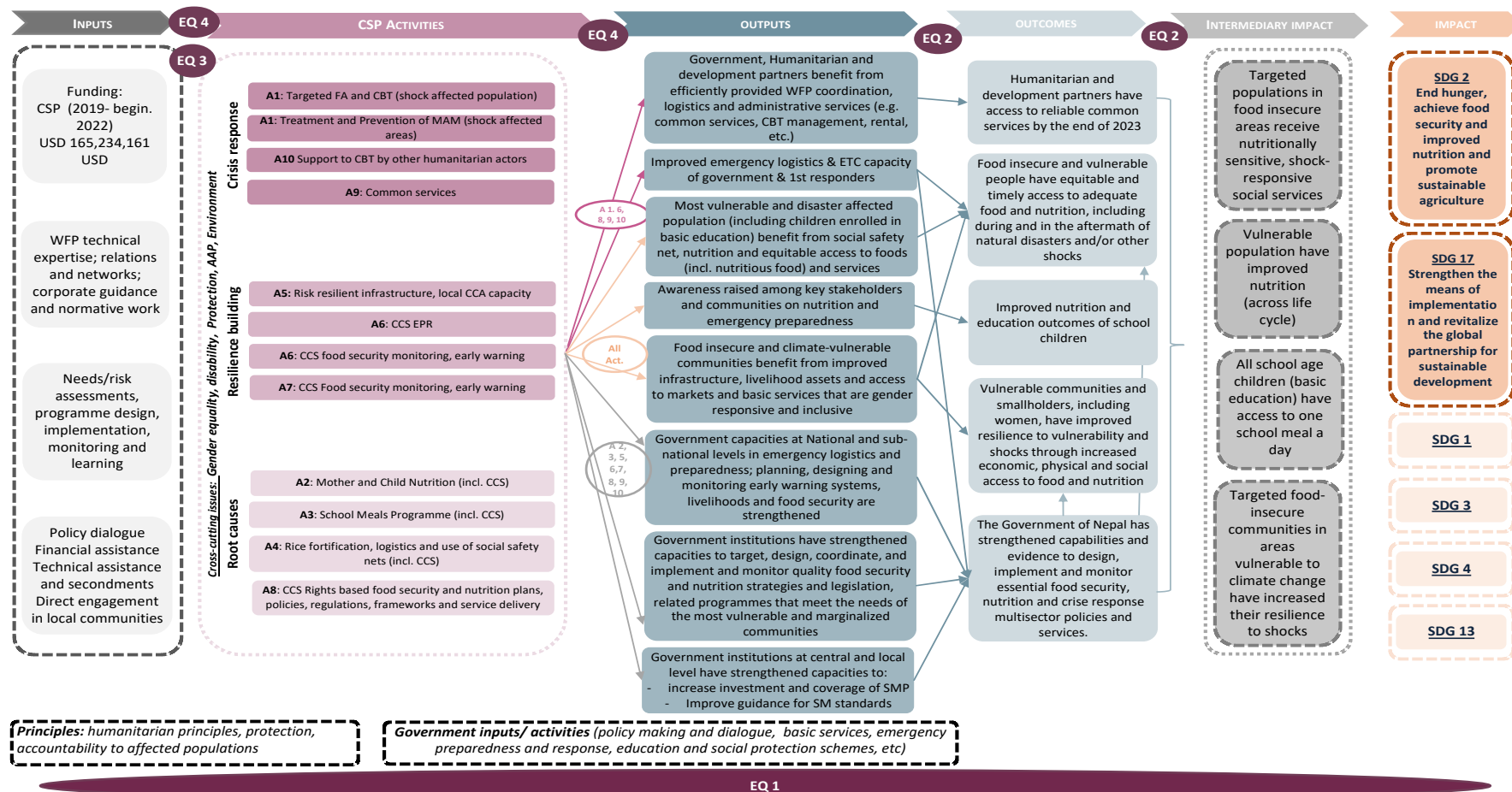
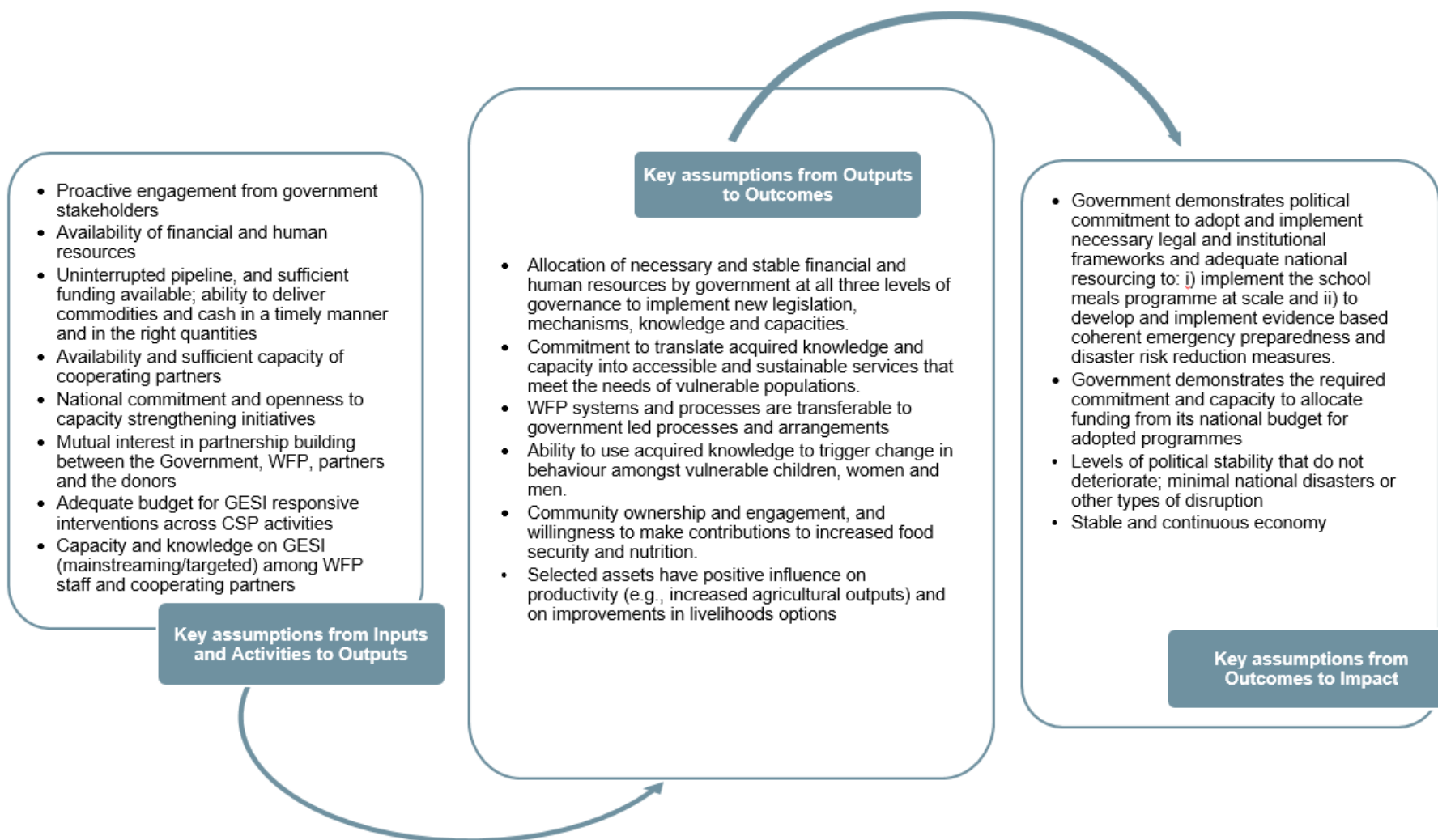


Figure 2: Key assumptions of the theory of change



Source: Evaluation team.

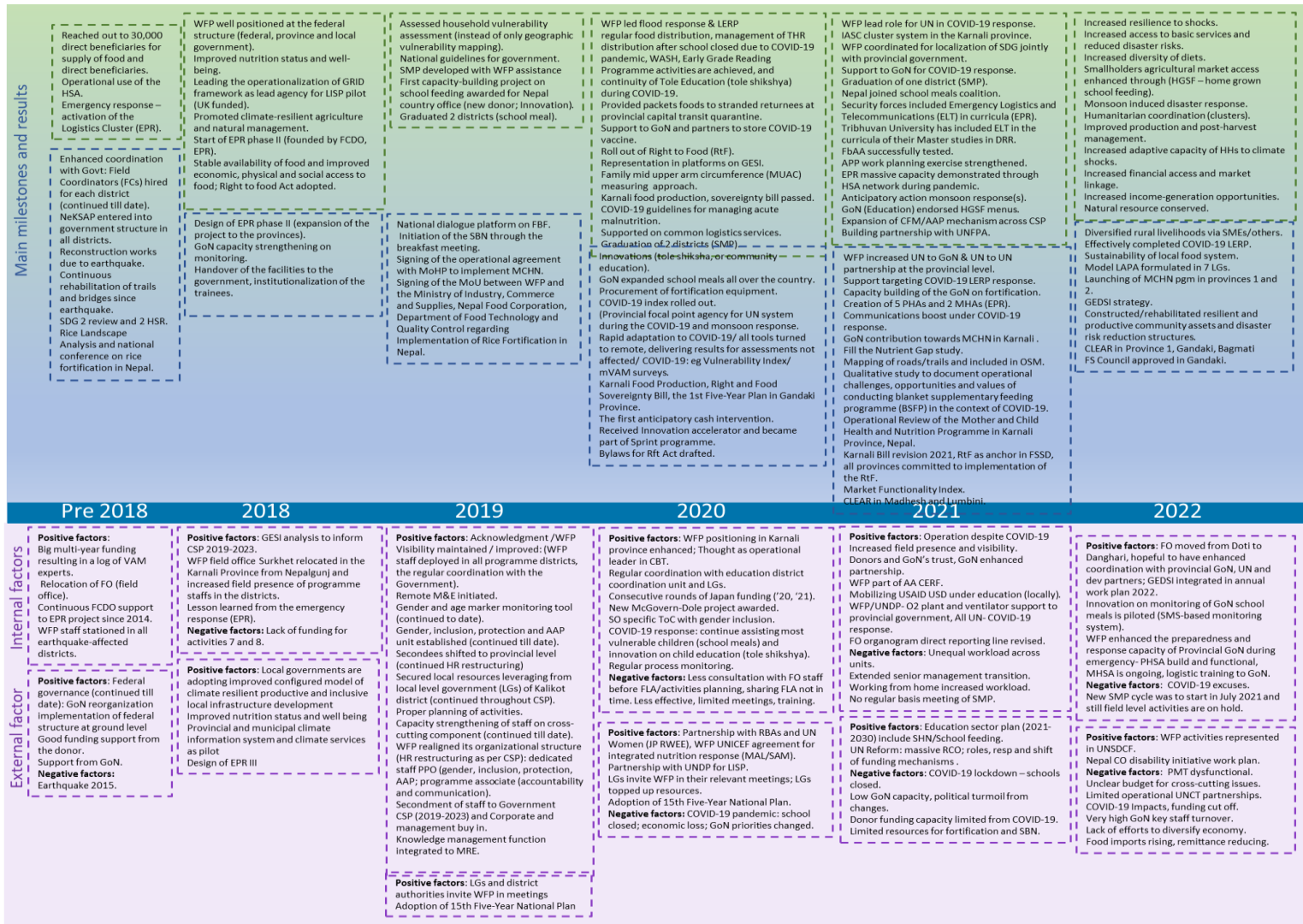
Table 3: Assessment of assumptions underpinning WFP work during the reference period

Key assumptions from inputs and activities to outputs	
Proactive engagement from government stakeholders.	Partially met. Government stakeholders view WFP as a strong and stable partner, as reflected by increasing government allocations and joint programmes. Declarative commitment to scale up tested models does not always translate into concrete actions, so constant WFP impetus is still required.
Availability of financial and human resources.	Met. WFP Nepal operations have had healthy budget and stable human resources. This boosted delivery of results.
Uninterrupted pipeline, and sufficient funding available; ability to deliver commodities and cash in a timely manner and in the right quantities.	Partially met. Issues were noted in light of COVID-19 global restrictions and challenges.
Availability and sufficient capacity of cooperating partners.	Met. WFP made a good choice of CPs who had sufficient capacity to implement their deliverables.
National commitment and openness to capacity strengthening initiatives.	Mostly met. Government institutions have taken an active part in the capacity strengthening support, resulting in a number of improved institutional practices across all thematic areas. Some absorption limitations were noted due to the federalization process and limited capacities at subnational levels to perform their newly assigned duties, which calls for continued CCS by WFP.
Mutual interest in partnership building between the Government, WFP, partners and donors.	Yes. There is continued interest by main WFP donors and the Government to partner, even in areas where scale up has been halted (e.g. Nepal Food Security Monitoring System (NeKSAP).
Adequate budget for gender equality and social inclusion (GESI) responsive interventions across CSP activities.	Yes, CO has progressed significantly in GESI over the reference period.
Capacity and knowledge on GESI (mainstreaming/targeted) among WFP staff and cooperating partners.	Mostly met. CO has conducted trainings on GESI for staff and CPs, though further efforts are warranted.
Key assumptions from outputs to outcomes	
Allocation of necessary and stable financial and human resources by Government at all three levels of governance to implement new legislation, mechanisms, knowledge and capacities.	Mixed. In some areas, (e.g. SMP, MCHN, the RtF Act and rehabilitated/constructed assets), the Government has allocated financial and human resources at all levels to implement new legislation, mechanisms, knowledge and capacities. In EPR, training courses have been integrated and budgeted, but other WFP outputs (e.g. HSA) are still pending handover. Similarly, NeKSAP is still not handed over.
Commitment to translate acquired knowledge and capacity into accessible and sustainable services that meet the needs of vulnerable populations.	Partially met. In SMP, resilience and partially in EPR capacity has been translated into accessible and sustainable services that meet the needs of vulnerable populations. In other areas more work is required.
WFP systems and processes are transferable to government-led processes and arrangements.	Partially met. In the case of SMP, EPR, the RtF Act, and food security monitoring, there is a wealth of knowledge on feasible models and approaches. However, more work is needed to translate them into government-led processes and arrangements.
Ability to use acquired knowledge to trigger change in behaviour amongst vulnerable children, women and men.	Mostly met, though it is limited to targeted areas/communities. There is still work to do to scale up the efforts to cover more of the population.
Community ownership and engagement, and willingness to make contributions to increased food security and nutrition.	Mostly met. Asset creation interventions enjoyed community engagement and ownership.

Selected assets have positive influence on productivity (e.g., increased agricultural outputs) and on improvements in livelihoods options.	Yes. Data collected through evaluation process indicate such positive influence.
Key assumptions from outcomes to Impact	
Government demonstrates political commitment to adopt and implement necessary legal and institutional frameworks and adequate national resourcing to: i) implement the school meals programme at scale; and ii) develop and implement evidence-based coherent emergency preparedness and disaster risk reduction (DRR) measures.	Mostly not met. Government shares declarative commitment but in most cases (except SMP, the RtF Act bylaws and EPR trainings), models have not been scaled up.
Government demonstrates the required commitment and capacity to allocate funding from its national budget for adopted programmes.	See above.
Levels of political stability that do not deteriorate; minimal national disasters or other types of disruption.	Nepal is very vulnerable to climate change and natural disasters. The federalisation process continues to present numerous political and governance challenges that affect the delivery of results.
Stable and continuous economy.	Relying heavily on imports, Nepal is very vulnerable to economic shocks, which was visible during COVID-19 and the socioeconomic downturn globally, and in Nepal. This hinders the transformative potential of developmental activities.

Source: Evaluation team.

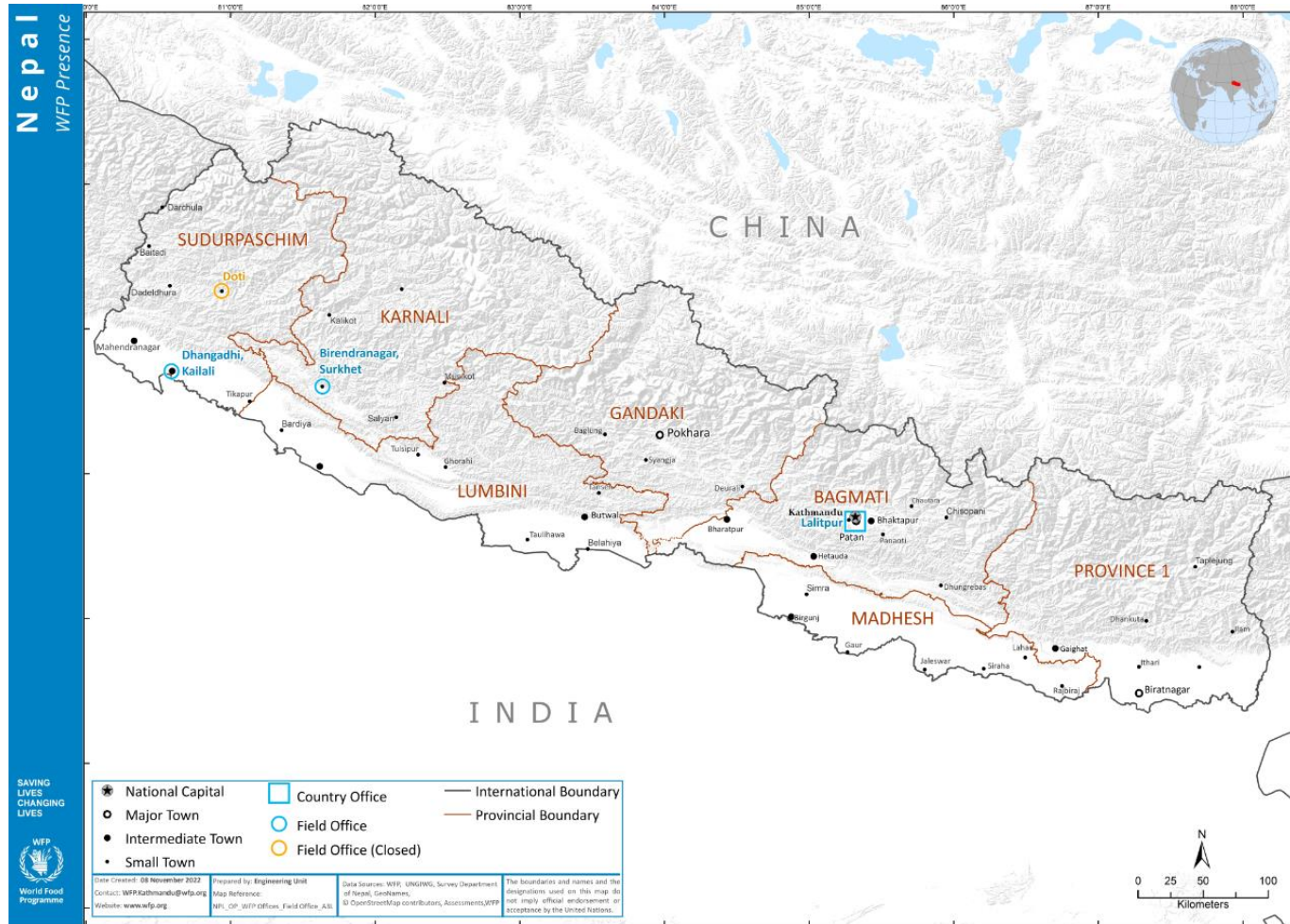
Figure 3: Timeline of WFP Nepal county office: results, milestones and factors (see arrows and comment)



Source: Evaluation team based on consultation with country office on April 27, 2022.

Annex V. Maps of Nepal

Figure 4: Map of Nepal with WFP Offices in 2022



Source: WFP GIS unit.

Figure 5. WFP activities and districts covered – April 2022



Source: WFP country office

Annex VI. Line of Sight

Figure 6: CSP line of sight

NEPAL CSP 2019-2023					
SR 1 – Access to food (SDG 2.1)	SR 4 – End Malnutrition (SDG 2.2)	SR 4 – Sustainable Food Systems (SDG 2.4)	SR 5 - Capacity Strengthening (SDG 17.9)	SR 6 – Enhanced Policies (SDG 17.14)	SR 8 – Enhance Global Partnership (SDG 17.16)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
STRATEGIC OUTCOME 1: Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks.	STRATEGIC OUTCOME 2: Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025	STRATEGIC OUTCOME 3: Vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030.	STRATEGIC OUTCOME 4: The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.	STRATEGIC OUTCOME 5: Government efforts towards achieving Zero Hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.	STRATEGIC OUTCOME 6: Humanitarian and development partners have access to reliable common services by the end of 2023.
BUDGET SO 1: \$ 15,181,606	BUDGET SO 2: \$ 76,146,484	BUDGET SO 3: \$ 42,785,501	BUDGET SO 4: \$ 22,349,862	BUDGET SO 5: \$ 4,841,757	BUDGET SO 6: 3,928,950
UNIQUE DIRECT BENEF. SO 1: 950,812	UNIQUE DIRECT BENEF. SO 2: 597,264	UNIQUE DIRECT BENEF. SO 3: 87,415	UNIQUE DIRECT BENEF. SO 4: 177,575	UNIQUE DIRECT BENEF. SO 5: 0	UNIQUE DIRECT BENEF. SO 6: 0
OUTPUT 1: 1.1 Disaster affected people have access to food, enabling them to meet their basic food and nutrition needs. (A) 1.2 Disaster-affected people have access to specialized nutritious foods and services, enabling them to meet their nutrition needs and prevent malnutrition (B) 1.3 Disaster affected people receive support to repair assets and restore livelihoods. (D) ACTIVITY 1: Provide food assistance for targeted, shock affected people, including food and cash-based transfers, and specialized nutritious foods and related services to treat and prevent malnutrition in children aged 6-59 months, pregnant and lactating women and girls (modality: CBT, Food) (Activity Category 1)	OUTPUT 2: 2.1 Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets. (A, B, E, N) 2.2 Targeted populations in food-insecure areas receive nutritionally sensitive, shock-responsive and gender-transformative social services delivered through a strengthened National Social Protection Framework. (C) ACTIVITY 2: Support the strengthening of national nutrition-sensitive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition. (modality: Food, CS) (Activity Category 6) OUTPUT 3: 3.1 Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets. (A, B, E, N) 3.2 Targeted populations in food-insecure areas receive nutritionally sensitive, shock-responsive and gender-transformative social services delivered through a strengthened National Social Protection Framework. (C) ACTIVITY 3: Provide a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the National Social Protection Framework. (modality: Food, CS) (Activity Category 4) OUTPUT 4: 4.1 People benefiting from the national social safety net programme receive post-harvest fortified rice. (C, K, L, M) ACTIVITY 4: Provide technical support to the Government in order to develop a rice fortification policy framework and supply chain system for use in social safety nets. (modality: CS) (Activity Category 9)	OUTPUT 5: 5.1 Remote, food-insecure communities' benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services. (A, C, D, G) 5.2 Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security (A, C, D, F, G) ACTIVITY 5: Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies. (modality: CBT, CS) (Activity Category 3)	OUTPUT 6: 6.1 National and sub-national capacities in emergency logistics and preparedness are strengthened to deliver efficient, equitable and empowering assistance during crises. (C, H, K) ACTIVITY 6: Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises. (modality: CS) (Activity Category 11) OUTPUT 7: 7.1 Government capacity in early warning systems and food security monitoring are strengthened to provide evidence-based essential services. (A, C, G) ACTIVITY 7: Provide technical assistance to the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance structure. (modality: CBT, CS) (Activity Category 12)	OUTPUT 8: 8.1 Food Security and nutrition is integrated into multi sector policies and institutions across all three spheres of government to improve policy, planning and SDG progress. (I) ACTIVITY 8: Provide technical assistance and support evidence generation for government and multi-sector partners to enhance rights-based food security and nutrition plans, policies, regulatory frameworks, and service delivery. (modality: CS) (Activity Category 9)	OUTPUT 9: 9.1 Government and all humanitarian partners benefit from the design and construction of the common services. (H, K) 9.2 Humanitarian and development partners have access to rental facility enabling them to respond to emergency (H, K) ACTIVITY 9: Provide on-demand service provision to all stakeholders in the country in order to support effective humanitarian response. (modality: Service Delivery) (Activity Category 10) OUTPUT 10: 10.1 Humanitarian and development partners are supported efficiently for cash-based transfer management enabling them to provide necessary support to the affected ACTIVITY 10: Provide on-demand cash-based transfer management support to all humanitarian and development partners to enable them to provide efficient cash transfer services to the affected population in order to meet their essential needs. (modality: Service Delivery) (Activity Category 10)
TOTAL BUDGET: \$ 165 234 160					
TOTAL UNIQUE DIRECT BENEFICIARIES: 1,809,063					

Source: Nepal Country Office

Annex VII. Subject being evaluated

- T-ICSP data

Budget and funding

1. The Nepal T-ICSP initial budget of United States dollars (USD) 24,255,302 was increased to USD 42,746,397 with 1,134,958 beneficiaries through BR3.⁶

Table 4: Nepal T-ICSP budget by focus area and strategic outcome (USD), based on Budget Revision 3

	SO1	SO2	SO3	SO4	SO5	Total
Focus Area	Root causes	Crisis response	Root causes	Resilience building	Resilience building	
Transfer	8,730,823	817,104	3,239,997	12,751,212	2,466,080	28,005,217
Implementation	947,014	157,107	200,031	1,118,290	5,536,515	7,958,957
Direct support Costs	1,123,018	113,048	399,181	1,609,419	928,622	4,173,289
Total	10,800,855	1,087,258	3,839,210	15,478,922	8,931,218	40,137,462
Share over total CPB	26.9%	2.7%	9.6%	38.6%	22.2%	100.0%

Source: WFP, Nepal T-ICSP BR3. (adapted). Note: ISC are not reflected.

Funding

2. The total allocated resources for the T-ICSP amounted to USD 18.97 million, 44.4 percent of the needs based plan (NBP) (USD 42.75 million). At USD 18.96 million, total expenditures were very close to the total allocated resources. As shown in Table 5, funding and expenditure levels vary considerably across activities. Activities 4 and 1 show the highest levels (allocated resources and expenditures at USD 5.92 million and USD 5.27 million, respectively) and activities 6 and 8 show the lowest levels (allocated resources and expenditures at USD 387,994 and USD 283, respectively).

Table 5: Nepal T-ICSP cumulative financial overview (USD)

	SO1	SO2	SO3	SO4	SO5			
	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	Activity 8
NBP original	4,250,104	567,204	864,873	12,449,055	331,353	1,385,231	448,424	262,181
NBP BR3	9,677,837	974,211	3,440,028	13,869,502	585,063	2,050,908	801,374	4,565,250
Allocated resources	5,266,565	796,548	2,409,103	5,924,485	560,216	387,994	611,186	283
Expenditure	5,260,158	796,548	2,409,103	5,924,485	560,216	387,994	611,186	283

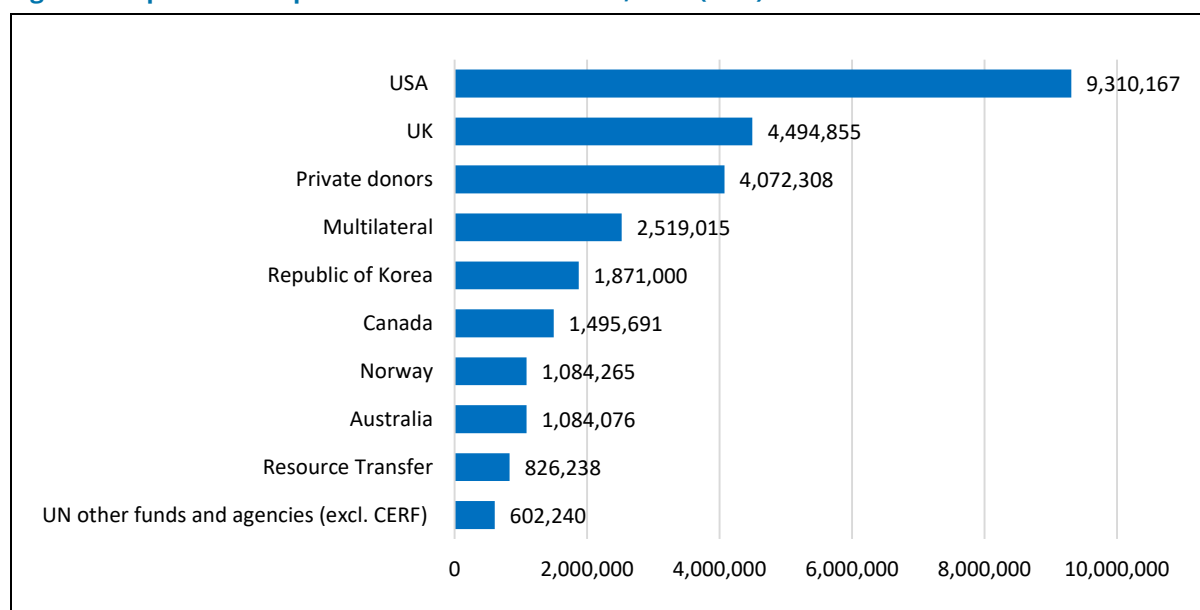
Source: WFP Nepal T-ICSP Cumulative Financial Overview-ACR1, extracted on 14 Dec 21 until 31 Dec 21 and WFP Nepal 100 NEP CO ICSP 10 MAY 2017.

⁶ WFP, Nepal T-ICSP, Revision 3. 2018.

Main donors

3. The United States of America (USA) is the main donor by far for both T-ICSP and CSP (Figure 7).

Figure 7: Top 10 WFP Nepal donors under the T-ICSP, 2018 (USD)⁷



Source: WFP, Nepal T-ICSP Resource Situation, extracted 11th May 2022 from WFP website.

Beneficiaries

4. Under the T-ICSP, actual beneficiary numbers for Activity 1 (SMP) and Activity 3 (MCHN) were relatively close to planning figures (Table 6).

Table 6: Planned versus actual number of beneficiaries and percentage achievement by T-ICSP activity, 2018

SO	Act	2018		
		Planned	Actual	%
1	1	235,999	224,660	95%
2	2	8,758	6,317	72%
3	3	126,559	121,458	96%
4	4	101,545	70,313	69%

Source: WFP, Nepal planned and actual beneficiaries by activity tag; COMET CMR020 extracted on 05th April 2022; and data shared by CO on 2nd May 2022.

5. For a detailed overview of outputs, see Annex VIII. The T-ICSP shows a mixed picture for cash-based transfer (CBT) values, with SO2 having a percentage achievement of 139, and SO4 having a percentage achievement of 40. Food transfers also show an overall mixed picture for the T-ICSP with SO4 underachieving (36 percent) and SO3 overachieving (108 percent).

⁷ The evaluation team noticed discrepancies between files in the T-ICSP and these are being followed up by the country office.

Annex VIII. Overview of outputs, outcomes and cross-cutting indicators

Outputs

Beneficiaries

Table 7: Nepal CSP planned beneficiaries across various budget revisions (BRs), 2019-2023

SO	Activity	Original NBP			BR 01			BR 02			BR 03			BR 04		
		Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total	Women/Girls	Men/Boys	Total
SO 1	1	337,825	398,695	736,520	337,825	398,695	736,520	411,145	355,375	766,520	546,216	404,596	950,812	546,216	404,596	950,812
SO 2	2	2,013,931	998,679	3,012,610	173,563	111,177	284,740	173,563	111,177	284,740	100,468	41,165	141,633	100,468	41,165	141,633
	3	375,358	375,393	750,751	177,438	159,624	337,062	177,438	159,624	337,062	230,050	203,872	433,922	243,711	211,920	455,631
	4	66	69	135	66	69	135	66	69	135	-	-	-	-	-	-
SO 3	5	271,249	276,615	547,864	160,448	153,298	313,747	160,448	153,298	313,746	45,018	42,396	87,414	45,018	42,396	87,414
SO 4	6	560	582	1,142	560	582	1,142	560	582	1,142	-	-	-	-	-	-
	7	1,470	1,530	3,000	2,380	2,270	4,650	13,657	12,891	26,548	12,127	11,421	23,548	91,451	86,124	177,575
SO 5	8	-	-	-	1,020	980	2,000	1,020	980	2,000	-	-	-	-	-	-
SO 6	9															
	10															
Total		3,000,459	2,051,563	5,052,022	909,196	766,797	1,675,993	937,925	793,969	1,731,894	931,879	701,448	1,633,327	1,023,809	785,254	1,809,063

Note: Totals exclude overlaps in beneficiaries benefiting from more than one activity. The reduction in beneficiaries in BR01, BR03 and BR04 was mainly due to change in beneficiary counting mechanisms (orange highlights). Overlaps were removed in BR01 while in BR03 and BR04 capacity strengthening beneficiaries were reflected in a separate table. The changes in BR03 owing to separate presentation of capacity strengthening beneficiaries are highlighted grey.

Source: WFP CSP and budget revision narratives.

Table 8: T-ICSP Actual versus planned beneficiaries by strategic outcome, activity tag and gender, 2018

Strategic outcome (SO)/activity/activity tag		Planned beneficiaries			Actual beneficiaries			Actuals as a % of planned beneficiaries		
		F	M	Total	F	M	Total	F	M	Total
SO1. School-aged children in food insecure and remote rural areas have sustainable access to food by 2022.										
Activity 1. Provision of school meals, and strengthening capacity.	School feeding (on-site)	124,088	111,911	235,999	118,204	106,456	224,660	95%	95%	95%
SO2. Refugees from Bhutan in eastern Nepal maintain access to adequate food.										
Activity 2. Support refugees from Bhutan to maintain access to food.	General distribution	4,677	4,081	8,758	3,022	3,295	6,317	65%	81%	72%
SO3. Children 6-23 months old, pregnant and lactating women and girls (PLWG) and other vulnerable persons in Nepal have improved nutritional status by 2030.										
Activity 3. Support the Government to design and implement programmes for the prevention of malnutrition.	Prevention of acute malnutrition	43,358	28,642	72,000	40,898	32,041	72,939	94%	112%	101%
	Prevention of stunting	21,948	10,884	32,832	26,042	11,960	38,002	119%	110%	116%
	Treatment of moderate acute malnutrition	14,587	7,140	21,727	19,305	5,996	25,301	132%	84%	116%
SO4. Improved availability of pro-smallholder public goods and services in vulnerable communities in central and western Nepal by 2030.										

Activity 4. Enhance resilience and improve adaptation to shocks and to the effects of climate change.	Climate adaptation and risk management activities	7,521	7,308	14,829	-	-	-	0%	0%	0%
	Food assistance for asset	42,490	44,226	86,716	34,454	35,859	70,313	81%	81%	81%
Total without overlap		258,669	214,192	472,861	229,302	190,844	420,146	89%	89%	89%

Source: COMET report CM-R020, extracted on 05th April 2022.

To note for table 8 to table 13: red shading indicates under-performance (percentage achievement below 50) and green shading indicates over-performance (percentage achievement above 100). For 2022 data, actual figures are until June whereas planned figures are for the whole year.

Table 9: Actual versus planned beneficiaries by strategic outcome, activity tag, gender and year, 2019-2022

Strategic Outcome (SO)/Activity/ Activity Tag	2019 Planned beneficiaries			2019 Actual beneficiaries			2019 Actuals as a % of planned			2020 Planned beneficiaries			2020 Actual beneficiaries			2020 Actuals as a % of planned			2021 Planned beneficiaries			2021 Actual Beneficiaries			2021 Actuals as a % of planned			2022 Planned beneficiaries			2022 Actual beneficiaries			2022 Actuals as a % of planned			
	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	
Act 1	Food assistance for asset	8,756	8,246	17,002	-	-	-	0%	0%	0%	3,091	2,909	6,000	-	-	-	0%	0%	0%	3,091	2,909	6,000	-	-	-	0%	0%	0%	-	-	-	-	-	-	-	-	-
	General distribution	110,728	104,276	215,004	31,911	30,054	61,965	29%	29%	29%	59,741	56,259	116,000	5,362	5,048	10,410	9%	9%	9%	44,290	41,710	86,000	11,126	10,473	21,599	25%	25%	25%	136,418	128,472	264,890	127,375	128,818	256,193	93%	100%	97%
	Prevention of acute malnutrition	36,770	24,480	61,250	22,008	14,526	36,534	60%	59%	60%	32,032	20,468	52,500	25,614	12,710	38,324	80%	62%	73%	109,012	41,780	150,792	104,202	52,467	156,669	96%	126%	104%	22,753	10,622	33,375	39,348	18,530	57,878	173%	174%	173%
	Treatment of moderate acute malnutrition	11,155	7,395	18,550	-	-	-	0%	0%	0%	4,462	2,958	7,420	-	-	-	0%	0%	0%	4,462	2,958	7,420	-	-	-	0%	0%	0%	3,347	2,218	5,565	-	-	-	0%	0%	0%
Act 2	Prevention of acute malnutrition	-	-	-	-	-	-	-	-	-	11,284	-	11,284	7,288	3,996	11,284	65%	-	100%	48,551	8,765	57,316	42,611	13,615	56,226	88%	155%	98%	-	-	-	-	-	-	-	-	-
	Prevention of stunting	22,522	10,522	33,044	20,759	9,676	30,435	92%	92%	92%	19,721	9,404	29,125	21,249	9,871	31,120	108%	105%	107%	37,618	10,702	48,320	36,783	12,361	49,144	98%	116%	102%	19,721	9,404	29,125	18,135	8,406	26,541	92%	89%	91%
Act 3	School feeding (alternative take-home rations)	-	-	-	-	-	-	-	-	-	-	-	-	390,335	367,602	757,937	-	-	-	-	-	-	414,918	390,719	805,637	-	-	-	-	-	-	605,997	578,183	1,184,180	-	-	-

	School feeding (on-site)	131,128	117,872	249,000	107,336	96,454	203,790	82%	82%	82%	91,278	81,836	173,114	83,364	74,826	158,190	91%	91%	91%	129,240	112,381	241,621	112,432	106,175	218,607	87%	94%	90%	127,242	114,379	241,621	113,468	107,855	221,323	89%	94%	92%
Act 5	Climate adaptation and risk management activities	-	-	-	-	-	-	-	-	-	22,274	20,977	43,251	8,784	8,256	17,040	39%	39%	39%	23,498	22,207	45,705	11,680	11,104	22,784	50%	50%	50%	5,150	4,850	10,000	7,312	6,888	14,200	142%	142%	142%
	Food assistance for asset	40,127	37,789	77,916	-	-	-	0%	0%	0%	13,391	12,609	26,000	516	489	1,005	4%	4%	4%	14,174	13,347	27,521	34,412	30,637	65,049	243%	230%	236%	5,150	4,850	10,000	-	-	-	0%	0%	0%
Act 7	Climate adaptation and risk management activities	850	799	1,649	-	-	-	0%	0%	0%	12,128	11,422	23,550	7,024	6,614	13,638	58%	58%	58%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Forecast-based anticipatory climate actions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	73,749	69,456	143,205	18,091	16,809	34,900	25%	24%	24%	73,486	69,204	142,690	-	-	-	-	-	-
Total without overlap		362,040	311,369	673,409	182,014	150,710	332,724	50%	48%	49%	269,398	218,843	488,241	474,373	422,068	896,441	176%	193%	184%	474,482	326,216	800,698	681,293	422,068	564,277	144%	129%	70%	393,267	343,999	737,266	798,167	740,825	1,538,992	203%	215%	209%

Source: COMET report CM-R020, data extracted on 15/12/2021 for 2019-2020 and on 18/02/2022 for 2021. 2022 data shared by WFP Nepal CO on 06.09.2022. Note: Act7 FBF not yet activated.

Cash-based transfers and food transfers

Table 10: Planned versus actual T-ICSP cash-based transfers by strategic outcome, activity and year, 2018

Strategic outcome	Activity	Total planned (USD)	Total distributed (USD)	% Distributed / planned
SO 2	Activity 2	298,147	412,957	139
SO 4	Activity 4	5,897,000	2,383,399	40
Grand Total		6,195,147	2,796,356	45

Source: Comet Report CM R014 extracted on 06/01/2022.

Table 11: Planned versus actual T-ICSP food transfers by strategic outcome, activity and year, 2018

Strategic outcome	Activity	Total planned (mt)	Total distributed (mt)	% MT Distributed / planned
SO 1	Activity 1	4,883	2,763	57
SO 2	Activity 2	718	441	61
SO 3	Activity 3	1,198	1,298	108
SO 4	Activity 4	2,112	769	36
Grand Total		8,911	5,271	59

Source: Comet Report CM R014 extracted on 06/01/2022.

Table 12: Planned versus actual CSP food transfers by strategic outcome, activity and year, 2019-2022

Strategic outcome	Activity	Total planned (MT) 2019	Total distributed (MT) 2019	% MT Distributed / planned 2019	Total planned (mt) Year 2020	Total distributed (mt) 2020	% MT Distributed / planned 2020	Total planned (mt) 2021	Total distributed (mt) 2021	% MT Distributed / planned 2021	Total planned (mt) 2022	Total distributed (mt) 2022	% MT Distributed / planned 2022	Total planned (mt) All years	Total distributed (mt) All years	% mt Distributed / planned All years
SO 1	Activity 1	1,295	719	56	661	267	40	1,244	987	79	916	347	38	4,116	2,320	56
SO 2	Activity 2	684	407	60	1,116	792	71	1,048	717	68	1,049	249	24	3,897	2,165	56
SO 2	Activity 3	5,578	4,101	74	3,691	3,741	101	4,187	3,000	72	3,975	3,036	76	17,431	13,878	80
SO 3	Activity 5	210		0	-	-	-	-	-	-	-	-	-	210	0	0
Grand Total		7,767	5,227	67	5,468	4,800	88	6,479	4,704	73	5,940	3,632	61	25,654	18,363	72

Source: Comet Reports CM R014 for 2019-2020 extracted on 13/01/2022. Data for 2021 from 2021 annual country report (ACR). Data for 2021 from 2021 ACR. 2022 data shared by WFP Nepal CO on 06.09.2022.

Table 13: Planned versus actual CSP cash-based transfers by strategic outcome, activity and year, 2019-2022

Strategic outcome	Activity	Total planned (USD) 2019	Total distributed (USD) 2019	% Distributed / planned 2019	Total planned (USD) Year 2020	Total distributed (USD) 2020	% Distributed / planned 2020	Total planned (USD) 2021	Total distributed (USD) 2021	% Distributed / planned 2021	Total planned (USD) 2022	Total distributed (USD) 2022	% Distributed / planned 2022	Total planned (USD) All years	Total distributed (USD) All years	% Distributed / planned All years
SO 1	Activity 1	1,938,000	52,826	3	752,800	99,788	13	752,800	742,112	99	2,926,660	2,541,938	87	6,370,260	3,436,664	54%
SO 3	Activity 5	3,102,592		0	3,867,407	410,326	11	3,884,130	2,785,042	72	1,456,540	378,687	26	12,310,669	3,574,055	29
SO 4	Activity 7	5,248		0	74,891	71,159	95	3,257,127	188,346	6	3,467,839	0	0	6,805,105	259,505	4
Grand Total		5,045,840	52,826	1	4,695,098	581,273	12	7,894,056	3,715,500	47	7,851,038	2,920,626	37	25,486,032	7,270,225	29

Source: Comet Reports CM R014 for 2019-2020 extracted on 05/01/2022. Data for 2021 from 2021 ACR. 2022 data shared by WFP Nepal CO on 06.09.2022.

Table 14: Wheat soya blend plus (WSB+) monthly distributions (mt) in Karnali province

Month	Dolpa	Humla	Jumla	Kalikot	Mugu	Grand Total
2019-01	7.932	15.051	19.311	30.24	17.355	89.889
2019-02	7.197	12.441	19.407	30.225	15.69	84.96
2019-03	7.422	14.451	17.7	22.113	11.985	73.671
2019-11	7.05	15.291	18.525	25.662	10.992	77.52
2019-12	7.662	9.879	19.173	29.853	14.49	81.057
2019	37.263	67.113	94.116	138.093	70.512	407.097
2020-01	7.293	4.581	18.155	28.891	6.01	64.93
2020-02	7.407	14.781	18.357	29.085	9.741	79.371
2020-03	7.35	12.237	10.494	20.652	13.026	63.759
2020-04	7.62	9.885	19.491	18.723	14.919	70.638
2020-05	7.692	15.468	19.656	31.656	15.339	89.811

2020-06	7.548	16.092	19.596	30.243	15.441	88.92
2020-07	7.683	15.165	19.725	28.026	15.405	86.004
2020-08	7.662	11.868	20.262	19.122	16.194	75.108
2020-09	2.811	17.376	18.344	30.408	16.047	84.986
2020-10		6.417		7.581	6.599	20.597
2020	63.066	123.87	164.08	244.387	128.721	724.124
2021-03	3.723	0	5.583	4.377	0	13.683
2021-04	6.975	14.271	18.948	27.771	12.045	80.01
2021-05	2.859	14.49	14.583	7.164	12.081	51.177
2021-06	7.101	15.657	19.914	29.712	13.029	85.413
2021-07	7.32	15.357	19.812	29.361	13.827	85.677
2021-08	7.248	13.629	19.521	22.326	14.628	77.352
2021-09	7.059	15.036	19.494	25.617	15.024	82.23
2021-10	7.257	15.132	19.572	27.42	15.687	85.068
2021-11	0.381	15.306	20.154	27.975	15.771	79.587
2021-12	7.416	10.698	13.419	28.878	16.041	76.452
2021	57.339	129.576	171	230.601	128.133	716.649
2022-01	9.51			25.257	6.281	41.048
2022-03	0.486	8.436	5.328	5.658	6.558	26.466
2022-04	6.69	13.713	18.351	27.267	13.602	79.623
2022-05	4.236	4.44	8.007	4.935	5.397	27.015
2022-06	6.69	10.617	17.943	26.052	13.458	74.76
2022	27.612	37.206	49.629	89.169	45.296	248.912
Grand Total	185.28	357.765	478.825	702.25	372.662	2096.782

Source: WFP Nepal CO, data shared 18.08.2022.

Other outputs

Table 15: Planned versus actual T-ICSP other outputs, 2018

Detailed indicator	Unit	2018		
		Planned	Actual	% Achieved
Strategic Outcome 1: School-aged children in food insecure and remote rural areas have sustainable access to food by 2022				
Activity 1. Provision of school meals, and strengthening capacity				
Output A: Conditional resources transferred to school aged children to meet their basic food/nutrition needs				
Number of education awareness events organized in programme schools	instance	3100	3082	99.40%
Number of parent-teacher associations (PTAs) or similar "school" governance structures supported	structure	2110	1896	89.90%
Number of physical and digital libraries established	unit	270	243	90%
Number of schools served by libraries established	school	15	15	100%
Number of schools with child clubs that have received orientation training	school	2030	2030	100%
Number of schools with improved sanitation facilities	school	220	220	100%
Number of schools with WASH coordination committees formed	school	2030	2030	100%
Number of WFP-assisted schools supported with government deworming tablets	school	2030	2030	100%
Number of WFP-assisted schools with adequate hand washing stations	school	220	220	100%
Number of WFP-assisted schools with upgraded waste management pits	school	2030	2030	100%
Number of boys who received deworming treatment in government deworming campaign with the assistance of WFP	individual	112332	53643	47.80%
Number of girls in WFP-assisted schools who received deworming treatment at least once during the year	individual	124294	59696	48%
Number of textbooks and other teaching and learning materials provided	item	1032018	952578	92.30%
Output C: Skills/capacity of local partners improved				
Number of media stations trained	media stations	6	5	83.30%
Number of menstrual hygiene & management (MHM) trainings organized	event	20	22	110%
Number of social mobilization training of trainers events organized	event	11	11	100%
Number of individuals (women) trained in child health and nutrition	individual	5684	5636	99.20%
Number of individuals (men) trained in child health and nutrition	individual	8526	8463	99.30%
Number of media partners trained (men)	individual	12	50	416.70%
Number of media partners trained (women)	individual	6	31	516.70%
Number of school administrators and officials trained or certified	individual	3147	2851	90.60%

Number of teachers/educators/teaching assistants trained or certified	individual	1225	1206	98.40%
Number of teachers receiving recognition awards	teacher	25	39	156%
Number of media announcements produced	media announcement	30	30	100%
Number of training curriculums designed	training curriculum	1	1	100%
Number of training needs assessments conducted	report	1	2	200%
Strategic Outcome 2: Refugees from Bhutan in eastern Nepal maintain access to adequate food				
Activity 2. Support refugees from Bhutan to maintain access to food				
Output A: Refugees from Bhutan received daily food rations as per the agreed entitlement				
Quantity of agricultural inputs (seeds, fertilizer) distributed	non-food item	250	250	100%
Output C: Reclamation gardening				
Number of people trained (skills: livelihood technologies)	individual	85	85	100%
Strategic Outcome 3: Children 6-23 months old, pregnant and lactating women and girls (PLWG) and other vulnerable persons in Nepal have improved nutritional status by 2030				
Activity 3. Support the Government to design and implement programmes for the prevention of malnutrition				
Output E: Targeted people received nutrition-related advocacy, messaging and counselling				
Number of caregivers (women) who received messages/training on health and nutrition	individual	18880	18657	98.80%
Number of caregivers (men) who received messages/training on health and nutrition	individual	2276	2869	126.10%
Strategic Outcome 4: Improved availability of pro-smallholder public goods and services in vulnerable communities in central and western Nepal by 2030				
Activity 4. Enhance resilience and improve adaptation to shocks and to the effects of climate change				
Output A: Targeted communities receive food and cash entitlements to improve their food security situation				
Number of people reached through the special operation (women and girls)	individual	8431	7315	86.80%
Number of people reached through the special operation (men and boys)	individual	7778	6744	86.70%
Number of project participants (women and girls)	individual	387	307	79.30%
Number of project participants (men and boys)	individual	1027	802	78.10%
Amount of cash transferred by WFP through the special operation to participants	USD	121218	121218	100%
Output C: Targeted communities supported to adapt to climate change and manage risks to food security				

Number of community groups formed and registered	individual	142	97	68.30%
Number of cooks trained in nutrition and healthy cooking	individual	40	20	50%
Number of individuals who have received short-term agricultural sector productivity or food security training	individual	27	27	100%
Number of people provided with basic safety/technical orientation	individual	848	665	78.40%
Number of people trained in disaster preparedness	individual	15	25	166.70%
Number of people trained in hygiene and sanitation	individual	200	200	100%
Number of people trained in hygiene promotion	individual	560	750	133.90%
Number of people trained in insurance	individual	257	244	94.90%
Number of people trained (organizational skills, management and marketing skills)	individual	2517	680	27%
Number of people trained (skills: livelihood technologies)	individual	2145	4479	208.80%
Number of people trained (skills: project management)	individual	1182	1402	118.60%
Output D: Community assets created and livelihood mechanism strengthened to ensure sustainable food security in targeted communities				
Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	Ha	66	66	100%
Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)	Ha	171.8	171.8	100%
Kilometres (km) of drinking water supply line constructed	Km	49.23	49.23	100%
Kilometres (km) of drinking water supply line rehabilitated	Km	8.95	8.95	100%
Kilometres (km) of feeder roads built	Km	7.91	7.91	100%
Kilometres (km) of feeder roads maintained	Km	19.3	19	98.40%
Kilometres (km) of feeder roads rehabilitated	Km	5.95	6.05	101.70%
Kilometres (km) of footpaths, tracks or trails assessed through engineering assessments	Km	93	93	100%
Kilometres (km) of footpaths, tracks or trails constructed	Km	2.96	2.96	100%
Kilometres (km) of footpaths, tracks or trails rehabilitated	Km	184.67	183.07	99.10%
Kilometres (km) of irrigation canals constructed	Km	14.96	14.96	100%
Linear metres (m) of diversion weirs, embankments built	metre	263	263	100%
Number of fuel efficient stoves distributed	number	600	928	154.70%

Number of social infrastructures constructed (school building, facility centre, community building, market stalls, etc.)	number	24	23	95.80%
Number of water taps built/rehabilitated	unit	-	29	-
Number of woodpost bridges constructed	number	6	6	100%
Strategic Outcome 5: Capacities of national and local authorities are enhanced to prepare for and respond to food insecurity and emergencies by 2030				
Activity 5. Strengthen local government capacity at subdistrict level				
Output K: Partnerships supported				
Number of local-level governments supported	number	64	64	100%
Number of plans prepared	number	12	12	100%
Number of policy documents developed and published	number	4	4	100%
Output M: Strengthened national coordination mechanisms				
Number of systems prepared	number	2	2	100%
Number of government staff and other stakeholders trained (women)	number	2892	2892	100%
Number of government staff and other stakeholders trained (men)	number	1392	1392	100%
Act 6. Strengthening EPR capacity and development of national disaster response platforms				
Output H: Shared services and platforms provided for emergency preparedness				
Number of staff trained	individual	471	471	100%
Number of training sessions / workshops organized	training session	15	15	100%
Number of UN agency and NGO staff trained	individual	30	30	100%
Act 7. Strengthen capacity for food security monitoring and analysis				
Output C: Capacity development and technical support provided				
Number of food security monitoring systems in place	system	1	1	100%
Number of people trained in disaster preparedness	individual	1091	1091	100%
Number of training sessions/workshop organized	training session	60	60	100%

Number of government staff members trained in emergency preparedness and response	individual	899	899	100%
Number of government staff members trained in food security monitoring systems	individual	173	173	100%
Number of studies and assessments supported	assessment	8	8	100%
Number of technical support activities provided on food security monitoring and food assistance, by type (technical workshops, meetings at national and subnational level)	activity	23	23	100%
Number of technical support activities provided to carry out studies and assessments	activity	10	10	100%

Source: WFP Nepal 2018 ACR.

Table 16: Planned versus actual CSP other outputs, 2019-2021

Detailed indicator	Sub-activity	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Strategic Outcome 01: Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks											
Activity 01: Provide food assistance for targeted, shock-affected people, including food and cash-based transfers, and specialized nutritious foods and related services to treat and prevent malnutrition in children aged 6-59 months and pregnant and lactating women and girls											
All indicators (beneficiary, food and cash) included in other annex tables											
Strategic Outcome 02: Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025											
Activity 02: Support the strengthening of national nutrition-sensitive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition											
A: Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers											
A.1.17: Number of training sessions for beneficiaries carried out (health and nutrition)	Institutional capacity strengthening activities	training session	646	630	98%	2,584	1,235	48%	5,364	4,288	80%
A.1.14: Number of staff members/community health workers trained on modalities of food distribution	Prevention of acute malnutrition	individual	-	-	-	-	-	-	341	344	101%

A.1.17: Number of training sessions for beneficiaries carried out (health and nutrition)		training session	-	-	-	-	-	-	9,450	8,877	94%
A.5: Quantity of non-food items distributed											
A.5.6: Number of information, education and communication (IEC) materials distributed	Prevention of acute malnutrition	non-food item	-	-	-	-	-	-	112,989	383,988	340%
A.6: Number of institutional sites assisted											
A.6.10: Number of health centres/sites assisted	Prevention of stunting	health centre	-	-	-	128	128	100%	128	128	100%
B: Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets											
B.2: Quantity of specialized nutritious foods provided											
B.2.1: Quantity of specialized nutritious foods provided	Prevention of stunting	mt	-	-	-	-	-	-	786.4	716.65	91%
E*: Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets											
E*.4: Number of people reached through interpersonal SBCC approaches											
E*.4.1: Number of people reached through interpersonal SBCC approaches (men and boys)	Institutional capacity strengthening activities	number	2,906	2,769	95%	2,906	1,807	62%	-	-	-
	Individual capacity strengthening activities	number	-	-	-	-	-	-	13,741	16,892	123%
E*.4.2: Number of people reached through interpersonal SBCC approaches (women and girls)	Institutional capacity strengthening activities	number	26,497	27,676	104%	26,497	22,807	86%	-	-	-

	Individual capacity strengthening activities	number	-	-	-	-	-	-	73,178	65,926	90%
Activity 03: Provide a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the national social protection framework											
A: Targeted populations, including children aged 6-59 months, PLWG and school children, receive an integrated package of assistance to prevent malnutrition and achieve improved diets											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers											
A.1.1: Number of boys in WFP-assisted schools who received deworming treatment at least once during the year	Individual capacity strengthening activities	individual	97,700	81,676	84%	81,835	69,336	85%	73,670	59,588	81%
A.1.8: Number of girls in WFP-assisted schools who received deworming treatment at least once during the year		individual	109,500	90,048	82%	91,279	79,033	87%	82,740	65,556	79%
A.6: Number of institutional sites assisted											
A.6.44: Number of teachers receiving recognition awards	Individual capacity strengthening activities	teacher	43	55	128%	42	0	0%	42	42	100%
A.6.48: Number of schools with WASH coordination committees formed	Institutional capacity strengthening activities	school	2,003	2,003	100%	1,591	1,591	100%	1,434	1,434	100%
A.6.49: Number of schools with child clubs that have received orientation training		school	2,003	2,003	100%	1,591	468	29%	1,028	1,574	153%
A.6.MGD1.1.4: Number of teachers/educators/teaching assistants trained or certified		individual	1,474	1,451	98%	1,200	258	22%	910	928	102%

A.6.MGD1.1.5: Number of school administrators and officials trained or certified		individual	3,078	2,859	93%	3,015	0	0%	2,841	2,274	80%
Number of physical and digital libraries established		unit	288	284	99%	-	-	-	-	-	-
Number of schools served by libraries established		school	12	12	100%	-	-	-	-	-	-
Number of parent-teacher associations (PTAs) or similar "school" governance structures supported		structure	36	24	67%	-	-	-	-	-	-
Number of textbooks and other teaching and learning materials provided		item	993,672	993,672	100%	-	-	-	-	-	-
A.6.34: Number of WFP-assisted schools with adequate hand-washing stations	School feeding (on-site)	school	200	200	100%	180	198	110%	140	147	105%
A.6.47: Number of education awareness events organized in programme schools		instance	2,491	2,484	100%	2,638	1,591	60%	1,434	2,572	179%
A.6.50: Number of WFP-assisted schools supported with government deworming tablets		school	2,003	1,611	80%	1,591	1,436	90%	1,434	1,148	80%
A.6.9: Number of fuel or energy-efficient stoves distributed in WFP-assisted schools		stove	17	0	0%	34	34	100%	17	17	100%

A.6. McGovern-Dole (MGD) 2.4.B: Number of schools with improved sanitation facilities		school	220	220	100%	180	185	103%	140	215	154%
C: Targeted populations in food-insecure areas receive nutritionally sensitive, shock-responsive and gender-transformative social services delivered through a strengthened national social protection framework											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	-	-	-	-	-	-	1,097	1,097	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											
C.5*.2: Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	-	-	-	-	-	-	48	48	100%
Activity 04: Provide technical support to the Government in order to develop a rice fortification policy framework and supply chain system for use in social safety nets											
C: People benefiting from the national social safety net programme receive post-harvest fortified rice											
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											
C.5*.2: Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	-	-	-	-	-	-	1	1	100%
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)											
C.6*.1: Number of tools or products developed	Institutional capacity strengthening activities	unit	-	-	-	-	-	-	1	1	100%
L: People benefiting from the national social safety net programme receive post-harvest fortified rice											
L.2: Amount of investments in equipment made, by type											
L.2.1: Amount of investments in equipment made	Institutional capacity strengthening activities	USD	-	-	-	-	-	-	31,660	26,529	84%
M: People benefiting from the national social safety net programme receive post-harvest fortified rice											

M.1: Number of national coordination mechanisms supported												
M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	unit	-	-	-	-	-	-	-	4	4	100%
Activity 05: Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies												
A: Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security												
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers												
A.1.19: Number of training sessions for beneficiaries carried out (community preparedness, early warning, disaster risk reduction, and climate change adaptation (CCA))	Climate adaptation and risk management activities	training session	-	-	-	-	-	-	-	4	4	100%
A.1.20: Number of training sessions for beneficiaries carried out (livelihood-support/ agriculture & farming;/income-generating activities (IGA))		training session	-	-	-	-	-	-	-	14	14	100%
A.1.18: Number of participants in beneficiary training sessions (community preparedness, early warning, disaster risk reduction, and climate change adaptation)	Institutional capacity strengthening activities (2019) / Individual capacity strengthening activities (2020-2021)	individual										
A.1.21: Number of participants in beneficiary training sessions (livelihood-support/agriculture & farming/IGA)		individual	-	-	-	-	-	-	-	1,806	1,400	78%
						865	1,686	195%	1,000	2,266	227%	

Number of participants in beneficiary training sessions (health and nutrition)	Institutional capacity strengthening activities	individual	-	-	-	-	-	-	-	-	-
A.5: Quantity of non-food items distributed											
A.5.6: Number of IEC materials distributed	Climate adaptation and risk management activities	non-food item	-	-	-	500	500	100%	-	-	-
A.5.14: Quantity of agricultural tools distributed		non-food item	-	-	-	51	51	100%	-	-	-
A.5.30: Number of agro-processing units provided to established food-processing cooperatives		non-food item	-	-	-	170	170	100%	39	31	79%
A.5.35: Quantity of livestock distributed		number	-	-	-	5,700	5,700	100%	6	9	150%
A.6: Number of institutional sites assisted											
A.6.17: Number of new nurseries established	Climate adaptation and risk management activities	nursery	-	-	-	6	6	100%	6	6	100%
A.6.27: Number of villages assisted		village	-	-	-	-	-	-	5	5	100%
A: Remote, food-insecure communities benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers											
A.1.26: Number of people reached through the special operation (men and boys)	Food assistance for asset	individual	3,486	3,800	109%	8,900	1,219	14%	5,736	4,533	79%
A.1.27: Number of people reached through the special operation (women and girls)		individual	3,752	4,073	109%	9,200	1,269	14%	6,104	4,877	80%
A.1.28: Number of project participants (men)		individual	525	716	136%	1,191	322	27%	436	416	95%
A.1.29: Number of project participants (women)		individual	200	361	181%	743	203	27%	133	139	105%

Number of participants in beneficiary training sessions (health and nutrition)	Institutional capacity strengthening activities	individual	-	-	-	-	-	-	-	-	-
Number of participants in beneficiary training sessions (community preparedness, early warning, disaster risk reduction, and climate change adaptation)		individual	-	-	-	-	-	-	-	-	-
A.1.20: Number of training sessions for beneficiaries carried out (livelihood-support/agriculture & farming/IGA)	Individual capacity strengthening activities	training session	-	-	-	-	-	-	20	20	100%
A.1.21: Number of participants in beneficiary training sessions (livelihood-support/agriculture & farming/IGA)		individual	-	-	-	227	227	100%	473	1,285	272%
A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (women)		person	-	-	-	100	100	100%	-	-	-
A.5: Quantity of non-food items distributed											
A.5.6: Number of IEC materials distributed	Food assistance for asset	non-food item	-	-	-	1	1	100%	2	2	100%
A.6: Number of institutional sites assisted											
A.6.MGD1.3.4: Number of kitchens or cook areas rehabilitated/constructed	Food assistance for asset	unit	-	-	-	-	-	-	60	60	100%
A.6.24: Number of schools supported through home-grown school feeding model	Institutional capacity strengthening activities	school	-	-	-	42	56	133%	-	-	-
C: Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security											

C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)												
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	-	-	-	-	-	-	-	108	108	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)												
C.5*.2: Number of training sessions/workshop organized	Climate adaptation and risk management activities	training session	-	-	-	-	-	-	-	52	31	60%
C: Remote, food-insecure communities benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services												
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)												
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	-	-	-	155	155	100%	60	246	410%	
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)												
C.5*.2: Number of training sessions/workshop organized	Institutional capacity strengthening activities	training session	-	-	-	3	3	100%	3	3	100%	
D: Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security												
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure												
D.1.117: Kilometres (km) of drinking water supply line rehabilitated	Climate adaptation and risk management activities	km	-	-	-	-	-	-	-	2.72	2.72	100%
D.1.119: Kilometres (km) of irrigation canals rehabilitated		km	-	-	-	17.25	15.86	92%	12.64	12.64	100%	

D.1.11: Hectares (ha) of degraded hillsides and marginal areas rehabilitated with physical and biological soil and water conservation measures, planted with trees and protected (e.g. closure, etc)	ha	-	-	-	12	7	58%	39.5	39.5	100%
D.1.125: Number of community water ponds for irrigation/livestock use rehabilitated/maintained (3000-8000 mt ³)	number	-	-	-	-	-	-	7	7	100%
D.1.126: Number of community water ponds for irrigation/livestock use rehabilitated/maintained (8000-15000 mt ³)	number	-	-	-	22	22	100%	-	-	-
D.1.145: Number of new animal dip-tanks constructed	number	-	-	-	-	-	-	2	2	100%
D.1.158: Community common centres established/rehabilitated	centre	-	-	-	1	1	100%	1	2	200%
D.1.159: Hectares (ha) of land brought under plantation	ha	-	-	-	425.1	424.65	100%	117.14	117.14	100%
D.1.15: Hectares (ha) of land under orchards established	ha	-	-	-	-	-	-	2	2	100%
D.1.32: Kilometres (km) of drinking water supply line constructed	m	-	-	-	30.53	21.31	70%	5.2	5.2	100%

D.1.33: Kilometres (km) of live fencing created	km	-	-	-	-	-	-	1	1.05	105%
D.1.41: Kilometres (km) of footpaths, tracks or trails rehabilitated	km				6	6	100%	3	3	100%
D.1.42: Kilometres (km) of irrigation canals constructed	km	-	-	-	-	-	-	5.97	5.97	100%
D.1.4: Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	ha	-	-	-	20	20	100%	165	165	100%
D.1.50: Number of social infrastructures and income generating infrastructures constructed (school building, facility centre, community building, market stalls, etc.)	number				1	1	100%	14	14	100%
D.1.52: Number of social infrastructures and income-generating infrastructures rehabilitated (school building, facility centre, community building, market stalls, etc.)	number	-	-	-	1	2	200%	-	-	-
D.1.56: Number of community post-harvest structures built	number	-	-	-	6	6	100%	1	1	100%

D.1.5: Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)		ha	-	-	-	220	220	100%	310	310	100%
D.1.65: Number of family gardens established		garden	-	-	-	-	-	-	2,220	1,060	48%
D.1.73: Number of fuel-efficient stoves distributed		number	-	-	-	285	235	82%	-	-	-
D.1.98: Number of tree seedlings produced/provided		number	-	-	-	151,694	151,694	100%	85,150	109,452	129%
D.2*: Number of people provided with direct access to energy products or services											
D.2*.10: Total number of people provided with direct access to energy products or services (cooking)	Individual capacity strengthening activities	number	-	-	-	-	-	-	100	100	100%
D: Remote, food-insecure communities benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services											
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure											
D.1.110: Linear metres (m) of flood protection dikes constructed	Food assistance for asset	metre	-	-	-	-	-	-	189	189	100%
D.1.117: Kilometres (km) of drinking water supply line rehabilitated		km	-	-	-	-	-	-	4.2	4.2	100%
D.1.119: Kilometres (km) of irrigation canals rehabilitated		km	-	-	-	-	-	-	1.49	1.49	100%
D.1.120: Metres (m) of concrete/masonry dam/dike/water reservoir constructed		metre	-	-	-	-	-	-	-	933	933

D.1.133: Number of community water ponds for domestic use constructed (3000-8000 mt ³)	number	-	-	-	-	-	-	1	1	100%
D.1.159: Hectares (ha) of land brought under plantation	ha	-	-	-	-	-	-	20.24	20.24	100%
D.1.160: Kilometres (km) of footpaths, tracks or trails assessed through engineering assessments	km	87	87	100%	63	0	0%	8	0	0%
D.1.161: Length (m) of drainage canals constructed/rehabilitated	metre	-	-	-	-	-	-	13,901.27	11,276.27	81%
D.1.32: Kilometres (km) of drinking water supply line constructed	km	-	-	-	-	-	-	14.42	14.42	100%
D.1.36: Kilometres (km) of feeder roads built	km	-	-	-	-	-	-	12.69	12.37	97%
D.1.38: Kilometres (km) of feeder roads rehabilitated	km	5	5	100%	-	-	-	24.92	24.62	99%
D.1.40: Kilometres (km) of footpaths, tracks or trails constructed	km	-	-	-	-	-	-	6.83	6.47	95%
D.1.41: Kilometres (km) of footpaths, tracks or trails rehabilitated	km	-	-	-	26	14	54%	63.69	38.69	61%
D.1.42: Kilometres (km) of irrigation canals constructed	Km	-	-	-	-	-	-	1.5	1.5	100%
D.1.43: Linear metres (m) of soil/stones bunds or small dikes rehabilitated	metre	-	-	-	-	-	-	1,881.60	1,976.60	105%

D.1.44: Linear metres (m) of soil/stones bunds or small dikes created	metre	-	-	-	-	-	-	2,584.50	2,584.50	100%
D.1.48: Number of woodpost bridges constructed	number	-	-	-	-	-	-	1	1	100%
D.1.4: Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	ha	-	-	-	-	-	-	53	53	100%
D.1.50: Number of social infrastructures and income generating infrastructures constructed (school building, facility centre, community building, market stalls, etc.)	number	-	-	-	2	2	100%	9	8	89%
D.1.52: Number of social infrastructures and income-generating infrastructures rehabilitated (school building, facility centre, community building, market stalls, etc.)	number	-	-	-	-	-	-	5	6	120%
D.1.5: Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)	ha	-	-	-	-	-	-	2,989.80	2,921.45	98%

D.1.60: Linear metres (m) of diversion weirs, embankments built		metre	-	-	-	-	-	-	281	277	99%
D.1.82: Number of chicken houses constructed		number	-	-	-	-	-	-	1	1	100%
D.1.8: Hectares (ha) of land under crops		ha	-	-	-	-	-	-	3.66	3.18	87%
D.1.98: Number of tree seedlings produced/provided		number	-	-	-	-	-	-	9,800	9,800	100%
F: Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security											
F.1: Number of smallholder farmers supported/trained											
F.1.11: Number of farmer leaders trained in farming as a business	Climate adaptation and risk management activities	individual	-	-	-	-	-	-	25	25	100%
F.1.26: Number of farmers receiving hermetic storage equipment		individual	-	-	-	-	-	-	120	100	83%
F.1.40: Number of individual farmers trained in good agronomic practices (GAP)		individual	-	-	-	-	-	-	75	75	100%
F.1.5: Number of cooperatives societies supported		farmer group	-	-	-	-	-	-	3	3	100%
F.1.63: Number of village facilitators trained		individual	-	-	-	-	-	-	3	3	100%
F.1.6: Number of exposure/earning exchange visits conducted		instance	-	-	-	-	-	-	3	3	100%
F: Remote, food-insecure communities benefit from roads, trails and other critical infrastructure to improve their access to food markets and basic services											

F.1: Number of smallholder farmers supported/trained											
F.1.26: Number of farmers receiving hermetic storage equipment	Climate adaptation and risk management activities	individual	-	-	-	1,700	1,700	100%	-	-	-
F.1.32: Number of farmers trained in marketing skills and post-harvest handling		individual	-	-	-	2	2	100%	256	256	100%
F.1.5: Number of cooperative societies supported		farmer group	-	-	-	6	6	100%	-	-	-
F.1.54: Number of stakeholder meetings conducted		instance	-	-	-	21	8	38%	-	-	-
F.1.11: Number of farmer leaders trained in farming as a business		individual	-	-	-	350	350	100%	-	-	-
	Individual capacity strengthening activities	individual	-	-	-	-	-	-	195	195	100%
F.1.27: Number of farmers who benefit from farmer organizations' sales to home-grown school meals programme and other structured markets		individual	-	-	-	800	1,080	135%	2,045	2,045	100%
F.1.29: Number of farmers trained in business plan review		individual	-	-	-	100	100	100%	-	-	-
F.1.31: Number of farmers trained in leadership roles and responsibilities		individual	-	-	-	140	140	100%	-	-	-
F.1.42: Number of individuals trained in business skills		individual	-	-	-	-	-	-	101	101	100%

F.1.58: Number of women trained in leadership roles and responsibilities		individual	-	-	-	111	111	100%	92	92	100%
Number of training sessions/workshops organized	Institutional capacity strengthening activities	training session	101	101	100%	-	-	-	-	-	-
G: Climate-vulnerable communities benefit from improved livelihood assets and natural resource management to increase their adaptive capacity and improve food security											
G.1*: Number of people covered by an insurance product through risk transfer mechanisms supported by WFP											
G.1.13: Total number of people covered by livestock (meso) insurance schemes	Climate adaptation and risk management activities	individual	-	-	-	1,631	1,332	82%	-	-	-
G.8*: Number of people provided with direct access to information on climate and weather risks											
G.8*.5: Number of people provided with direct access to information on climate and weather risks through radio programmes	Climate adaptation and risk management activities	number	-	-	-	9,144	9,144	100%	7,001	7,001	100%
Strategic Outcome 04: The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023											
Activity 06: Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises											
H: National and subnational capacities in emergency logistics and preparedness are strengthened to deliver efficient, equitable and empowering assistance during crises											
H.1: Number of shared services provided, by type											
H.1.129: Total storage space made available (m ²)	Emergency preparedness activities	unit	2,872	2,872	100%	19,893	3,840	19%	3,520	4,120	117%
H.1.15: Number of agencies and organizations using storage facilities		agency / organization	6	6	100%	6	11	183%	10	10	100%

H.1.24: Number of bulletins, maps and other logistics information produced and shared		item	-	-	-	-	-	-	4	4	100%
H.1.34: Number of emergencies supported		instance	-	-	-	-	-	-	1	2	200%
H.1.63: Number of logistics capacity assessments developed or updated		assessment	3	3	100%	4	4	100%	-	-	-
H.1.64: Number of logistics hubs established		hub	2	2	100%	2	2	100%	8	4	50%
H.1.67: Number of mobile storage tents/units made available		unit	-	-	-	-	-	-	9	9	100%
H.1.76: Number of operational in-country staging areas		site	-	-	-	-	-	-	4	4	100%
H.1.109: Number of staff trained	Individual capacity strengthening activities	individual	436	436	100%	455	301	66%	340	400	118%
H.1.115: Number of training sessions / workshops organized	Institutional capacity strengthening activities	training session	15	15	100%	27	28	104%	21	16	76%
Activity 07: Provide technical assistance to the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance structure											
C: Government capacity in early warning systems and food security monitoring are strengthened to provide evidence-based essential services											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											

C.4*.1: Number of government/national partner staff receiving technical assistance and training	Analysis, assessment and monitoring activities	individual	1,262	1,564	124%	900	625	69%	1,143	1,143	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											
C.5*.1: Number of technical assistance activities provided	Analysis, assessment and monitoring activities	unit	47	44	94%	81	67	83%	98	115	117%
C.5*.2: Number of training sessions/workshop organized		training session	53	52	98%	80	60	75%	98	115	117%
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)											
C.6*.1: Number of tools or products developed	Analysis, assessment and monitoring activities	unit	5	5	100%	4	8	200%	-	-	-
C.7*: Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)											
C.7*.1: Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Analysis, assessment and monitoring activities	number	12	12	100%	13	16	123%	13	13	100%
G: Government capacity in early warning systems and food security monitoring are strengthened to provide evidence-based essential services											
G.7: Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action											
G.7.1: Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action	Forecast-based anticipatory climate actions	%	-	-	-	-	-	-	97	97.17	100%

	Analysis, assessment and monitoring activities	%	-	-	-	-	83	100%	-	-	-
	Climate adaptation and risk management activities	%	-	-	-	-	83		-	-	-
G.7.2: Number of anticipatory action standard operating procedures (SOPs) developed or reviewed through WFP support	Forecast-based anticipatory climate actions	tool	-	-	-	-	-	-	19	17	89%
	Analysis, assessment and monitoring activities	tool	-	-	-	-	6	100%	-	-	-
	Climate adaptation and risk management activities	tool	-	-	-	-	6		-	-	-
Number of forecasting tools developed	Analysis, assessment and monitoring activities	tool	3	3	100%	-	-	-	-	-	-
Number of assessments conducted	Analysis, assessment and monitoring activities	assessment	3	3	100%	-	-	-	-	-	-
G.8*: Number of people provided with direct access to information on climate and weather risks											

G.8*.3: Number of people provided with direct access to information on climate and weather risks through mobile phones and/or SMS services	Analysis, assessment and monitoring activities	number	-	-	-	460	-	96%	-	-	-
	Climate adaptation and risk management activities	number	-	-	-	-	440		-	-	-
G.8*.4: Number of people provided with direct access to information on climate and weather risks through face-to-face communication channels	Analysis, assessment and monitoring activities	number	-	-	-	4,383	-	100%	-	-	-
	Climate adaptation and risk management activities	number	-	-	-	-	4,383		-	-	-
	Forecast-based anticipatory climate actions	number	-	-	-	-	-	-	28,292	28,292	100%
G.8*.5: Number of people provided with direct access to information on climate and weather risks through radio programmes	Analysis, assessment and monitoring activities	number	-	-	-	11,000	-	95%	-	-	-

	Climate adaptation and risk management activities	number	-	-	-	-	10,500	-	-	-	
G.9: Number of people covered and assisted through forecast-based anticipatory actions against climate shocks											
G.9.1: Number of people covered and assisted through forecast-based anticipatory actions against climate shocks (men and boys)	Climate adaptation and risk management activities	individual	-	-	-	10,869	6,615	61%	-	-	-
	Forecast-based anticipatory climate actions	individual	-	-	-	-	-	-	68,610	4,121	6%
G.9.2: Number of people covered and assisted through forecast-based anticipatory actions against climate shocks (women and girls)	Climate adaptation and risk management activities	individual	-	-	-	11,541	7,025	61%	-	-	-
	Forecast-based anticipatory climate actions	individual	-	-	-	-	-	-	72,850	4,139	6%
Strategic Outcome 05: Government efforts towards achieving zero hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023											
Activity 08: Provide technical assistance and support evidence generation for government and multi-sector partners to enhance rights-based food security and nutrition plans, policies, regulatory frameworks and service delivery											
C: Food security and nutrition is integrated into multi-sector policies and institutions across all three spheres of government to improve policy, planning and SDG progress											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											

C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	individual	-	-	-	-	-	-	2,433	2,433	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)											
C.5*.1: Number of technical assistance activities provided	Institutional capacity strengthening activities	unit	-	-	-	-	-	-	42	88	210%
C.5*.2: Number of training sessions/workshop organized		training session	-	-	-	-	-	-	42	88	210%
Strategic Outcome 06: Humanitarian and development partners have access to reliable common services by the end of 2023											
Activity 09: Provide on-demand service provision to all stakeholders in the country in order to support effective humanitarian response											
H: Government and all humanitarian partners benefit from the design and construction of the common services											
H.14: Number of transport and storage services provided to partners, by type											
H.14.10: Number of handling (storage) services provided	Service delivery general	number	-	-	-	-	-	-	8	8	100%
H.1: Number of shared services provided, by type											
H.1.15: Number of agencies and organizations using storage facilities	Service delivery general	agency / organization	-	-	-	-	-	-	3	3	100%
H.3: Number of engineering works completed, by type											
H.3.1: Number of engineering works completed	Service delivery general	unit	-	-	-	-	-	-	1	1	100%
K: Humanitarian and development partners have access to rental facilities enabling them to respond to emergencies											
K.1.1: Number of partners supported	Service delivery general	partner	-	-	-	-	-	-	5	5	100%

Activity 10: Provide on-demand cash-based transfer management support to all humanitarian and development partners to enable them to provide efficient cash transfer services to the affected population in order to meet their essential needs											
H: Humanitarian and development partners are supported efficiently for cash-based transfer management enabling them to provide necessary support to the affected population											
H.11: Number of agencies using common cash-based transfer platforms											
H.11.1: Number of agencies using common cash-based transfer platforms	CBT platform	agency / organization	-	-	-	-	-	-	1	0	0%
K: Humanitarian and development partners are supported efficiently for cash-based transfer management enabling them to provide necessary support to the affected population											
K.1: Number of partners supported											
K.1.1: Number of partners supported	CBT platform	partner	-	-	-	-	-	-	1	0	0%

Source: WFP Nepal 2019-2021 ACRs.

Outcome		Output		Achievement or overachievement (percentage achievement 100 or above)
Activity		Output indicator		Underachievement (percentage achievement below 50)

Outcomes

Table 17: CSP Outcome indicators matrix, 2019-2021

Outcome indicator	Logframe Version			2019 ACR									2020 ACR									2021 ACR									CSP-end target									
				Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target			Achievement							
	v 3.0 Oct 2019	v 4.0 March 2020	v 6.0 Sept 2021	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall							
501 Affected populations in Nepal have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks																																								
01 Provide food assistance for targeted, shock affected people, including food and cash based transfers, and specialized nutritious foods and related services to treat and prevent malnutrition in children aged 6-59 months, pregnant and lactating women and girls																																								
Consumption-based Coping Strategy Index (Average)	X	X	X			0.47							NR									NR																0		
Consumption-based Coping Strategy Index (Average) (Target Group: Children Under 5 & PLW)	X	X	X			0.47							NR									NR																0		
Food Consumption Score	X	X	X										NR									NR																		
Percentage of households with Acceptable Food Consumption Score	X	X	X			94.1							NR									NR																		
Percentage of households with Borderline Food Consumption Score	X	X	X			5.9							NR									NR																		
Percentage of households with Poor Food Consumption Score	X	X	X			0							NR									NR																		
Food Consumption Score (Target Group: Children Under 5 & PLW)	X	X	X										NR									NR																		
Percentage of households with Acceptable Food Consumption Score	X	X	X			94.1							NR			95.2						NR				95														
Percentage of households with Borderline Food Consumption Score	X	X	X			5.9							NR			4.8						NR				5														
Percentage of households with Poor Food Consumption Score	X	X	X			0							NR			0						NR				0														
MAM Treatment Default rate	X	X	X										NR									NR																		
MAM Treatment Recovery rate	X	X	X										NR									NR																		
Proportion of target population that participates in an adequate number of distributions	X	X	X										NR									NR				100														
Proportion of target population that participates in an adequate number of distributions (adherence) (Target Group: Children Under 5 & PLW)	X	X	X										NR									NR				100														
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	X	X	X										NR									NR																		
502 Food-insecure people in targeted areas have improved nutrition throughout the key stages of the life cycle by 2025																																								
02 Support the strengthening of national nutrition-sensitive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition.																																								
Food Consumption Score – Nutrition			X										NA									NA																		
Percent of schools with decreased teacher absenteeism	X												NR									NR																		
Percentage increase in production of high-quality and nutrition-dense foods	X	X	X										NR									NR				0.87														
Prevalence of stunting among targeted children under 2 (height-for-age as %)	X	X	X			31.2							NR									NR																		
Proportion of beneficiaries who recall and practice a key nutrition message	X	X	X										NR									NR																		
Proportion of children 6-23 months of age who receive a minimum acceptable diet	X	X	X			27.9							NR			76.9						NR																		
Proportion of eligible population that participates in programme (coverage)	X	X	X	100	100	100	92	93	92	100	100	100	92%			99.91	98.64	99.27	100	100	100	99%			100	94.05	97.03	100	100	100	97%							100		

Outcome indicator	Logframe Version			2019 ACR										2020 ACR										2021 ACR										CSP-end target										
				Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target			Achievement											
	v 3.0 Oct 2019	v 4.0 March 2020	v 6.0 Sept 2021	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall											
03 Provide a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the National Social Protection Framework.																																												
Attendance rate (new)	X	X	X			67			72			≥70	103%						79			≥75	105%										93			≥75	124%			≥80				
Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	X	X	X			21			21			≥20	105%						22			≥20	110%										20			≥20	100%			≥20				
Enrolment rate	X	X	X	-5.98	-5.68	-5.82	-4.55	-4.05	-4.28	≥-3	≥-3	≥-3	70%						-6.1	-4.9	-5.5	≥-3	≥-3	≥-3	55%										-0.01	-0.01	-0.01	≥-3	≥-3	≥-3	30000%	≥1	≥1	≥1
Number of individuals who demonstrate use of new child health and nutrition practices	X	X	X						1104			>1793	62%											NR													NR			>1793				
Number of individuals who demonstrate use of new safe food preparation and storage practices	X	X	X						148			≥46	322%											NR													NR			>1162				
Number of school administrators and officials in target schools who demonstrate use of new techniques or tools	X	X	X						811			>2184	37%											NR													NR			>2322				
Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tools	X	X	X						1080			>574	188%											NR													NR			>874				
Percent of schools with decreased teacher absenteeism	X												NR											NA													NA							
Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (new)	X	X	X			6.6			2			≥10	20%											NR													NR			≥20				
Proportion of beneficiaries who recall and practice a key nutrition message	X	X	X										NR											NR													NR							
Retention rate / Drop-out rate (new)	X	X	X										NR											NR													NR							
Drop-out rate	X	X	X	3.3	4.1	3.7	5.1	4	4.5	≤3	≤3	≤3	67%						5.4	4.8	5			≤3	60%													NR	≤2	≤2	≤2			
Retention rate	X	X	X	96.7	95.9	96.3	94.9	96	95.5	≥97	≥97	≥97	98%						94.6	95.2	95			≥97	98%													NR	≥98	≥98	≥98			
SABER School Feeding National Capacity (new)	X	X	X			2.4							NR						2.4					≥2.6	92%													NR			≥2.6			
04 Provide technical support to the Government in order to develop a rice fortification policy framework and supply chain system for use in social safety nets.																																												
Attendance rate (new)	X	X	X										NR											NR													NR							
Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	X	X	X										NR											NR													NR							
Enrolment rate	X	X	X										NR											NR													NR							
Food Consumption Score – Nutrition			X										NR											NR													NR							
Number of individuals who demonstrate use of new child health and nutrition practices	X	X	X										NR											NR													NR							
Number of individuals who demonstrate use of new safe food preparation and storage practices	X	X	X										NR											NR													NR							
Number of school administrators and officials in target schools who demonstrate use of new techniques or tools	X	X	X										NR											NR													NR							
Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tools	X	X	X										NR											NR													NR							
Percent of schools with decreased teacher absenteeism	X												NR											NA													NA							
Percentage increase in production of high-quality and nutrition-dense foods	X	X	X										NR											NR													NR							

Outcome indicator	Logframe Version			2019 ACR									Achievement	2020 ACR									Achievement	2021 ACR									Achievement	CSP-end target					
	v3.0 Oct 2019	v4.0 March 2020	v6.0 Sept 2021	Baseline set			Follow-up			Year-end target				Overall	Baseline set			Follow-up			Year-end target			Overall	Baseline set			Follow-up			Year-end target			Overall	Male	Female	Overall		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall			Male	Female	Overall	Male	Female	Overall	Male	Female			Overall	Male	Female	Overall	Male	Female	Overall	Male						Female	Overall
Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (new)	X	X	X										NR																										
Prevalence of stunting among targeted children under 2 (height-for-age as %)	X	X	X										NR																										
Proportion of beneficiaries who recall and practice a key nutrition message	X	X	X										NR																										
Proportion of children 6-23 months of age who receive a minimum acceptable diet	X	X	X										NR																										
Proportion of eligible population that participates in programme (coverage)	X	X	X										NR																										
Retention rate / Drop-out rate (new)	X	X	X										NR																										
SABER School Feeding National Capacity (new)	X	X	X										NR																										
503 Vulnerable communities in remote, food-insecure areas of Nepal have improved food security and resilience to climate and other shocks by 2030.																																							
05 Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies.																																							
Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	X												NR																										
Economic capacity to meet essential needs (new)	X	X	X			62.3							NR					89.3									64.3	139%							>=70				
Food Consumption Score (Tagert group: CAFS Karnali)	X	X	X										NR																										
Percentage of households with Acceptable Food Consumption Score		X				92.8							NA					87.8									>=94	93%						NA	>=97				
Percentage of households with Borderline Food Consumption Score		X				7							NA					12.2									<=6	49%						NA	<=3				
Percentage of households with Poor Food Consumption Score		X				0.2							NA					0									0	100%						NA	0				
Food Consumption Score (Tagert group: LERP FFA Conditional Cash Distribution)	X	X	X										NR																						NR				
Percentage of households with Acceptable Food Consumption Score			X			92.8							NA														85							>=95	89%	>=95			
Percentage of households with Borderline Food Consumption Score			X			7							NA														15							<=5	33%	<=5			
Percentage of households with Poor Food Consumption Score			X			0.2							NA														0							0	100%	0			
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) (Tagert group: CAFS Karnali)	X	X	X										NR																						NR				
Percentage of households not using livelihood based coping strategies		X				46.8							NA					40.7									>=50	81%						NA	>=58.9				
Percentage of households using crisis coping strategies		X				1.8							NA					1.5									<=1	67%						NA	<1				
Percentage of households using emergency coping strategies		X				5.3							NA					1.8									<=4	222%						NA	<4				
Percentage of households using stress coping strategies		X				46.1							NA					56.1									<=45	80%						NA	<36.1				

Outcome indicator	Logframe Version			2019 ACR									2020 ACR									2021 ACR									CSP-end target						
	Logframe Version			Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target			Achievement	Baseline set			Follow-up			Year-end target				Achievement			
	v 3.0 Oct 2019	v 4.0 March 2020	v 6.0 Sept 2021	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall	Male	Female	Overall	Overall	Male	Female	Overall				
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) (Taget group: CFA Jajarkot)	X	X	X									NR										NR															
Percentage of households not using livelihood based coping strategies			X			46.8						NA									16						>=55	29%				>=55					
Percentage of households using crisis coping strategies			X			1.8						NA									14						<=1	7%				<=1					
Percentage of households using emergency coping strategies			X			5.3						NA									5						<=4	80%				<=4					
Percentage of households using stress coping strategies			X			46.1						NA									65						<=40	62%				<=40					
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	X	X	X			4.1						NR																					>=10				
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	X	X	X			41.7						NR									73						>=46	159%				>=50					
Rate of smallholder post-harvest losses	X	X	X									NR			4.2			1.42									<=3.2	225%				NR		<=0.2			
S04 The Government of Nepal has strengthened capabilities to provide essential food security and nutrition services and respond to crises by 2023.																																					
S06 Strengthen preparedness capacity, establish emergency logistics and institutional platforms and improve access to food reserves to enable government and humanitarian partners to respond rapidly to crises.																																					
Emergency Preparedness Capacity Index	X	X	X			2.3						NR																									
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	X											NR			0																						
User satisfaction rate	X	X	X			56.29						NR						76.3																			
S07 Provide technical assistance to the Government to strengthen the food security monitoring, analysis and early-warning system and align it with the federal governance structure.																																					
Emergency Preparedness Capacity Index	X	X	X									NR																									
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	X											NR																									
User satisfaction rate	X	X	X									NR																									
S05 Government efforts towards achieving Zero Hunger by 2030 are supported by inclusive and coherent policy frameworks across all spheres of government by 2023.																																					
S08 Provide technical assistance and support evidence generation for government and multi-sector partners to enhance rights-based food security and nutrition plans, policies, regulatory frameworks and service delivery.																																					
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)		X	X			0						NA																									
Partnerships index (new)	X	X	X									NR																									
S06 Humanitarian and development partners have access to reliable common services by the end of 2023.																																					
S09 Provide on-demand service provision to all stakeholders in the country in order to support effective humanitarian response																																					
User satisfaction rate			X									NA																									
S10 Provide on-demand cash-based transfer management support to all humanitarian and development partners to enable them to provide efficient cash transfer services to the affected population in order to meet their essential needs																																					
User satisfaction rate			X									NA																									

NA= Not applicable (the indicator was not included in the version of the logframe valid at the time of ACR reporting).
NR = Not reported (the indicator was included in the version of the logframe valid at the time of ACR reporting but no data is reported)
To note: red shading indicates percentage achievement rate below 50, green shading indicates achievement rate 100 or above.
Source: WFP COMET System

Cross-cutting indicators

Table 18: CSP Cross-cutting indicators matrix, 2019-2021

Crosscutting indicator	Logframe version			2019 ACR									2020 ACR									2021 ACR									CSP-end target		
	v 3.0 Oct 2019	v 4.0 March	v 6.0 Sept 2021	Baseline set			Follow-up			Year-end target			Baseline set			Follow-up			Year-end target			Baseline set			Follow-up			Year-end target			Male	Female	Overall
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall						
C.1 Affected populations are able to hold VFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences																																	
C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	X	X	X			66																											
C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	X	X	X			75			33						44			100															100
C.2 Affected populations are able to benefit from VFP programmes in a manner that ensures and promotes their safety, dignity and integrity																																	
C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)	X	X	X			100			93.4						95.1																		
C.2.3: Proportion of targeted people who report that VFP programmes are dignified (new)	X	X	X			97			97.6						94.9																		
C.2.4: Proportion of targeted people having unhindered access to VFP programmes (new)	X	X	X			97									91.2			100															100
C.3 Improved gender equality and women's empowerment among VFP-assisted population																																	
C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	X	X	X																														
Decisions made by women	X	X	X			16			21.25						34.5																		
Decisions made by men	X	X	X			20			13.95						9.7																		
Decisions jointly made by women and men	X	X	X			64			64.8						55.8																		
C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	X	X	X			52									46																		
C.3.3: Type or transfer (food, cash, voucher, no compensation) received by participants in VFP activities, disaggregated by sex and type of activities	X	X	X										61	39	100	50	50	100				60	40	100	50	50	100	50	50	100			
C.4 Targeted communities benefit from VFP programmes in a manner that does not harm the environment																																	
C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	X	X	X			0			100																								100
C.4.1F: Proportion of FLAs/MDUs/CCCs for CSP activities screened for environmental and social risk			X																														
Act. 01: Provide food assistance for targeted, shock affected people, including food and cash based transfers, and specialized nutritious foods and related services to treat and prevent malnutrition in children aged 6-59 months, pregnant and lactating women and girls																																	100
Act. 02: Support the strengthening or transition of nutrition-sensitive social safety nets for vulnerable populations and provide specialized nutritious foods, technical assistance, logistics, as well as social behaviour change communication for the prevention of malnutrition																																	100
Act. 03: Promote a gender-transformative and nutrition-sensitive school meals and health package in chronically food-insecure areas and strengthen the Government's capacity to integrate the national school meals programme into the National Social Safety Nets Programme																																	100
Act. 04: Provide technical support to the Government in order to develop a rice fortification policy framework and supply chain system for use in social safety nets																																	100
Act. 05: Develop and improve risk-resilient infrastructure and strengthen local capacity to identify climate risks and implement adaptive strategies															100																		100

N.A. = Not applicable (the indicator was not included in the version of the logframe valid at the time of ACR reporting). Note: FLA= Field Level Agreement

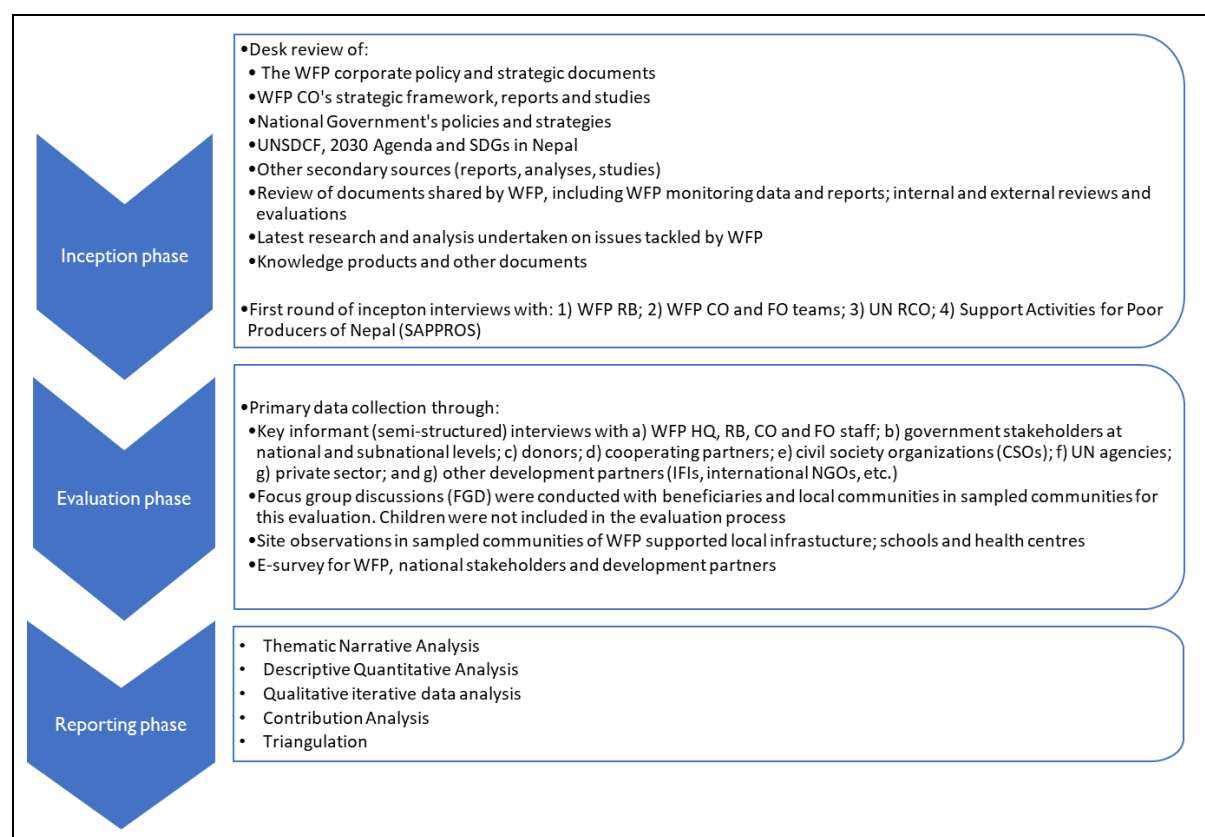
Annex IX. Methodological guidance

6. This evaluation was designed as user-focused and consultative. It adopted a mixed methods and theory-based approach, placing focus on the assessment on understanding cause-effect interactions between WFP support and the CSP desired outcomes as well as their relevance to the needs and policies of the Government. The reconstructed intervention logic of WFP work in Nepal and its underlying theory of change forms the foundation for the qualitative and quantitative research. A mix of primary and secondary data were collected through different techniques, as detailed below. The evaluation team continuously adapted techniques and instruments to maximize data collection efforts during the inception and field phases.

Data collection methods and data analysis

7. The data collection methods included desk review, semi-structured interviews, an online survey, focus group discussions (FGDs) and direct observation of WFP operations in the sampled communities. The evaluation process included three main phases: inception phase, evaluation phase and reporting phase. Figure 8 below provides a short overview of the approach and usage of tools for phases of the evaluation.

Figure 8: Main tools and methods



Source: Evaluation team.

Documentary analysis – inception and desk review phase

8. The evaluation team conducted an in-country inception mission in April 2022, within the wider scope of the inception phase, which included a range of key informant interviews with WFP (headquarters, the regional bureau in Bangkok, the country office and field office) and other stakeholders (cooperating partners and the United Nations Resident Coordinator's Office), as well as document review.

9. Desk review included analysis of both WFP and external sources.

10. WFP desk review sources included: corporate policy documents and guidelines including the WFP T-ICSP (2018) and CSP (2019-2024) framework and annual plans; monitoring data and evaluations; annual and other types of progress reports; and WFP-commissioned studies, as well as other types of documentation that provide an insight into WFP work and helped to establish documentary evidence regarding WFP support to Nepal

11. External desk review sources (produced by non-WFP entities) pertaining to WFP focus areas and country context included: government, United Nations agencies', donors, civil society and independent sources' studies, analyses, evaluations and policy documents. This group was especially important to see how others have researched and assessed WFP support to Nepal, as well as overall country development in areas such as vulnerability, emergency preparedness and response, school meals and nutrition, climate change and resilience, etc.

Primary data collection – field phase

12. The evaluation team applied a purposive sampling approach in selection of key informants to take part in interviews and group discussions. The following criteria were applied: level of engagement in and familiarity with WFP interventions; experiences from receiving/benefiting from WFP support; understanding of WFP focus themes, approaches and their results; and ability to share the perspectives and priorities of their respective institutions in relation with WFP engagement. This approach helped to select the most relevant stakeholders (See Table 20 below). During the inception phase, the evaluation team selected a sample of communities to be visited. Purposive sampling was applied, whereby communities with cross-section of WFP interventions were selected to allow for observation and data collection on individual WFP activities and potential cross-sector synergies. A representative sample of communities reflecting WFP work in three provinces (Karnali, Sudurpaschim and Bagmati provinces) where WFP has a strong and diverse presence was selected as a result of the sampling process.

Table 19: Sampled communities visited by the evaluation team

Province	District	Municipality
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Sudurpaschim	Kailali	Dhanagadhi
		Godawari
	Doti	Dipayal Silgadhi
		PurviChouki
	Bajura	Budhiganga
Triveni		
Karnali	Surkhet	Birendra Nagar
	Jajarkot	Bheri
	Dailekh	Bhairabi
	Karnali	Tilagufa
	Jumla	Tila
		Chandranath
		Tatopani
		Hima
Tila Municipality		
Bagmati	Nuwakot	Likhu
	Nuwakot	Kakani rural Municipality

13. The field mission to Nepal took place in the period between 6–24 June 2022 and included interviews and group discussions in person in Kathmandu and in the selected regions, Karnali, Sudurpaschim and Bagmati provinces, where remote communities were visited. Field visits were complemented by phone/online interviews with stakeholders who could not be reached due to remoteness of their communities in order to ensure their voices were heard. The evaluation team strictly adhered to epidemiological and safety guidelines, to safeguard the team and the interlocutors against possible risks – in line with the do-no-harm approach and the duty of care vis-à-vis interviewees but also the evaluation team members. The evaluation team followed a set of interview guides developed for this evaluation to ensure that data are collected coherently. The evaluation team adhered to United Nations Evaluation Group (UNEG) ethical guidelines on confidentiality and data protection, to ensure greater openness of the interviewees and safeguard them against possible risks. Evidence on unanticipated outcomes was sought, but only very limited information arose.

Table 20: Consultation strategy

Stakeholder group	Types of stakeholders	Consultation areas				Stage	Tool
		EQ 1	EQ 2	EQ 3	EQ 4		
WFP	RBB		☐			Inception and field phase	<i>Semi-structured interviews</i> <i>FGDs</i>
	CO	☐	☐	☐	☐	All stages	<i>Semi-structured interviews</i> <i>FGDs</i>
	FOs	☐	☐	☐	☐	All stages	<i>Semi-structured interviews</i>
Government and public authorities	Senior government officials	☐	☐	☐	☐	Field phase	<i>Semi-structured interviews</i>
	Line ministries	☐	☐	☐	☐	Field phase	<i>Semi-structured interviews</i> <i>FGDs</i> <i>Online survey (if applicable)</i>

Stakeholder group	Types of stakeholders	Consultation areas				Stage	Tool
		EQ 1	EQ 2	EQ 3	EQ 4		
	Regional, district and local authorities	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Field phase	<i>Semi-structured interviews</i> <i>FGDs</i>
	Other public authorities (schools, health centres, etc.)	<input type="checkbox"/>	<input type="checkbox"/>			Field phase	<i>Semi-structured interviews</i> <i>FGDs</i>
Civil society	Local and international CPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Field phase	<i>Semi-structured interviews</i> <i>FGDs</i> <i>Online survey</i>
	Other relevant CSOs (dealing with areas of WFP focus)	<input type="checkbox"/>	<input type="checkbox"/>			Field phase	<i>Semi-structured interviews</i> <i>FGDs</i> <i>Online survey</i>
Private sector partners	Women entrepreneurs, small farm holders, etc.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Field phase	<i>Semi-structured interviews</i> <i>FGDs</i>
Final beneficiaries	Parents, vulnerable households	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Field phase	<i>FGDs</i>
	Children, adolescents					Were not interviewed	
Development partners	Multilateral and international stakeholders (UN RCO, UN agencies, development banks (e.g. ADB))	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Field phase	<i>Semi-structured interviews</i> <i>Online survey</i>
	Donors and diplomatic missions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Field phase	<i>Semi-structured interviews</i> <i>Online survey (where applicable)</i>
	Other international NGOs active in the wider WFP thematic areas	<input type="checkbox"/>	<input type="checkbox"/>			Field phase	<i>Semi-structured interviews</i> <i>Online survey (where applicable)</i>

Source: Evaluation team.

14. A total of 125 stakeholders were interviewed through key informant interviews and 13 focus group discussions were conducted. A total of ten districts in three provinces were visited during the field mission. A total of 62 respondents participated in online survey, which aimed to collect additional anonymous quantitative primary information from WFP country office and the regional bureau in Bangkok staff and partners (national government representatives, UN agencies, non-governmental organizations (NGOs)/civil society organizations (CSOs), donors and international financial institutions).

15. Once the primary data collection was finalized, the evaluation team conducted full-fledged analysis and synthesis of evidence in order to distil the most important findings. Data analysis employed the methods presented in Figure 9 below.

Figure 9: Main data analysis methods

Data analysis tools/methods	Details
Thematic narrative analysis	<p>The documentary review relied on thematic narrative analysis for highlighting key themes identified in the documents and connecting them to the relevant points in the evaluation matrix. The pre-existing quantitative and online survey data were processed via descriptive and comparative quantitative analysis. This involved frequency analysis of key patterns with cross tabulation for dimensions of interest (such as gender or geographic location or thematic area as available). Where possible, the analysis sought to identify trends across criteria or time and was disaggregated by gender. For instance, the data on food assistance for assets (FFA) or SMP included multiple dimensions such as education, vulnerability, employment and other aspects.</p>
Qualitative iterative data analysis	<p>Qualitative iterative data analysis was based on an iterative process of identifying key thought units related to each evaluation question from both the FGDs and the KIIs, organizing these thought units into clusters and identifying the key themes within each cluster. These were then clustered into categories and emergent themes from each category for further analysis and re-categorization to identify key patterns. Evidence for conclusions was built via triangulation analysis.</p>
Contribution analysis	<p>As the evaluation was theory-based and strategic in nature, contribution analysis assisted to understand the linkage to observed programme effects and played a role in conclusions regarding effectiveness, relevance, and sustainability. The ET reconstructed an overall ToC, which served as basis for assessment of the perceived relationships between the various linkages in the chain of results and the validity of the assumptions. These were used to generate a plausible argument for programme contribution.</p>
Triangulation	<p>Due to the importance of triangulation of findings from different sources in the exercise, a key component of the data analysis was the debriefings at the end of the field phase to substantiate the findings and to develop the conclusions and recommendations in response to the evaluation questions. Triangulation involved comparing information from different sources, collected by different evaluators and obtained from different methods. In alignment with the utilization-focused principle of the evaluation, findings and conclusions were shared with OEV, IRG and CO to elicit feedback or correct facts according to the agreed schedules and templates. In addition to that, internal and external stakeholder workshops provided the opportunity for WFP stakeholders to discuss recommendations, learnings and ways forward. The stakeholder workshop took place in Kathmandu in November 2022, with in-person participation of stakeholders and the team leader.</p>

Source: evaluation team.

Ethical considerations

16. The evaluation team adhered to the UNEG norms and standards⁸ and WFP guidelines in particular with respect to: independence of judgement, impartiality, honesty and integrity, accountability, and respect; the protection of the rights and welfare of human subjects and communities; informed consent; protecting privacy, confidentiality and anonymity of participants; the avoidance of risks for, harm to, and burdens on those participating in the evaluation; the accuracy, completeness and reliability of the report; and transparency. The evaluation team was sensitive to religious beliefs and practices, gender roles, disability, ethnicity, manners, culture and local customs and ensuring fair recruitment of participants (including women and marginalized groups). In terms of data protection, notes taken by the evaluation team were stored on the General Data Protection Regulation (GDPR) compliant Particip secured server with password protection. Data analysis was carried out only with the evaluation team members to ensure confidentiality; and data compiled in the report was aggregated so that individual responses could not be traced to specific locations or individuals.

⁸ UNEG, *Ethical Guidelines for Evaluation*. 2020.

Annex X. Data collection tools

17. The evaluation team conducted a number of interviews during the field phase with national stakeholders and development partners to gather their views, experiences and feedback on the performance and results of the WFP programme within the reference period but also wider. As the team split for some of the meetings along the division of thematic responsibility, a set of interview guides was developed to ensure that the data was collected in a targeted manner to enable coherent and systematic input for analysis. The evaluation methodology envisaged the use of “semi-structured” interviews, hence the guides presented below were prepared in the form of checklists: to provide overall guidance on targeted areas for discussion to be followed. Interviewers used the checklist to formulate their questions during the interviews, in line with the experience and level of engagement with WFP. The interview guides covered questions and sub-questions of the evaluation matrix, and allowed the interviewer to select those questions that apply to the respondent’s level of experience or insights. Interviews lasted between 45-60 minutes depending on the respondent’s availability and extent of familiarity with WFP work.

18. Interviews were confidential, and the evaluation team took careful measures to ensure that notes on interviews – a core data source for this exercise – were not seen outside the team. For ease of analysis, all interview notes were compiled into a compendium. All notes were recorded in a response matrix (coding sheet) and all responses for an evaluation matrix question were analysed in combination at the end of the field phase to determine emergent themes and patterns across the responses.

19. For all semi-structured interviews, the evaluation team followed the general introduction and explanation of the protocol, as described below.

Semi-structured interview guide: World Food Programme personnel (country office and field office)

[note to interviewer: Please, keep ACR stats at hand during the interview]

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will take will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report, but the report will not single out respondents or institutions, to protect confidentiality.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

Design/Relevance

1. To what extent is the CSP design in line with relevant national policies, strategies, normative guidance? In your opinion, are there divergences between WFP's choices and relevant ministries' priorities and normative guidance? If so, how might this be addressed?
2. In your opinion, how is WFP strategically positioned to provide CCS support to the government? How does WFP select CCS (TA) priorities and approaches? What are the main evidence sources on critical bottlenecks and capacity gaps of the government at national, provincial and local levels that WFP uses? How has the CCS element evolved over the period between 2018-2022 [**Note to interviewer: T-ICSP and CSP**]? What is missing?
3. In your opinion, do the objectives, activities, targeting, coverage and transfer modalities continue to correspond to the context, the priorities of the government, the food security needs, issues and concerns? How flexible has WFP been to respond to evolving contexts? Please, provide examples
4. To what extent does WFP address unmet needs of the most marginalized and vulnerable affected populations? How does WFP integrate equity/equality/vulnerability/disability issues and concerns? What is missing?
5. To what extent has WFP CSP design (and implementation) ensure consistency of planned actions with the objectives and conditions of achievement / assumptions? What are the measures to ensure consistency and synergies within and across thematic areas/units? Please, provide examples
6. [**Note to interviewer: for staff that has been in-office for longer period of time**] What is the main shift from IRM towards CSP in your view? What is missing?
7. To what extent has WFP integrated the corporate social protection principle and SDGs? How is the CSP aligned with wider UN [UNSDCF] agenda?
8. How would you assess WFP's efforts to establish and nurture complementarities with UN agencies and other development partners? Were these efforts successful? Were partnerships created? If yes, please provide examples. If not, what were the main constraints?

Results and internal & external factors

9. What in your view have been the main output level results achieved [**Note to interviewer: prompt thematic area where KI is engaged**]? What have been the main enabling factors and challenges that you have faced in making progress? What actions were taken/should be taken to address these? Did you receive support from WFP RB and HQ in handling those challenges?

[**note to interviewer: in interview with CCA/DRM, prompt about reasons for the situation where, under Activities 5 and 7, achievements were very low in 2019 and 2020, but they picked up in 2021, with 120 percent achievement in comparison with the planned figures**]

[**note to interviewer: in interview with WFP team, prompt about reasons for the situation where, under T-ICSP, the SO2 had a percentage achievement of 139, and SO4 had a percentage achievement of 40**]
10. How efficient has been implementation? (Optimization of resources, efforts to contain costs, timeliness of distributions) [**Note to interviewer: prompt thematic area where KI is engaged**]
11. What was the role of CPs in implementation? What are they good at? What could be improved and how?
12. To what extent has WFP contributed to capacity development of government counterparts in terms of human and institutional capacity [**Note to interviewer: prompt thematic area where KI is engaged**]? Please provide examples.
13. What are the constraints to capacity strengthening? How much does this capacity development contribute to transition? What is missing?
14. What activities did the CO undertake to promote/implement GEWE, equity and protection of beneficiaries? Any innovation?

15. How has WFP conducted targeting and selection of beneficiaries? To what extent does WFP consult affected populations? How important is it for WFP to also consult [potential] beneficiaries besides government officials? How does WFP ensure AAP? Please, provide examples.
16. How has the context changed and what have been the implications? Did WFP make the right decisions in light of the context? If yes, why so? If not, why not?
17. What has been the level of collaboration with the other UN agencies and relevant humanitarian & development actors [Note to interviewer: prompt thematic area where KI is engaged]? Please give examples of areas of work and type of complementary inputs provided [or not provided] by them to enhance the CSP implementation and progress towards its objectives/sustainability (as relevant)?
18. What have been the main external factors that have had an influence on the CSP implementation over the period? To what extent has the level of resourcing led to the reduction in activities? Which activities were most affected and why? How did WFP ensure cost-efficiencies in light of external/internal challenges/drivers?
19. To what extent are the activities implemented sustainable? Have you seen concrete changes at policy and institutional levels? Please, provide examples
20. How does WFP CO communicate with its stakeholders? How might communication with various stakeholders be improved?
21. How do you and WFP mainstream gender and equity issues, protection and the environment? What are the challenges?

Fitness for purpose

22. How would you characterize WFP's Country Office in terms of efficiency of:
 - a) human resource strategy for securing technical staffing, staffing profiles and contractual modalities (consultants vs. permanent staff vs secondees) vis-à-vis the scope and volume of WFP's programme of work and future needs;
 - b) WFP's selection and utilisation of CPs
 - c) mechanisms for ongoing, periodic collection, documentation, analysis and utilization of data from monitoring and evaluation purposes to inform programme adjustment and planning
 - d) mechanisms to prevent and/or mitigate operational bottlenecks relating to WFP's strategic approaches (risk assessment, assumptions and mitigation measures)

Please, provide examples to illustrate your points (e.g. examples of risks and mitigation strategies taken. What are the lessons learned from this process).

23. Elaborate on most important a) drivers and b) hindering factors and c) pain points that affected sound programme management (prompt HR, finances, evidence base, external factors, etc.)
24. In your opinion, what improvements/changes are needed, if any, to improve efficiency of these support systems and mechanisms to best position WFP teams for achievement of results?

Concluding remarks

25. Overall, what in your view have been the strong points/comparative advantage of WFP?
26. In your opinion, what are the priorities that should be addressed in the future CSP?
27. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Semi-structured interview guide: Government institutions (national, provincial, district level)

The following discussion points were used to guide interviews with technical staff (and, in some cases, heads) of the national and subnational government institutions. Questions were further adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar. Taking into account the fact that national / subnational institutions' representatives may have not been deeply familiar with WFP activities, the choice of questions was at the discretion of the interviewer to ensure that interviews were efficient and of maximum utility for both parties.

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report, but the report will not single out any respondent or institution or community, to protect confidentiality.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

Relevance/design

1. Were you or other members of your Ministry/institution and other relevant ministries and institutions (national/regional/district/local level) involved in the design of the [T-ICSP and] CSP and if so through which mechanisms? Any suggestions for more/better consultations modalities that WFP could undertake for the design of the next CSP?
2. Was the relevant WFP programme component [Note to interviewer: prompt programme component that is relevant to the KI] aligned with national policies and national/subnational strategies at the time of its design?
3. What have been the main changes in the context [[Note to interviewer: prompt COVID, natural disasters, other challenges] and how has WFP responded to them? Is their support still coherent with/supportive to current national policies, strategies and priority interventions and if so which?
4. Was the choice of regions and districts allowed reaching the most vulnerable groups? Are there any information gaps that WFP and/or other development partners (new or updates of existing assessments) should address?

5. What are your main gaps and challenges for which you require advice, tools or training ? How did you communicate these needs to WFP ? Was and in what ways was the choice of modalities of WFP assistance to your capacity strengthening needs been responsive? Please provide examples. Is it still relevant? Any suggestions for changes?

[Note to interviewer: mention relevant WFP activity areas to prompt discussion]. E.g. for school meals, address the following areas: measures taken to inform/facilitate transitioning of Government ownership; Responsiveness of capacity building (training); use of locally produced food for SMP, etc.) E.g. for EPR, prompt logistics support, capacity strengthening, etc.]

6. Has WFP established partnerships with other UN agencies when designing the programme and/or in the course of implementation and if so have these contributed to achieving results and if so how? Any suggestions for other or different partnerships?
7. How is WFP selection of CPs helping provide timely and effective assistance [Note to interviewer: prompt programme component that is relevant to the KI]? What are the strengths? Weaknesses?
8. Were there instances (such as the COVID-19 pandemic but also other events) where changes in WFP support were needed? Was WFP flexible in responding to these (e.g., in terms of selection and outreach to beneficiaries, geographical location and transfer modality)?

Implementation/results and factors affecting results

9. How is WFP faring in terms of timely delivery of relevant interventions, material and technical support [Note to interviewer: prompt programme component that is relevant to the KI]? What have been main delays and their causes? What could be improved?
10. What have been the main achievements of [[Note to interviewer: prompt programme component that is relevant to the KI] under the current CSP? and
 - What are the main enabling factors?
 - What are the main constraints and challenges?
11. What have been the main achievements in terms of meeting your capacity needs at national and sub-national levels? What were some significant needs that you see not being addressed?
 - What are the main enabling factors?
 - What are the main constraints and challenges?
12. What have been the concrete changes at policy and institutional levels that materialized thanks to WFP support? Please, provide examples.
13. How does WFP CO communicate with its stakeholders? How might communication with various stakeholders be improved?

Concluding remarks

14. Overall, what in your view have been the strong points/comparative advantage of WFP?
15. In your opinion, what are the priorities that should be addressed in the future CSP?
16. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Semi-structured interview guide: cooperating partners

[note to interviewer: Please, keep ACR stats at hand during the interview]

The following discussion points were used to guide interviews with WFP implementing partners. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar. Taking into account the fact that implementing partners may have been familiar only with those areas/locations in which they were active, the choice of questions was at the discretion of the interviewer to ensure that interviews were efficient and of maximum utility for both parties.

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report, but the report will not single out any respondent or institution or community, to protect confidentiality.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

1. Thinking back to 2018 when the T-ICSP started (or when you first became involved): what are main complementarities between the CSP activities and your organisation's/agency's programme (at design stage or later)? How do you ensure that the activities are aligned with WFP's vision and approaches?
2. From the perspective of your joint project with WFP – to what extent is this activity responding to the priorities identified in the relevant national policies and strategies (and if applicable, on those of sub-national development plans)?
3. To what extent does it respond to unmet needs of the most marginalized and vulnerable groups? What activities did the CO undertake to promote/implement GEWE, equity and protection of beneficiaries? Any innovation?
4. How do you consult with affected populations? How is targeting/geographic coverage done/ensured? What is missing? What opportunities exist that have not been explored (in areas such as food security, nutrition, EPR, gender equity, protection, partnership, environment, capacity building, etc.)?
5. Was the choice of modalities of WFP assistance relevant to needs? Is it still relevant? And any suggestions for changes? [Note to interviewer: prompt modalities that are usually applied within thematic area that is relevant to the KI]

6. In your opinion, how is WFP strategically positioned to provide CCS support to the government? How does WFP select CCS (TA) priorities and approaches? How has the CCS element evolved over the period between 2018-2022 [Note to interviewer: T-ICSP and CSP]? What is missing?
7. What, in your opinion, is WFP's role and comparative advantage in the various activities of the CSP? What have been the strengths and weaknesses?
8. How would you assess WFP's efforts to establish and nurture complementarities with UN agencies and other development partners? Were these efforts successful? Were partnerships created? If yes, please provide examples. If not, what were the main constraints?

Implementation/results and factors affecting results

9. What have been the main results that you have achieved together? What factors have influenced positively or negatively the performance of the collaboration?
10. How efficient has been implementation? (Optimization of resources, efforts to contain costs, timeliness of distributions) [Note to interviewer: prompt thematic area where KI is engaged]
11. What is your assessment about the overall WFP's success in meeting its targets set forth in the CSP? What were most enabling factors and constraints?
12. To what extent are the activities implemented sustainable? Have you seen concrete changes at policy and institutional levels? Please, provide examples.
13. How did your organisation and WFP address arising needs resulting from the COVID-19 pandemic (e.g., in terms of selection and outreach to beneficiaries, geographical location and transfer modality)?
14. How do you and WFP mainstream gender and equity issues, protection and the environment? What are the challenges?
15. How does WFP CO communicate with its stakeholders? How might communication with various stakeholders be improved?

Concluding remarks

28. Overall, what in your view have been the strong points/comparative advantage of WFP?
29. In your opinion, what are the priorities that should be addressed in the future CSP?
30. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Semi-structured interview guide: UN agencies

The following discussion points were used to guide interviews with UN agencies. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar. Taking into account the fact that key informants may not have been deeply familiar with WFP activities, the choice of questions was at the discretion of the interviewer to ensure that interviews were efficient and of maximum utility for both parties.

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report, but the report will not single out any respondent or institution or community, to protect confidentiality.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

Design/Relevance

1. To what extent is the CSP design in line with relevant national policies, strategies, normative guidance? In your opinion, are there divergences between WFP's choices and relevant ministries' priorities and normative guidance? If so, how might this be addressed?
2. In your opinion, how is WFP strategically positioned to provide CCS support to the government? What is missing?
3. In your opinion, do the objectives, activities, targeting, coverage and transfer modalities continue to correspond to the context, the priorities of the government, the food security needs, issues and concerns? How flexible has WFP been to respond to evolving contexts? Please, provide examples.
4. To what extent does WFP address unmet needs of the most marginalized and vulnerable affected populations? How does WFP integrate equity/equality/vulnerability/disability issues and concerns? What is missing?
5. To what extent has WFP integrated the corporate social protection principle and SDGs? How is the CSP aligned with wider UN [UNSDCF] agenda?
6. How would you assess WFP's efforts to establish and nurture complementarities with UN agencies and other development partners? Were these efforts successful? Were partnership created? If yes, please provide examples. If not, what were the main constraints?

to each UN Agency: in which regions do you provide what type of support to [note to interviewer: for instance, with FAO or IFAD: smallholder farmers; for UNICEF: nutrition/education support; for UNFPA: support to PLW or related, etc.] In those areas where both you and WFP implemented support - has there been consultation with WFP for possible synergies? Are there overlaps? Have there been some missed partnership opportunities?

Results and internal & external factors

7. What in your view have been the results achieved [Note to interviewer: prompt thematic area where KI is engaged; also prompt UNSDCF, SDGs/Agenda 2030]? What have been the main enabling factors and challenges that you have faced in making progress?
8. How efficient has been implementation? (Optimization of resources, efforts to contain costs, timeliness of distributions) [Note to interviewer: prompt thematic area where KI is engaged]
9. To what extent has WFP contributed to capacity development of government counterparts in terms of human and institutional capacity [Note to interviewer: prompt thematic area where KI is engaged]? Please provide examples. Is WFP strategically positioned to provide CCS support?
10. How has WFP conducted targeting and selection of beneficiaries? To what extent does WFP consult affected populations? How important is it for WFP to also consult [potential] beneficiaries besides government officials?
11. What has been the level of collaboration with the other UN agencies and relevant humanitarian & development actors [Note to interviewer: prompt thematic area where KI is engaged]? Please give examples of areas of work and type of complementary inputs provided [or not provided] to enhance the CSP implementation and progress towards its objectives/sustainability (as relevant)?
12. What have been the main external factors that have had an influence on the CSP implementation over the period? To what extent has the level of resourcing led to the reduction in activities? Which activities were most affected and why? Did WFP ensure cost-efficiencies in light of external/internal challenges/drivers?
13. How does WFP CO communicate with its stakeholders? How might communication with various stakeholders be improved?

Concluding remarks

14. Overall, what in your view have been the strong points/comparative advantage of WFP?
15. In your opinion, what are the priorities that should be addressed in the future CSP?
16. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Semi-structured interview guide: donors

The following discussion points were used to guide interviews with donors. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar. Taking into account the fact that key informants may not have been deeply familiar with WFP activities, the choice of questions was at the discretion of the interviewer to ensure that interviews were efficient and of maximum utility for both parties.

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

Relevance/design

1. Thinking back to 2018 (or when you first became involved): are you satisfied with the consultation process in terms of design of CSP?
2. Is WFP focusing on the priorities identified in the relevant national policies and strategies (and if applicable, on those of sub-national development plans)?
3. Do you think that the WFP's targeting/geographic coverage has focused on the most vulnerable groups? Any vulnerable groups being missed/neglected?
4. Was the choice of modalities (CBT, material and technical assistance, etc.) of WFP assistance relevant to needs? Is it still relevant? and any suggestions for changes?
5. Has WFP adequately addressed gender empowerment and equality of women and protection of beneficiaries? Any other priority areas and crosscutting issues (environment) it should have addressed?
6. Has WFP sought the right partnerships?
7. What opportunities exist that have not been explored? (in areas such as food security, nutrition, EPR, capacity building, etc.?)
8. Is WFP strategically positioned and able to provide CCS support to the government? What are the strengths? Weaknesses?
9. What, in your opinion, is WFP's role and comparative advantage in the various activities of the CSP? What have been the strengths and weaknesses?

Implementation/results and factors affecting results

10. Do you have information on the CSP implementation? If so, through which mechanism (working group meetings, WFP reports, etc.)? Are you satisfied with the information sharing process and with the quality of information received?
11. What in your view have been the main output level results achieved [Note to interviewer: prompt thematic area where KI is engaged]? What have been the main enabling factors and challenges that you have faced in making progress? What actions were taken/should be taken to address these? Did you receive support from WFP RB and HQ in handling those challenges?
12. How efficient has been implementation? (Optimization of resources, efforts to contain costs, timeliness of distributions) [Note to interviewer: prompt thematic area where KI is engaged]
13. What was the role of CPs in implementation? What are they good at? What could be improved and how?
14. How strategically positioned is WFP to provide CCS? Have you observed any concrete positive changes or results of WFP's CCS support in ... [note to interviewer: prompt the thematic area of interest/focus]? What is missing?
15. To what extent are the activities implemented sustainable? Have you seen concrete changes at policy and institutional levels? *If donor providing funding only for one or the other activity, the question should be more specific*
16. Was WFP flexible in responding to arising needs such as those resulting from the COVID-19 pandemic (e.g., in terms of selection and outreach to beneficiaries, geographical location and transfer modality)?
17. How would you assess WFP's funding/resource mobilization strategy and approach?
17. How would you assess WFP's partnership strategy efforts? How does WFP CO communicate with its stakeholders? How might communication with various stakeholders be improved?

Fitness for purpose

18. How would you characterize WFP's Country Office in terms of efficiency of:
 - e) human resource strategy
 - f) WFP's selection and utilisation of CPs
 - g) mechanisms for monitoring and evaluation and their utility to inform programme adjustment and planning
 - h) mechanisms to prevent and/or mitigate operational bottlenecks relating to WFP's strategic approaches (risk assessment, assumptions and mitigation measures)
19. What do you observe as most important a) drivers and b) hindering factors and c) pain points that affected sound programme management (prompt HR, finances, evidence base, external factors, etc)?
20. In your opinion, what improvements/changes are needed, if any, to improve efficiency of these support systems and mechanisms to best position WFP teams for achievement of results?

Concluding remarks

18. Going forward, are you considering any future partnerships with WFP?
19. Overall, what in your view have been the strong points/comparative advantage of WFP?
20. In your opinion, what are the priorities that should be addressed in the future CSP?
21. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Semi-structured interview guide: development partners

The following discussion points were used to guide interviews with development partners. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar. Taking into account the fact that key informants may not have been deeply familiar with WFP activities, the choice of questions was at the discretion of the interviewer to ensure that interviews were efficient and of maximum utility for both parties.

Introduction by the team

Hello. Thank you for your time. My name is _____. This is my team [introduce note-taker(s) and team members in room, if any]. I am/we are here to do an independent evaluation study of the WFP Country Strategic Plan (CSP) operations in Nepal for the period 2019-2022 (with some exploration where relevant of activities under the T-ICSP implemented in 2018). The purpose of this meeting is to explore your experiences with and views about the CSP in terms of implementation, results, potential obstacles and its contribution to the improvement of system responses to crises, for resilience building, and to address root causes of food insecurity and malnutrition in Nepal.

During our conversation I/we would like to take notes of the conversation. The notes are to make sure that the evaluators have heard and understood what you share with us today. Your views and notes that I/we will be treated strictly confidentially and will not be shared with any person outside of the Evaluation team. Your views, together with other data, will be used to produce an evaluation report.

Our discussion today will take approximately 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the evaluation at any time.

Do you agree to participate in this study? Yes/No

Background information
Name of interviewee(s)
Institution/organization
Location
Date of meeting

Relevance/design

1. Thinking back to 2018 (or when you first became involved): are you satisfied with the consultation process in terms of design of T-ICSP and CSP?
2. Is WFP focusing on the priorities identified in the relevant national policies and strategies (and if applicable, on those of sub-national development plans)?
3. Do you think that the CSP targeting/geographic coverage has focused on the most vulnerable groups? Any vulnerable groups being missed/neglected?
4. Was the choice of modalities (e.g. CBT, material and technical assistance) of WFP assistance relevant to needs? Is it still relevant? and any suggestions for changes?
5. Has WFP adequately addressed gender empowerment and equality of women and protection of beneficiaries? Any other priority areas and crosscutting issues (environment) it should have addressed?
6. Has WFP sought the right partnerships?
7. What opportunities exist that have not been explored? (in areas such as food security, nutrition, EPR, capacity building, etc.?)
8. What, in your opinion, is WFP's role and comparative advantage in the various activities of the CSP? What have been the strengths and weaknesses?

Implementation/results and factors affecting results

9. Do you have information on the CSP implementation? If so, through which mechanism (working group meetings, WFP reports, etc.)? Are you satisfied with the information sharing process and with the quality of information received?
10. What is your assessment about the CSP success in meeting its targets? Where has WFP's support been most visible? What were most enabling factors and constraints?
11. How strategically positioned is WFP to provide CCS ? Have you observed any concrete positive changes or results of WFP's CCS support in ... **[note to interviewer: prompt the thematic area of interest/focus]**?
12. To what extent are the activities implemented sustainable? Have you seen concrete changes at policy and institutional levels?
13. Was WFP flexible in responding to arising needs such as those resulting from the COVID-19 pandemic (e.g., in terms of selection and outreach to beneficiaries, geographical location and transfer modality)?
14. How would you assess WFP's funding/resource mobilization strategy and approach?
15. How would you assess WFP's partnership strategy efforts?

Concluding remarks

16. Overall, what in your view have been the strong points/comparative advantage of WFP?
17. In your opinion, what are the priorities that should be addressed in the future CSP?
18. Any other comments and remarks you would like to make? Any documents you can share?

Thank you for your time and valuable inputs

Focus group discussion guide

20. The focus group discussion guide was designed with the intention of providing a general framework for discussion and a certain level of guidance, while allowing for more open discussion on main issues pertaining to any specific WFP activity the group members were acquainted with. The focus group discussions had a focus on achievements, challenges and aspirations, so most discussions focused around those elements. A single discussion guide was developed, which was tailored to each stakeholder group. All notes were recorded by a note taker and were analysed in combination at the end of the evaluation phase to determine emergent themes and patterns across the responses.

21. The focus group discussion facilitators were instructed to phrase/rephrase the questions as they saw fit to make them appropriate for their audiences. Questions could also be omitted if they were not relevant to the group or if they do not seem to be generating good data and insights. The facilitator only covered a segment if the respondent had sufficient experience or insights to address the segment. Depending on the stakeholder and the knowledge/degree of engagement with WFP interventions, the facilitator foresaw about 1.5 hours on average for each focus group discussion. In light of the need to ensure adequate protection from COVID-19, focus group discussions had between 5-7 persons maximum in the group.

22. At the onset of each focus group discussion, the facilitator introduced themselves and clarified the purpose of the evaluation, as well as the confidentiality of the group discussion (i.e. when quoting statements, attribution will be made to categories of stakeholders, not individuals or organizations, etc.)

23. Ideally, two persons facilitated the focus group discussion, one person was the lead facilitator and another the note taker. Both had copies of the discussion guide, so that both the lead facilitator and the note-taker could interject comments to touch on items that might have been missed. Still, the note taker had primary responsibility for taking notes and interjected only if absolutely needed. The focus group discussion was facilitated in the local language rather than through an interpreter.

24. A private place was provided for the discussion and no officials (WFP/partner staff and participants acting in capacity of local leaders) were in attendance or in proximity during the discussions.

Focus group discussion guide (for evaluation team)

# FGD participants (total): M: F:	# participants who are beneficiaries: M: F:	# participants who are not beneficiaries [if applicable]: M: F:

Guiding Questions for participants

1. Tell us about “activity X [note to facilitator: mention the activity and the time it was implemented]” focusing specifically on what it has offered you personally. How was your experience in participating/benefiting from such activity?
Prompts: Positive, negative; has the activity helped you only once, or does it also help your future - how?
2. How do you feel about WFP’s delivery of this activity? Has the implementation been safe? Has the implementation been dignified? Can you think of a better way to implement this activity?
Prompts: Have you been asked to share your opinions on who should benefit/what should the support look like/how it should be implemented?
3. Does this activity reach everyone you think it should reach? Are there any households or groups you know of that should -but did not- benefit from this activity? Why? Prompts: gender, age, disability, ethnicity, economic levels, etc.
4. If you had any concern about this activity, could you do something about it?
Prompts: did you know who to turn to? Would you feel comfortable to voice your concern to WFP or their CP? How? (CFM, hotline, other?) If you have voiced your concerns, do you feel WFP has been listening? If you have voiced your concern, did WFP take any action?
5. Is there anything else you’d like to share with me about this activity?
6. Lead-in to observation visit: Can you please show me something linked to this activity?

Site observations

25. Visits of the sites were organized prior or subsequent to the focus group discussion, allowing the evaluation team to visit such site/asset/activity/other. Evaluators completed the observation checklist (see below) during such visits. The checklist did not contain questions to ask, but only a structure to guide the minimum notes to be archived and later triangulated based on each visit.

WFP activity:		Location:	Date:
Checklist			
1.	Precisely what was shown to you related to this activity?	Process(es): describe Equipment/infrastructure(s): describe	
2.	Dynamics: did you see beneficiaries receiving WFP services?	Circle: NO YES à describe below:	
2a	How many beneficiaries?		
2b	Note their visible <u>diversity</u>	Age: Gender: Disability: Ethnicity: Other:	
2c	Describe the <u>general atmosphere</u> during the actions: (positive neutral negative, but also ‘energetic, interested, bored, anxious’, etc.)		
3.	Visible “hardware”: comment on appropriateness of... (use: adequate, inadequate and explain)	Locale/spacing: Exposure to environment/weather: Equipment/infrastructure/materials, including SBCC: Sustainability measures	
4.	Positives: what are the main <i>positive</i> take-aways from the visit?		
5.	Concerns: what are the main <i>challenges</i> you take-away from the visit?		
6.	Other comments/observations		

Online survey

Evaluation of Nepal WFP Country Strategic Plan 2019-2023

Online Survey questionnaire

1 Introduction

Dear Madam/Sir,

This online survey is carried out as part of the Evaluation of WFP Nepal Country Strategic Plan 2019-2023 commissioned by WFP and implemented by Particip.

The objective of the evaluation is to analyse WFP performance in Nepal and provide lessons learned and recommendations for further work of WFP in the country. This online survey aims to collect the views and experiences of WFP partners regarding WFP's work and achievements over the period 2019-2022.

This online survey should not take more than **15 minutes** to complete. Participation in this online survey is entirely voluntary, and you may withdraw at any time or answer only some of the questions. Information we receive through the survey will be used only for the purposes of the evaluation and will not be shared with third parties. Please note that all data provided will be held securely and kept confidential, no IP address will be kept or tracked, so please express your views freely.

Kindly complete the online survey by **1 July 2022** as obtaining feedback from WFP's partners is essential to the evaluation.

The final page of the online survey contains a "Submit" button. By clicking on this button, you agree to your participation in the survey, and you submit your responses.

If you have any questions or comments regarding this evaluation in general, or this online survey, your **contact person** is:

Evaluation Team: **Estelle Picandet**, Project Manager, E-mail: estelle.picandet@particip.de

If you know a person who is interested in taking the online survey, but who did not receive a personalised invitation, please feel free to approach the contact person from the evaluation team indicated above.

We greatly appreciate your contribution to this evaluation as your answers will contribute to the enhancement of WFP's future engagements in Nepal.

The Evaluation Team

2 Identification

Q1. [all] Which type of organization do you work for?

- National government institution
- WFP staff
- Other United Nations entity
- Non-Governmental Organization / Civil Society Organisation
- Bilateral donor / agency
- Non-UN multilateral organization
- International Finance Institution (IFI)

Q2. [all] Gender

- Male
- Female
- Other/ prefer not to say

Q3. [all] How familiar are you with WFP and its activities?

- Very familiar
- Familiar
- Not familiar / Not very familiar

3 Implementation and WFP role in country level partnerships

Q4. [all] To what extent do the following statements describe WFP's work in Nepal in terms of **building partnerships**?

	Great extent	Some extent	Little extent	Not at all	Don't know
WFP consults and involves partners in the design and implementation of its programmes					
WFP collaborates with development actors to solve complex issues					
WFP's work reflects the development priorities of its partners and UNDAF					
WFP is a valued partner to my organization.					
WFP is strategically positioned to work on emergency preparedness and response					
WFP is strategically positioned to work on food security and nutrition					
WFP complements other UN country capacity strengthening efforts					
WFP is open to the identification and application of synergies/complementarities between agencies (field level)					
WFP contributes to needs assessments and targeting inside UN system					
Please, provide comment on your ratings					

Q5. [all] To what extent do the following statements describe WFP’s work in Nepal in terms of **implementation capacity**?

	Great extent	Some extent	Little extent	Not at all	Don't know
WFP implements quality projects and programmes in response to the needs of the most vulnerable groups (demand side)					
WFP provides quality technical assistance to the government in response to the needs and capacity gaps (supply side)					
WFP provides quality capacity strengthening and policy advisory to the government in response to the needs and capacity gaps (supply side)					
Please, provide comment on your ratings					

Q6. [all] To what extent do the following statements describe WFP’s work in Nepal in terms of **communication**?

	Great extent	Some extent	Little extent	Not at all	Don't know
Maintains high level of transparency					
Effectively communicates results					
Please, provide comment on your ratings					

4 WFP contributions in strategic areas

Q7. [all] Please provide your rating of WFP contributions in Nepal in terms of the **Sustainable Development Goals**.

	Great extent	Some extent	Little extent	Not at all	Don't know
WFP contributes to SDG 2 Zero Hunger					
WFP contributes to SDG 17 Partnerships					
WFP contributes to SDG 1 No Poverty					
WFP contributes to SDG 3 Good Health and Well-being					
WFP contributes to SDG 4 Quality Education					
WFP contributes to SDG 5 Gender Equality					
WFP contributes to SDG 13 Climate Change					
Please, provide comment on your ratings					

Q8. [all] Please provide your rating of WFP contributions in Nepal in terms of **food and nutrition during emergencies**.

	Great extent	Some extent	Little extent	Not at all	Don't know
Increased capacity of Government of Nepal for emergency preparedness and response					
Enables access to the affected populations to adequate food and nutrition					
Effective recovery of vulnerable communities through food and cash assistance					
Restoring livelihoods and increasing access to services and markets through asset creation and in the aftermath of disasters					
Please, provide comment on your ratings					

Q9. [all] Please provide your rating of WFP contributions in Nepal in terms of **improving nutrition**.

	Great extent	Some extent	Little extent	Not at all	Don't know
Increased capacity of Government of Nepal for prevention and management malnutrition					
Effective School Meals Programme integration into the national social protection framework					
Improved nutrition of children under 5 and pregnant and breastfeeding women and girls through provided health packages					
Rice fortification					
Please, provide comment on your ratings					

Q10. [all] Please provide your rating of WFP contributions in Nepal in terms of **risk reduction**.

	Great extent	Some extent	Little extent	Not at all	Don't know
Increased capacity of Government of Nepal to conduct national food security monitoring and analysis at federal and provincial level					
Increased capacity of Government of Nepal for emergency response					
Improved logistics infrastructure					
Increased capacity of Government of Nepal's first responders					
Provides timely information through flood early warning systems					
WFP's analytical studies and reports on food security, food prices and agriculture, early warning of emergencies, etc. effectively assist the government and other partners					
Please, provide comment on your ratings					

Q11. [all] Please provide your rating of WFP contributions in Nepal in terms of **sustainable food systems**.

	Great extent	Some extent	Little extent	Not at all	Don't know
Increased resilience of food-insecure communities through investment in critical infrastructure (e.g. climate-resilient community infrastructure, improving food processing and storage facilities, etc)					
Enhanced coherence of government policies on food, security and nutrition					
Enhanced food security policy coordination across three tiers of government through WFP's facilitation and advisory					
Enhanced coordination with other UN and international actors on food security policy					
Please, provide comment on your ratings					

5 Cross-cutting dimensions

Q12. [all] How strongly do the following statements describe WFP's work in Nepal in terms of **gender and equity**?

	Great extent	Some extent	Little extent	Not at all	Don't know
WFP invests efforts to include and address men and women needs equally in its activities					
WFP appropriately addresses critical bottlenecks to gender equity					
WFP invests efforts to address needs of the persons with disability					
WFP invests efforts to address needs of marginalized groups					
Please, provide comment on your ratings					

6 Challenges and future programming

Q13. [all] What are the two the main challenges for ensuring food security in Nepal? (*please select two that are most important in your view*)

- Susceptibility to natural disasters (e.g. drought, earthquakes, floods, and landslides)
- Vulnerability to fluctuations in global prices due to large food imports
- Poor agricultural infrastructure
- Poor community/public infrastructure
- Difficult access to markets and services
- Difficulty to sustain agricultural production

- Vulnerability of value chains
- Climate change
- Poverty, unemployment, or low income
- Lack of affordable housing
- Chronic health conditions or lack of access to healthcare
- Political instability
- Other, please add: _____

Q14. **[WFP only]** Please mark those areas that best describe your view of WFP interventions in Nepal.

	Totally agree	Agree	Somewhat agree	Somewhat disagree	Not at all	Don't know
WFP team ensures internal synergies and coherence across different dimensions						
There is a good level of vertical coordination and communication between FOs and CO						
There is a good level of horizontal coordination and communication between different Units within WFP						
Secondments have helped WFP to have better strategic positioning with the government						
WFP considers carefully <u>cost-saving measures</u> while ensuring timeliness and quality of assistance						
The choice of <u>cooperating partners</u> contributes to cost-efficient delivery of results						
WFP strongly engages and cooperates with UN Agencies						
Please, provide comment on your ratings						

Q15. **[all]** Other comments and reflections

Thank you!

Annex XI. Field work agenda

Kathmandu

Date	Time (Nepal)	Details	Location (district)
June 7	10:15-11:15	WFP CO Strategic Planning and Knowledge Management	KTM
	11:15-12:15	WFP CO Monitoring, Review and Evaluation Department (MRE)	KTM
June 13	14:00-15:00	WFP CO Information Technology (IT)	KTM
	15:00-16:00	WFP CO Admin	KTM
	16:00-17:00	WFP CO Human Resources (HR)	KTM
June 14	09:00-10:00	UN Women	KTM
	10:00-11:00	UN Population Fund (UNFPA)	KTM
	11:30-12:30	WFP CO Communication	KTM
	13:30-14:30	WFP CO EPR	KTM
	13:00-14:00	Ministry of Health and Population (MoHP)	KTM
	15:00-16:00	WFP CO Supply Chain	KTM
	16:00-17:00	WFP CO Logistic Cluster	KTM
June 15	09:30-10:30	WFP CO Evidence Policy and Innovations (EPI)	KTM
	10:30-11:30	WFP CO Management	KTM
	11:30-12:30	WFP CO Head of Programme	KTM
	12:30-13:30	WFP CO Gender Equality Disability and Social Inclusion (GEDSI)	KTM
	14:30-15:30	WFP CO Nutrition	KTM
	14:30-15:30	RCO	KTM
	15:30-16:30	WFP CO School Meals Programme	KTM
June 16	10:00-11:00	LIFE Nepal	KTM
	11:00-12:00	WFP CO Emergency, Livelihoods and Climate Change	KTM
	12:00-13:00	WFP CO Finance	KTM

	13:00-14:00	WFP CO SO3	KTM
	13:00-13:30	WFP CO External Relations	KTM
	14:00-15:00	Integrated Development Society Nepal (IDS)	KTM
	16:00-17:00	Ministry of Agriculture and Livestock Development (MoALD)	KTM
June 17	09:00-10:00	WFP CO Engineering	KTM
	10:00-11:30	FGD with seconded staff	KTM
	11:30-13:00	Team meeting	KTM
	13:00-14:00	United Kingdom (UK) Foreign, Commonwealth and Development Office (FCDO)	KTM
	14:30-15:30	SAPPROS	KTM
June 20	11:00-12:00	Assaman Nepal	KTM
	14:00-15:00	UN Children's Fund (UNICEF)	KTM
	13:45-14:45	WFP CO Former EPI	Online
	15:15-16:15	WFP RBB Regional Emergencies Supply Chain	Online
	15:30-16:30	Ministry of Science, Education and Technology (MoEST)/ Centre for Environment, Human Rights and Development (CEHRD)	KTM
	16:45-17:45	WFP CO Former Head of Programme	Online
June 21	10:00-11:00	Mercy Corps	KTM
	11:00-12:00	Shant Volunteer Association	KTM
	12:30-13:30	Food Management and Trade Company Limited (FMTC)	KTM
	15:00-16:00	National Planning Commission (NPC)	KTM
	20:45-21:45	Former Country Director	Online
June 22	13:00-14:00	International Fund for Agricultural Development (IFAD)	Online
	15:00-16:00	Japan Ministry of Foreign Affairs (MoFA)	KTM
June 23	13:45-14:45	WFP RBB Gender	Online
	14:45-15:45	WFP CO Former EPR/Supply Chain	Online
June 24	11:00-12:00	WFP CO Engineering	KTM

June 27	16:15-17:15	WFP CO Former Nutrition	Online
June 28	12:00-13:30	Exit debrief	Online
July 4	12:45-13:45	WFP CO Former Deputy Country Director (DCD)	Online
	12:45-13:45	Ministry of Forest and Environment (MoFE)	Online
	13:45-14:45	WFP RBB Climate Change	Online
July 7	14:15-15:15	US Department of Agriculture (USDA)	Online

Karnali province

Date	Time (Nepal)	Details	Location (district)
June 8	07:30-09:00	Fly KTM-Surket	Surket
	09:30-10:30	Meetings with FO team	Surket
	10:45-11:45	OCMCM	Surket
	12:00-13:00	Ministry of Agriculture Land Management and Cooperatives	Surket
	13:00-14:00	Lunch	Surket
	14:00-15:00	Director, Education Directorate/Ministry of Social Development (MoSD)	Surket
	15:15-16:00	Director, Health Service Director	Surket
	16:30-17:30	CPs, UN agencies, Mercy Corps and other development partners present in the region	Surket
June 9	07:00-14:00	Travel to Jajarkot headquarter	Jajarkot
	14:30-15:30	KII with EDCU at District Head Quarter (DHQ) Jajarkot (SMP)	Jajarkot
	15:30-16:30	KII with district health officer of the blanket supplementary feeding programme (BSFP)	Jajarkot
June 10	07:00-10:00	Travel to Jajarkot DHQ to Laikham	Jajarkot
	10:00-10:30	Observe SMP at Laikham and discuss with teachers & school management committee	Jajarkot
	11:30-12:30	KII with local government	Jajarkot
	12:30-13:00	Lunch	Jajarkot
	13:00-14:30	Observe activity and beneficiary discussion	Jajarkot

June 11	07:00-08:00	Travel to Surket. Zehra meeting with Purna; fly back to KTM from Surkhet	Surket
	07:00-11:00	Kalpana Tiwari – travels to Dailekh	Dailekh
	11:00-13:00	Observation of FFA activities, beneficiaries interaction	Dailekh
	13:00-18:00	Travel to Kalikot	Kalikot
June 12 (Kalpana)	07:00-11:00	Travel to Tilagufa (Kalikot) observe MCHN programme (beneficiary interaction, KII with health post staff)	Kalikot
	11:00-13:00	Travel to Jumla	Jumla
	13:00-18:00	Observation of climate change adaptation for food security (CAFS) Karnali Project activities (Irrigation, apple farming, vegetable farming, micro-hydro renovation, improved water mill, etc.)	Jumla
June 13 (Kalpana)	07:00-08:00	Meeting with WFP field staff	Jumla
	08:00-09:00	Observation of mobile humanitarian staging area (MHSA- DHQ)	Jumla
	09:30-10:00	Observation of MCHN activities, KII, beneficiary discussion- Lamra Health post, Tatopani	Jumla
	10:00-13:00	Observation of climate-smart village	Jumla
	13:00-14:00	Lunch	Jumla
	14:00-15:30	KII with local government (former chairperson of Tila, ward chairpersons) Beneficiary discussion- Tila 2	Jumla
	16:30-17:00	Observation of Municipal Agro-meteorological information centre and FS Information Centre- Tila local government	Jumla
	17:00-17:30	Observation of enterprise, lift irrigation	Jumla
	17:30-18:30	Travel back to district headquarter, Jumla	Jumla
June 14 (Kalpana)		Travel back to Surkhet	Surket
June 15 (Kalpana)		Fly back to Kathmandu	KTM

Sudurpaschim province

Date	Time (Nepal)	Details	Location (district)
June 8	9:00-10:30	Check into hotel	Kailali
	10:30-11:30	Ministry of Internal Affair and Law	Kailali
	12:00-13:00	Ministry of Social Development	Kailali
	13:00-13:30	Lunch	Kailali
	13:30-14:30	Provincial Policy and Planning Commission	Kailali
	16:30-17:30	Ministry of Land Management, Agriculture and Cooperative	Kailali
	17:30	Back to hotel	Kailali
June 9	7:00-8:00	Breakfast	Kailali
	8:00-15:00	Travel From Dhangadi to Doti	Doti
	15:00- 15:30	Check-into hotel Doti	Doti
	16:00-17:00	Interaction with Education Development and Coordination Unit	Doti
	17:00	Back to Hotel and rest	Doti
June 10	8:00-9:00	Breakfast	Doti
	9:00- 10:00	Travel to school	Doti
	10:00-11:30	Interaction with school/school management committee/ parent teacher association	Doti
	11:30-12:00	Lunch	Doti
	12:00- 1:30	Meeting and interaction with local government representative	Doti
	2:00-4:00	Interaction with community	Doti
	4:00- 5:00	Travel back to hotel and night stay	Doti
June 11 (Mirella)	7:00-7:30	Breakfast	Doti
	7:30 - 2:00	Travel back to Godawari Municipality (Kailai)	Kailali
	2:00- 4:00	Interact with community- Women in Value Chain (WiVC)	Kailali
	4:00- 5:00	Travel to Dhangadhi for night stay	Kailali

June 12 (Mirella)	7:00-8:00	Breakfast	Kailali
	8:00:-	Travel back to Kathmandu by Air	KTM
June 11 (Yadab)	8:00 -14:00	Travel to Bajura (Budhiganga Municipality) from Doti	Bajura
	14:00-16:00	Interact with municipal education officer (Budhiganga Municipality)	Bajura
June 12 (Yadab)	8:00-9:00	Breakfast	Bajura
	9:00- 10:00 AM	Travel to Triveni Municipality (school visit)	Bajura
	10:00-11:00	Interaction with school/school management committee/ parent teacher association	Bajura
	11:00- 12:00	Interaction with community	Bajura
	12:00-1:00	Meeting and interaction with municipal education officer	Bajura
	1:00-6:00	Travel back to hotel and night stay	Bajura
June 13 (Yadab)	7:00-8:00	Breakfast	Bajura
	8:00- 3:00	Travel back to Dhangadi by drive	Kailali
	3:00 - 4:00	Visit school kitchen construction site and interact with school head teacher/women farmers	Kailali
June 14 (Yadab)	8:00- 9:00	Travel back to Kathmandu by air	KTM

Nuwakot

Date	Time (Nepal)	Details	Location (district)
20 June (Kalpana)	7:30 AM-7:30	KII with education unit, agriculture unit, chairperson of the Likhu municipality, KII with school management committee, WFP staff	Nuwakot
21 June (Kalpana)	7:30-4:30	KII and FGD with school management committee, KII with local government education staff, KII with local government staff of Kakani municipality, observation of school feeding	Nuwakot

Annex XII. Key informants' overview

Table 21: List of people interviewed during inception phase

Organization	Location	No. of Men	No. of Women
WFP RBB	Bangkok		2
WFP CO	Kathmandu	13	11
WFP FO Surkhet	Connected online	1	
WFP FO Doti	Connected online	1	
WFP CO	Connected online		1
SAPPROS	Connected online	2	
World Education	Connected online		2
WFP HQ	Connected online	1	1

Note: In view of the inception mission coinciding with the pre-election phase in Nepal, the team was informed that following national regulations no interviews with government staff could be undertaken.

Table 22: List of people interviewed during data collection phase

Organization	Location	No. of Men	No. of Women
WFP CO	Kathmandu	11	12
WFP FO Dhangadhi	Dhangadhi	5	1
MoALD	Dhangadhi	2	
MoSD	Dhangadhi	1	
MOSD Hospital Division	Dhangadhi	1	
MOSD Public Health	Dhangadhi	1	
MOSD Education Division	Dhangadhi	1	
Provincial Planning Commission	Dhangadhi	2	
Provincial Government	Surkhet	1	1
UNDP	Surkhet	1	
UNICEF	Surkhet	1	
Strengthening Systems for a Better Health (SSBH)	Surkhet	1	
SAVE THE CHILDREN	Surkhet		1
Doti Education Development Coordination Unit of Ministry of Education	Silgadi/Doti	2	
WFP FO Surkhet	Surkhet	1	
Bheri Municipality	Jajarkot	3	1
WFP FO Doti	Doti		1
Purvi Chouki RM	Doti	2	
Education	Mulupani village	1	
Barekot	Jajarkot	1	

Barekot	Jajarkot	1	
Shree Shiva School	Jajarkot	1	
SAPPROS	Dhangadhi	1	1
Budhiganga Municipality, Doti	Phalasen, Budhiganga	1	
WFP FO	Dailekh	1	
MDI	Kalikot	1	2
Narsingh Basic School, Triveni, Bajura	Kalapani, Bajura	2	
IDS-Nepal	Kalapani, Bajura	1	
Triveni Municipality	Kalapani, Bajura	1	
Health Post	Kalikot		1
WFP	Jumla	1	
PACE-Nepal	Jumla	3	
Civil Aviation	Jumla	1	
Janajagriti Primary School, Kailali	Dhanagadhi-7, Patela		1
Health Post	Jumla	1	1
Agri Office Tila	Jumla	1	1
UN Women	Online		1
MoHP	Kathmandu	1	
UNFPA	Kathmandu		1
WFP	Kalikot		2
LIFE Nepal	Online	2	
IDS	Kathmandu	2	
LIFE Nepal	Kathmandu	2	
SAPPROS	Kathmandu	2	
FCDO	Kathmandu	1	
Assaman Nepal	Kathmandu	1	
UNICEF	Kathmandu	1	
MoEST/CEHRD	Kathmandu	1	
Former WFP CO	Online	3	2
WFP RBB	Online	1	2
Likhu Municipality	Nuwakot	4	1
CARDSON	Nuwakot	1	1
WFP	Nuwakot	1	
Mercy Corps	Online		1
Shanti Volunteer Association	Online	1	
FMTC	Online	1	
NPC	Kathmandu	1	
Agriculture unit	Nuwakot	1	1

Education	Nuwakot	2	
IFAD	Online and Kathmandu	1	
Japan MoFA	Kathmandu	1	
ADB	Online	1	
WFP CP	Online	1	
Ministry of Forestry and Environment	Online		1
USDA	Online	1	

Table 23: List of focus group discussions during data collection phase⁹

Location	Date	Activity	Category	Gender	Organisation	Position
FGD #1						
Sudurpaschim, Doti, Purvi Chouki Rural Municipality	10.06.2022	SMP	Headmaster	M	School Mulapani	Parent
			Indirect beneficiary (parent)	F	School Mulapani	Parent
			Indirect beneficiary (parent)	F	School Mulapani	Parent
			Indirect beneficiary (parent)	M	School Mulapani	Parent
			Indirect beneficiary (chair of FMC)	M	School Mulapani	Manager of school management committee
			Indirect beneficiary (Manager of school management committee)	M	School Mulapani	Chair of food management committee
FGD #2						
Sudurpaschim, Doti, Gagari (Ward 6)	10.06.2022	SMP	Indirect beneficiary (parent)	M	Ward 6 Chairman Office	Parent
			Indirect beneficiary (parent)	M	Ward 6 Chairman Office	Parent
			Indirect beneficiary (parent)	M	Ward 6 Chairman Office	Parent
			Indirect beneficiary (parent)	F	Ward 6 Chairman Office	Parent
			Indirect beneficiary (parent)	F	Ward 6 Chairman Office	Parent
			Indirect beneficiary (parent)	F	Ward 6 Chairman Office	Parent
FGD #3						
Sudurpaschim, Kailali, Godawari municipality	11.06.2022	Women in Value Chain/Home-Grown School Feeding (HGSE)	NGO	M	SAPPROS	Field Coordinator Kailali
			NGO	F	SAPPROS	Agriculture Technician
			WFP	M	WFP FO Dhangadhi	Field Coordinator Kailali
			Direct beneficiary	F x 25	WiVC	
FGD #4						
Karnali, Dailekh, Bhairabi 4, rural	11.06.2022	Cash for Assets	Direct beneficiary	M x 5	Community	

⁹ Direct beneficiary names and positions are not disclosed due to data protection issues.

Municipality		(CFA)/Livelihoods and Economic Recovery Programme (LERP)	Direct beneficiary	F x 3	Community	
FGD #5						
Karnali, Karnali district Tilgufa 6, rural Municipality	12.06.2022	MCHN	Direct beneficiary	F x 10	Tilgufa Health Post, mothers and care takers	
FGD #6						
Karnali, Jumla district, Lamra , Tatonpani Rural Municipality	12.06.2022	MCHN	Direct beneficiary	M x 3	Government Health Service Providers	
			Direct beneficiary	F x 4	Government Health Service Providers	
FGD #7						
Karnali, Jumla district, Ghodesim - 6 Tila	12.06.2022	CAFs Karnali	Direct beneficiary	M x 4	Community	
			Direct beneficiary	F x 4	Community	
FGD #8						
Sudurpaschim, Bajura, Triveni Municipality, Kalapani	12.06.2022	SMP	Indirect beneficiary (parent)	F	Narsingha School	Parent
			Indirect beneficiary (parent, vice-chair management committee)	F	Narsingha School	Parent
			Indirect beneficiary (parent)	F	Narsingha School	Parent
			Indirect beneficiary (parent)	F	Narsingha School	Parent
			Indirect beneficiary (parent)	M	Narsingha School	Parent
FGD #9						
Karnali, Jumla, Tila 2	13.06.2022	CFA, CSC	Direct beneficiary	M x 5	Users Group Committee	
Karnali, Jumla, Tila 3			Direct beneficiary	F x 3	Users Group Committee Users Group Committee	
FGD #10						
Sudurpaschim, Kailali, Dhanagadhi Sub-metropolis-7, Patela	13.06.2022	SMP	Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Indirect beneficiary (parent)	F	Janajagriti School	Parent
			Cook	F	Janajagriti School	Helper
Parent	F	Janajagriti School	Parent			
FGD #11						
	17.06.2022		WFP secondees	M	CEHRD/MOEST	
			WFP secondees	M	MOALD, Bagmati Province	

			WFP secondees	M	Health Directorate, Madhesh Province
			WFP secondees	M	MOALD, Madhesh Province
			WFP secondees	M	Health Directorate, Province 1
			WFP secondees	M	MOALD, Lumbini Province
			WFP secondees	M	NPC
			WFP secondees	M	MOALD
FGD #12					
Bagmati , Nuwakot Likhu 4, Nuwakot	20.06.2022	SMP	Direct beneficiary	M x 4	Farmer, Bagbani cooperative
			Direct beneficiary	F x 1	Farmer, Bagbani cooperative
FGD #13					
Bagmati, Kakani Rural Municipality- ward 6	21.06.2022	SMP	Direct beneficiary	F x 6	Shree Asha small farmers cooperative

Annex XIII. E-survey descriptive analysis

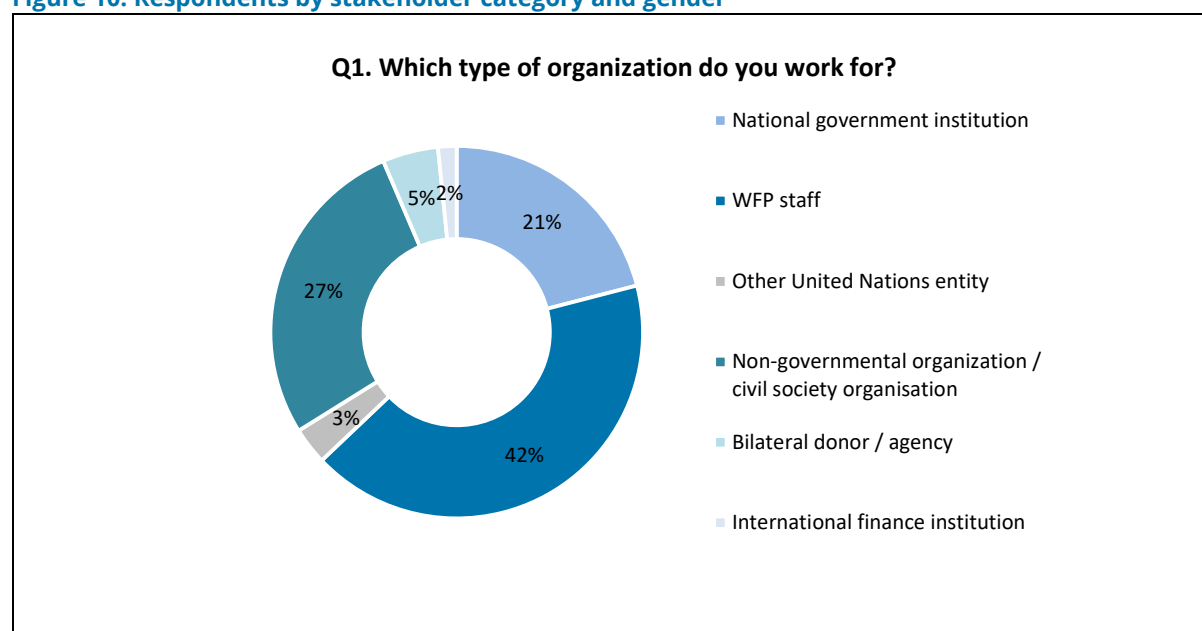
Introduction

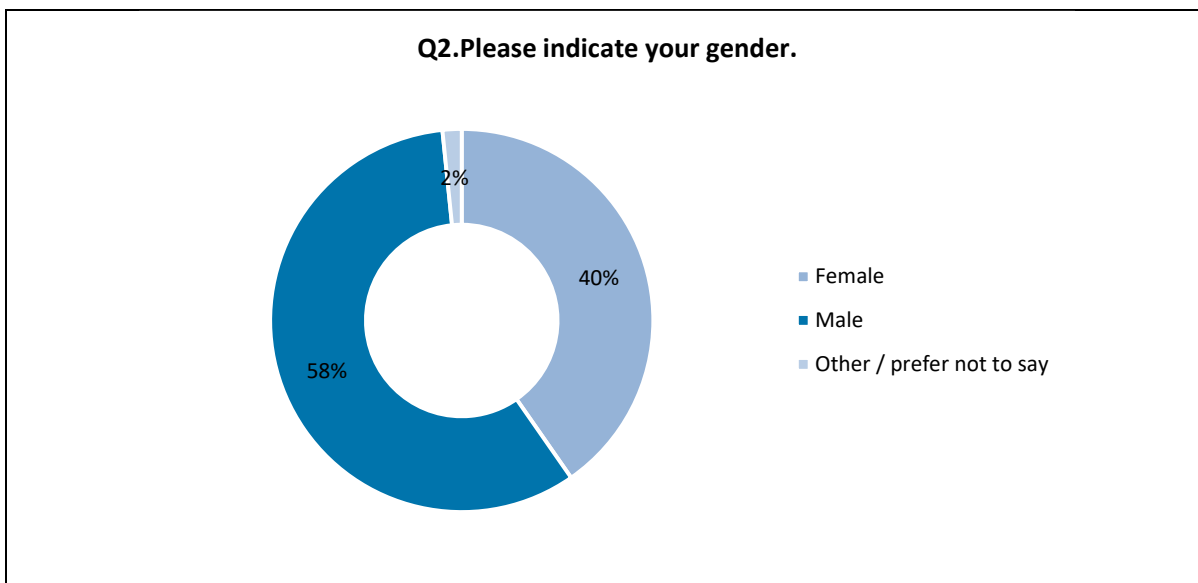
26. The online survey was conducted in July 2022 to complement data sources for this evaluation. It was directed at WFP and its partners (national stakeholders and development partners) as a means to collect views and perceptions of WFP staff and partners on WFP work in Nepal. The final list of stakeholders to be reached through the survey was agreed between the evaluation team and WFP, based on stakeholder mapping conducted by the evaluation team in the inception phase. The survey was distributed online using the Alchemer online survey tool to 114 WFP staff and representatives of WFP partners (37 from the regional bureau in Bangkok and the country office; 21 government institutions; 10 donors; 5 international financial institutions (IFIs); 33 international and national NGOs; and 8 United Nations agencies) to yield insights into the relevance of WFP engagement and the main results of WFP support to Nepal. The survey also collected responses regarding success factors and key dimensions of sustainability and other cross-cutting issues.

Identification

27. A total of 62 respondents of 114 invitees (response rate of 54 percent) participated in this survey with most of them (42 percent) working for WFP, followed by NGOs (27 percent) and government institutions (21 percent). The gender of respondents is represented by 40 percent of women, 58 percent of men and 2 percent other /prefer not to say (see figures below).

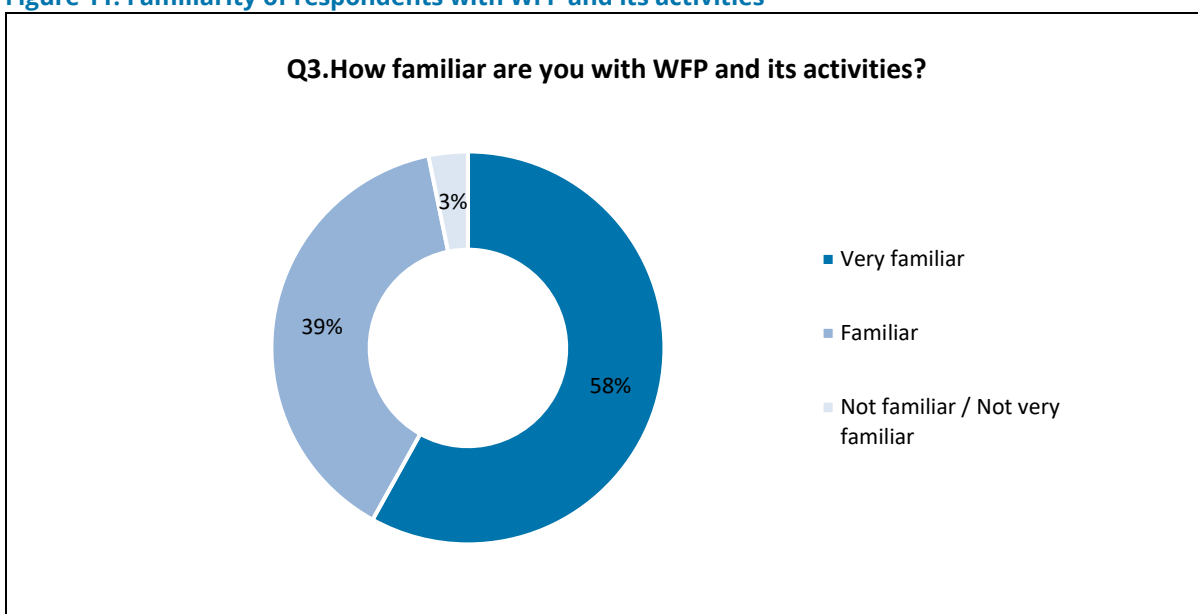
Figure 10: Respondents by stakeholder category and gender





28. More than half of the respondents (58 percent) were very familiar with WFP and its activities, while 39 percent were familiar and 3 percent were not familiar or not very familiar.

Figure 11: Familiarity of respondents with WFP and its activities



Please note: survey responses are represented both at the aggregated level in graphs (including WFP staff and partners) and disaggregated level in tables (by WFP staff, national government institutions, NGOs and others – where the latter includes donors, United Nations agencies and IFIs¹⁰). Tables indicate the “average score” of each stakeholder (a score between 1-4 in response to “To what extent” questions, whereby 1 = not at all; 2 = little extent; 3 = some extent; and 4 = great extent).

Implementation and WFP role in country level partnerships

29. When it comes to partnerships, most stakeholders agree to a great extent that WFP is strategically positioned to work on food security, strategically positioned to work on emergency preparedness and

¹⁰ Donors, UN agencies and IFIs are grouped into one category (“Other”) as the number of responses, and therefore representativeness, was very low.

response and a valued partner to their organization (81 percent, 76 percent and 74 percent, respectively). However, 2 percent of stakeholders did not agree at all that WFP is open to identification and application of synergies/complementarities between agencies and complements other United Nations country capacity strengthening efforts (Figure 12).

30. Overall, WFP staff perceived WFP work in Nepal in terms of partnerships more positively than partners. Among partners, NGOs were the most positive while the category of “Other stakeholders” (donors, United Nations agencies and international financial institutions) were relatively negative (Table 24).

31. Box 1 below presents qualitative responses explaining respondents’ assessments and provides further insights and illustration of different points of view.

Figure 12: WFP work in Nepal in terms of building partnerships, aggregate responses

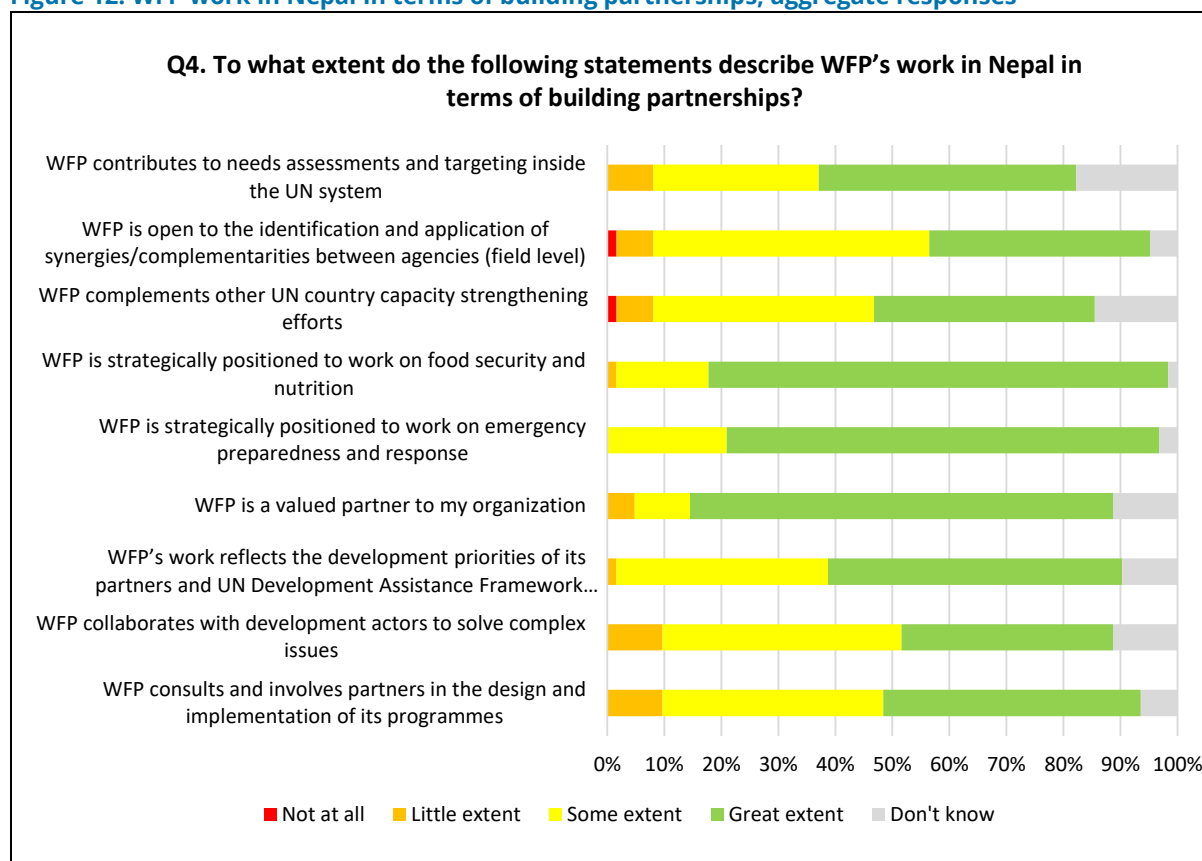


Table 24: WFP work in Nepal in terms of building partnerships, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
WFP consults and involves partners in the design and implementation of its programmes	3.6	3.3	3.2	2.8
WFP collaborates with development actors to solve complex issues	3.4	3.4	3.2	2.3
WFP work reflects the development priorities of its partners and UN Development Assistance Framework (UNDAF)	3.8	3.6	3.3	2.8
WFP is a valued partner to my organization	3.9	3.8	3.6	3.8
WFP is strategically positioned to work on emergency preparedness and response	3.9	3.8	3.7	3.7
WFP is strategically positioned to work on food security and nutrition	3.9	3.9	3.7	3.3

WFP complements other UN country capacity strengthening efforts	3.5	3.5	3.1	2.6
WFP is open to the identification and application of synergies/complementarities between agencies (field level)	3.4	3.4	3.2	3.0
WFP contributes to needs assessments and targeting inside the UN system	3.6	3.6	3.2	2.8

Box 1: WFP work in Nepal in terms of building partnerships – qualitative assessments

WFP works in isolation (some teams) - it needs to collaborate more and be the agency that donors want to fund - but that is not the case anymore sadly. *Bilateral donor / agency*

WFP is a valued partner. In the recent years the capacity of WFP country office of Nepal found inadequate. *Government institution*

WFP's work is highly appreciable as co-lead agency in logistics in emergency. *Government institution*

WFP has done exemplary work in food security and adaptation to climate change. The new strategic approach through local partner organizations has been a great help to local government and sustainability. *NGO*

I understand that WFP works are instrumental in food security and nutrition improvement and is targeted to most needy families. *NGO*

It's my pleasure to work with WFP and UN agencies. *NGO*

WFP uses a bit of an antiquated technical approach to food aid, and isn't well equipped (and I question if it should be?) for longer-term assistance, and transition to government ownership, and sustainability. They could also improve in their consortium management from a management perspective - it's very confusing who's in charge over there, for various programmes, when you are a partner. *NGO*

WFP likes to take the lead on the assessments, and there would be more reach, if they were more open to collaborate with other UN agencies. It should be a prerogative that the Information Management colleagues are paired with more senior management, that would encourage/ foster the collaboration. *Other UN entity*

32. When it comes to implementation capacity, more than half of stakeholders agreed to a great extent that WFP implements quality projects and programmes in response to the needs of the most vulnerable groups (66 percent). However, 6 percent of stakeholders agreed to a little extent that WFP provides quality technical assistance, and capacity strengthening and policy advisory to the Government in response to the needs and capacity gaps (Figure 13).

33. Overall, WFP staff and NGOs perceived WFP work in Nepal in terms of implementation capacity very similarly and positively, while other stakeholders were noticeably more negative (Table 25).

Figure 13: WFP work in Nepal in terms of implementation capacity, aggregated responses

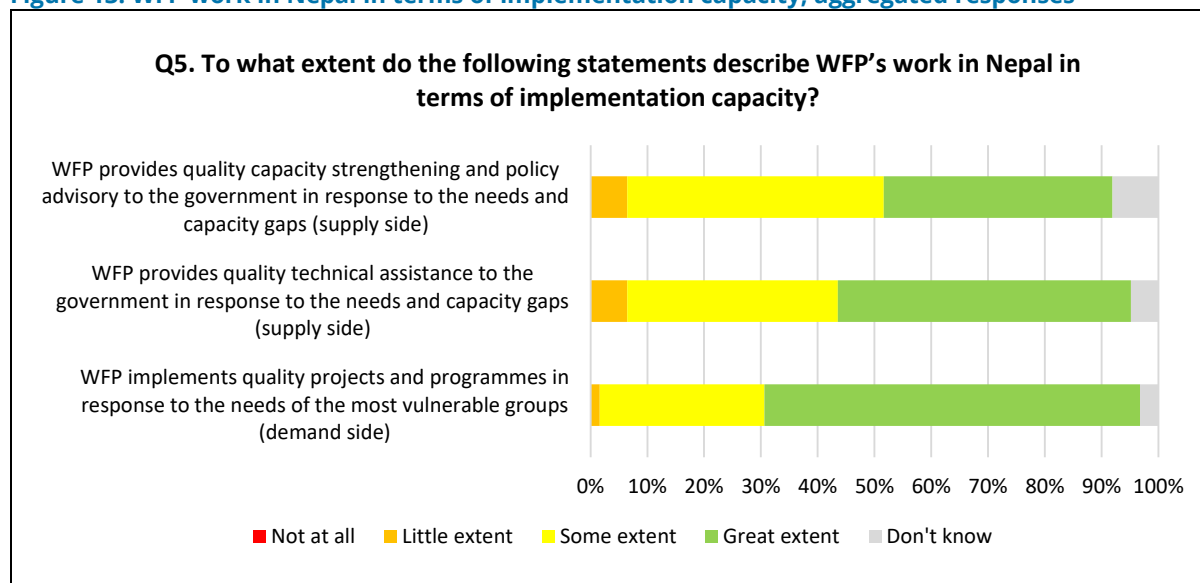


Table 25: WFP work in Nepal in terms of implementation capacity, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
WFP implements quality projects and programmes in response to the needs of the most vulnerable groups (demand side)	3.8	3.8	3.5	3.2
WFP provides quality technical assistance to the government in response to the needs and capacity gaps (supply side)	3.6	3.6	3.4	2.7
WFP provides quality capacity strengthening and policy advisory to the government in response to the needs and capacity gaps (supply side)	3.5	3.6	3.2	2.7

Box 2: WFP work in Nepal in terms of implementation capacity - qualitative assessments

WFP cannot influence the government at all and it should admit it - example NeKSAP was never institutionalized and WFP spent 15 years and USD 15 million (from UK, EU, US and Australia) and still asking for more. *Bilateral donor / agency*

In the recent past years because of inadequate capacity at country office of WFP Nepal government is getting less technical support. *Government institution*

Sometimes, WFP's capacity development to government is also based on WFP's global initiative and interest, not always identified through government's capacity gap analysis/demand. *WFP*

34. When it comes to communication, approximately half of the stakeholders agreed to a great extent that WFP maintains a high level of transparency (48 percent), while 2 percent of partners did not agree at all with the statement. Regarding WFP effectively communicating results, nearly half agreed to a great extent (44 percent); however, 8 percent agreed to a little extent only (Figure 14).

35. Overall, WFP staff perceived WFP work in Nepal in terms of communication more positively than partners, though perceptions were similar to those of NGOs and the national Government. However, Other stakeholders were fairly negative (Table 26).

Figure 14: WFP work in Nepal in terms of communication, aggregated responses

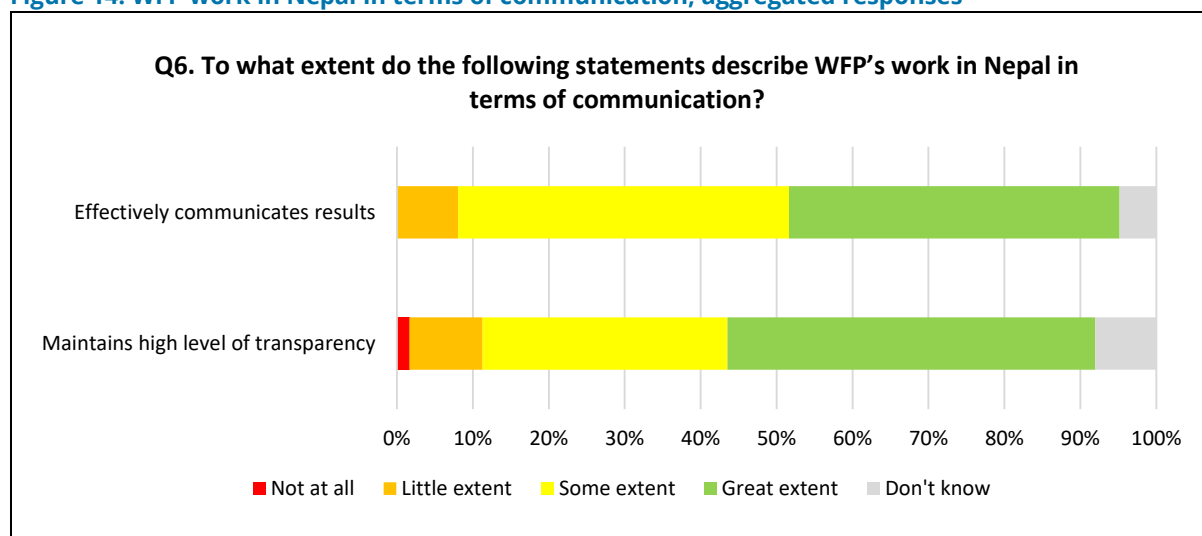


Table 26: WFP work in Nepal in terms of communication, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
Maintains high level of transparency	3.5	3.4	3.4	2.8
Effectively communicates results	3.5	3.5	3.2	2.8

Box 3: WFP work in Nepal in terms of communication – qualitative assessments

For the past couple of years the communication has not been so effective from WFP. *Government institution*

External publications are pretty good. Consortium communication to implementing partners really could be improved. Clear communication on a shared vision, workplan, partners roles, and sustainability planning would really help. *NGO*

WFP contributions in strategic areas

36. When it comes to the SDGs, nearly three quarters of stakeholders agreed to a great extent that WFP contributes to SDG 2 zero Hhunger (71 percent), while 2 percent of stakeholders did not agree at all with WFP contributing to SDGs 1 no poverty, 3 good health and well-being, 4 quality education, 5 gender equality and 17 partnerships (Figure 15: WFP contributions in Nepal in terms of SDGs, aggregated responses).

37. Overall, WFP staff and NGOs perceived WFP contributions in Nepal in terms of the SDGs positively, while the Government had a more mixed view. Other stakeholders' perceptions were fairly negative, except towards SDG 2 zero hunger (Table 27).

Figure 15: WFP contributions in Nepal in terms of SDGs, aggregated responses

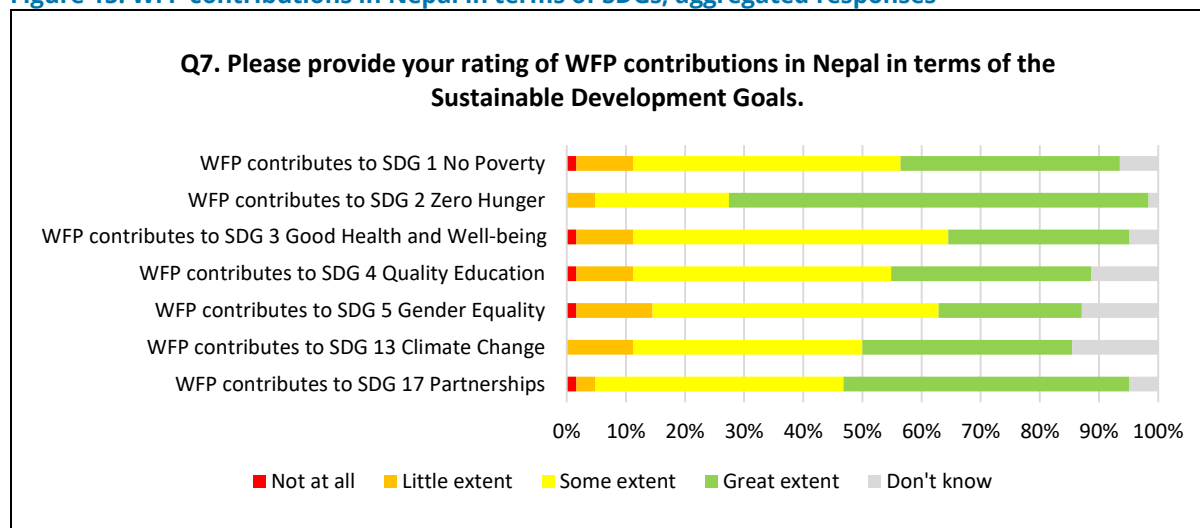


Table 27: WFP work in Nepal in terms of SDGs, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
WFP contributes to SDG 17 Partnerships	3.6	3.6	3.3	2.8
WFP contributes to SDG 13 Climate Change	3.6	3.4	2.8	2.5
WFP contributes to SDG 5 Gender Equality	3.0	3.5	3.1	2.3
WFP contributes to SDG 4 Quality Education	3.4	3.2	3.0	2.7
WFP contributes to SDG 3 Good Health and Well-being	3.0	3.5	3.4	2.4
WFP contributes to SDG 2 Zero Hunger	3.8	3.8	3.2	3.7
WFP contributes to SDG 1 No Poverty	3.2	3.7	3.2	2.4

Box 4: WFP contributions in Nepal in terms of SDGs – qualitative assessments

WFP needs to move away from buzz words and do actionable work. *Bilateral donor / agency*

For the last few years WFP's contributions to Nepal is in small scale, therefore, contribution is less visible in Nepal. But there is much expectation from WFP. *Government institution*

Climate change adaptation programmes, food security programmes have been conducted only in the places where WFP programme has been implemented. In general, it has contributed to the goal of sustainable development. And in other places it is very necessary. In some places, the local government has taken it as a model. It is necessary to promote programmes in the field of poverty alleviation and climate change adaptation by conducting projects like model programme CAFS-Karnali locally through local partner organizations. *NGO*

38. When it comes to food and nutrition during emergencies, half of the stakeholders agreed to a great extent that WFP enables access to the affected populations to adequate food and nutrition, and that WFP contributes to effective recovery of vulnerable communities through food and cash assistance (50 percent), while 2 percent of partners did not agree at all with WFP restoring livelihoods and increasing access to services and markets through asset creation and in the aftermath of disasters (Figure 16).

39. Overall, NGOs perceived WFP contributions in Nepal in terms of food and nutrition during emergencies the most positively amongst stakeholders, followed by WFP staff, the Government and other stakeholders.

The latter were especially negative on WFP work on restoring livelihoods and increasing access to services and markets (Table 28).

Figure 16: WFP contributions in Nepal in terms of food and nutrition during emergencies, aggregated responses

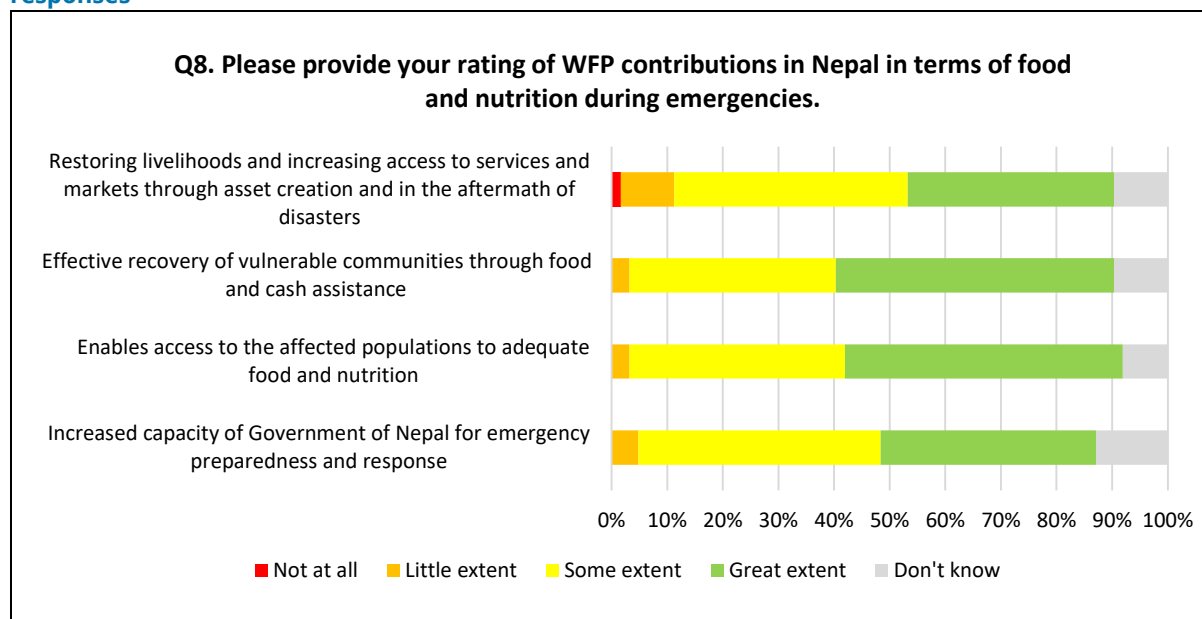


Table 28: WFP contributions in Nepal in terms of food and nutrition during emergencies, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
Increased capacity of Government of Nepal for emergency preparedness and response	3.4	3.5	3.3	3.2
Enables access to the affected populations to adequate food and nutrition	3.5	3.7	3.5	3.2
Effective recovery of vulnerable communities through food and cash assistance	3.6	3.8	3.2	3.3
Restoring livelihoods and increasing access to services and markets through asset creation and in the aftermath of disasters	3.4	3.4	3.1	2.6

Box 5: WFP contributions in Nepal in terms of food and nutrition during emergencies – qualitative assessments

WFP and UNICEF need to work together in nutrition. Nutrition response is always delayed and the problems are the same. *Bilateral donor / agency*

Support needed in emergency response and capacity building. *Government institution*

WFP support during emergencies is visible. *Government institution*

Immediate response is WFP's strength and key value-add, as well as coordination of humanitarian partners. *NGO*

We have noted that WFP is the only institution in Nepal largely supporting humanitarian services during emergency. *NGO*

The coverage needs to be expanded. *WFP*

40. When it comes to improving nutrition, more than half of the stakeholders agreed to a great extent that WFP contributes to the effective school meals programme integration into the national social protection framework (56 percent), while 3 percent of partners did not agree at all with WFP contributing to rice fortification (Figure 17).

41. Overall, NGOs perceived WFP contributions in Nepal in terms of improving nutrition most positively among stakeholders, followed by the Government, WFP and other stakeholders (Table 29).

Figure 17: WFP contributions in Nepal in terms of improving nutrition, aggregated responses

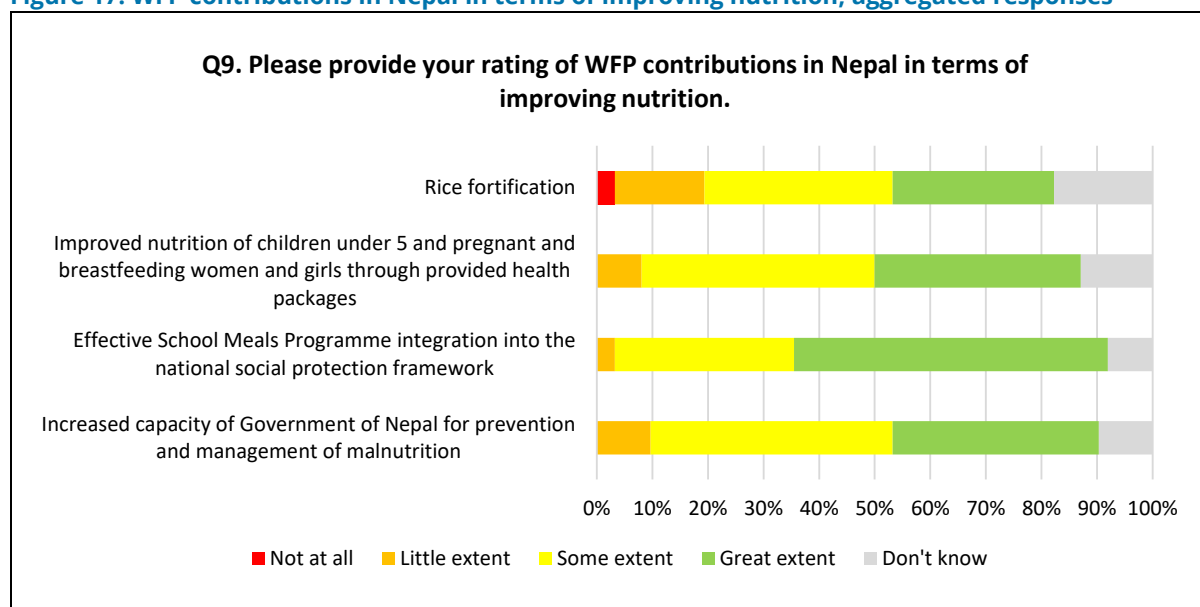


Table 29: WFP contributions in Nepal in terms of improving nutrition, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
Increased capacity of Government of Nepal for prevention and management of malnutrition	3.2	3.6	3.4	2.8
Effective School Meals Programme integration into the national social protection framework	3.7	3.7	3.5	2.8
Improved nutrition of children under 5 and pregnant and breastfeeding women and girls through provided health packages	3.3	3.5	3.4	2.6
Rice fortification	2.8	3.6	3.2	2.5

Box 6: WFP contributions in Nepal in terms of improving nutrition – qualitative assessments

With Japan and US resources - good job but why not share your results transparently with other donors?
Bilateral donor / agency

The coverage of the nutrition programme should extend. Preparatory work for the rice fortification is done but it is yet to initiate. This will be WFP's one focus area. *WFP*

42. When it comes to risk reduction, half of the stakeholders agreed to a great extent that WFP contributed to improved logistics infrastructure (50 percent). However, 3 percent of partners did not agree at all with WFP providing timely information through flood early warning (Figure 18).

43. Overall, WFP staff and NGOs perceived WFP contributions in Nepal in terms of risk reduction similarly and more positively than the Government and other stakeholders (Table 30).

Figure 18: WFP contributions in Nepal in terms of risk reduction, aggregated responses

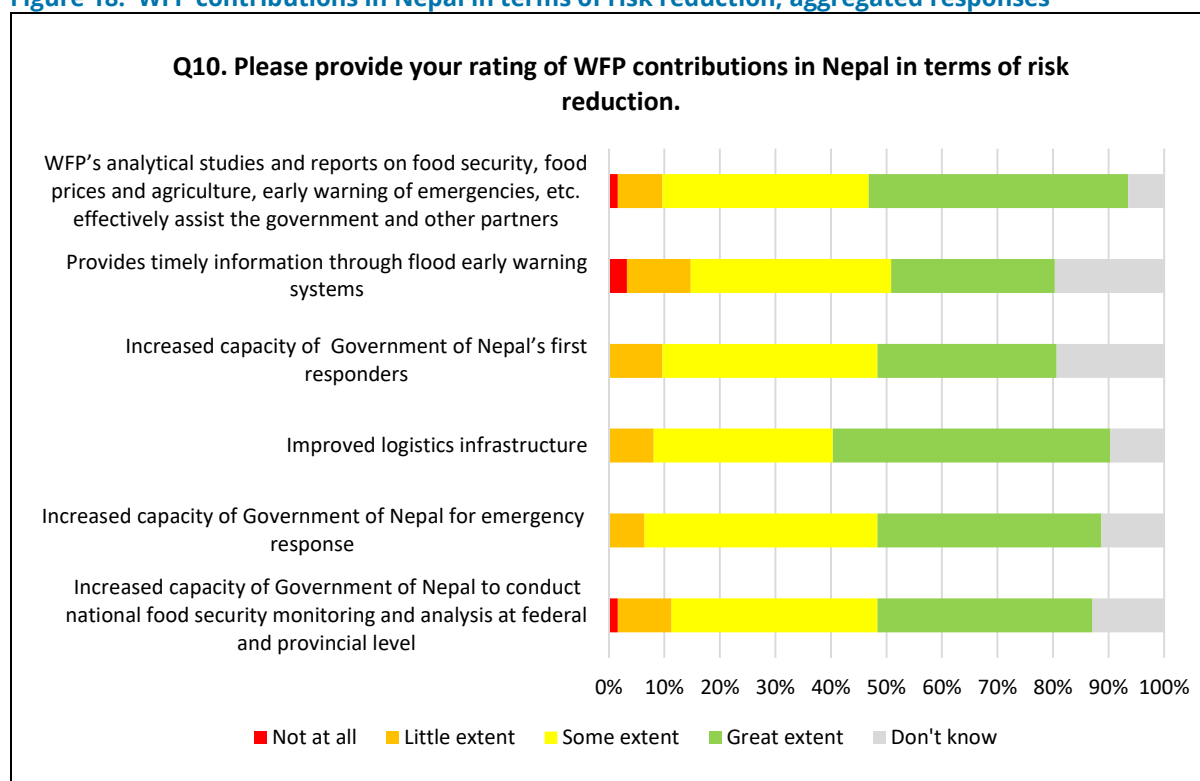


Table 30: WFP contributions in Nepal in terms of risk reduction, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
Increased capacity of Government of Nepal to conduct national food security monitoring and analysis at federal and provincial level	3.3	3.5	3.1	3.2
Increased capacity of Government of Nepal for emergency response	3.5	3.5	3.2	3.0
Improved logistics infrastructure	3.7	3.5	3.1	3.5
Increased capacity of Government of Nepal's first responders	3.4	3.3	3.0	3.3
Provides timely information through flood early warning systems	3.4	3.1	2.8	2.6
WFP's analytical studies and reports on food security, food prices and agriculture, early warning of emergencies, etc. effectively assist the government and other partners	3.4	3.5	3.1	3.3

Box 7: WFP contributions in Nepal in terms of risk reduction – qualitative assessments

NeKSAP/NeSKAP is a failed product. *Bilateral donor / agency*

WFP's mVam report is absolutely critical and an important resource for all stakeholders in Nepal. Their leadership on the CCG and developing the MEB for cash is also a critical role. I also salute their work setting up HSAs at the provincial level, though there is a HUGE disconnect between WFP logs team and their obsession with in-kind stocks, and more progressive teams leading on cash. *NGO*

WFP conducts the food security monitoring and analysis, not sure to what extent this is capacitating the government. Also don't believe the studies and reports are used to the full extent possible. *WFP*

WFP does not do VAM regularly which would be the great information if done regularly, WFP started the Food Security Monitoring system and handed over to Ministry, but this is not functional now. [WFP](#)

44. When it comes to sustainable food systems, nearly half of the stakeholders agreed to a great extent that WFP contributed to enhanced coherence of government policies on food security and nutrition (48 percent). However, 13 percent of stakeholders agreed to a little extent with WFP contributing to enhanced food security policy coordination across three tiers of government through WFP facilitation and advisory (Figure 19).

45. Overall, NGOs perceived WFP contributions in Nepal in terms of sustainable food systems most positively amongst stakeholders, followed by WFP, the Government and other stakeholders. The latter perceived WFP contributions to sustainable food systems relatively negatively (Table 31).

Figure 19: WFP contributions in Nepal in terms of sustainable food systems, aggregated responses

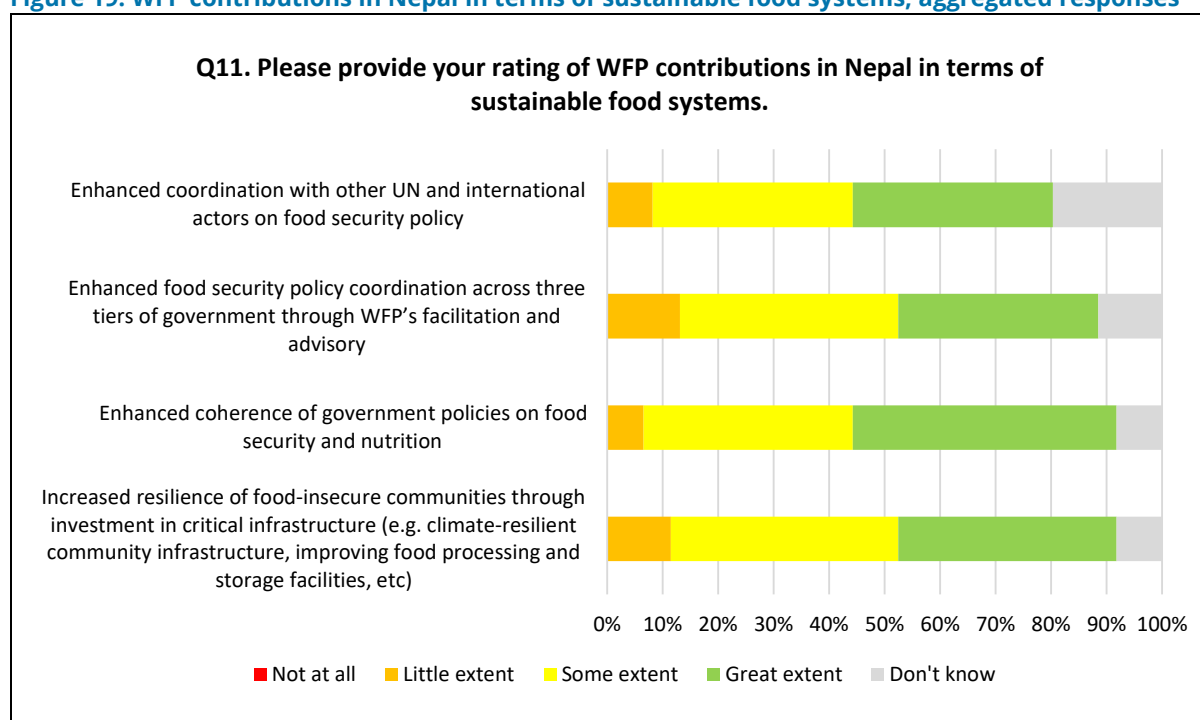


Table 31: WFP contributions in Nepal in terms of sustainable food systems, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
Increased resilience of food-insecure communities through investment in critical infrastructure (e.g. climate-resilient community infrastructure, improving food processing and storage facilities, etc.)	3.4	3.5	3.1	2.5
Enhanced coherence of government policies on food security and nutrition	3.7	3.6	3.2	2.6
Enhanced food security policy coordination across three tiers of government through WFP's facilitation and advisory	3.3	3.6	3.0	2.6
Enhanced coordination with other UN and international actors on food security policy	3.4	3.5	3.2	2.5

Box 8: WFP contributions in Nepal in terms of sustainable food systems – qualitative assessments

Can you give us one example where the government has listened to WFP? [Bilateral donor / agency](#)

Communication and coordination with key players outside of GoN and the UN could really be improved, especially the INGO sector. Food security cluster leadership could really be doing a lot more. [NGO](#)

46. When it comes to gender and equity, more than a third of the stakeholders agreed to a great extent that WFP invests efforts to address needs of marginalized groups, and to include and address men and women’s needs equally in its activities (39 and 38 percent, respectively). However, 3 percent of stakeholders did not agree at all with WFP investing efforts to address needs of persons with disabilities (Figure 20).

47. Overall, NGOs perceived WFP contributions in Nepal in terms of gender and equity most positively amongst stakeholders, followed by the Government, WFP and other stakeholders (Table 32).

Figure 20: WFP work in Nepal in terms of gender and equity, aggregated responses

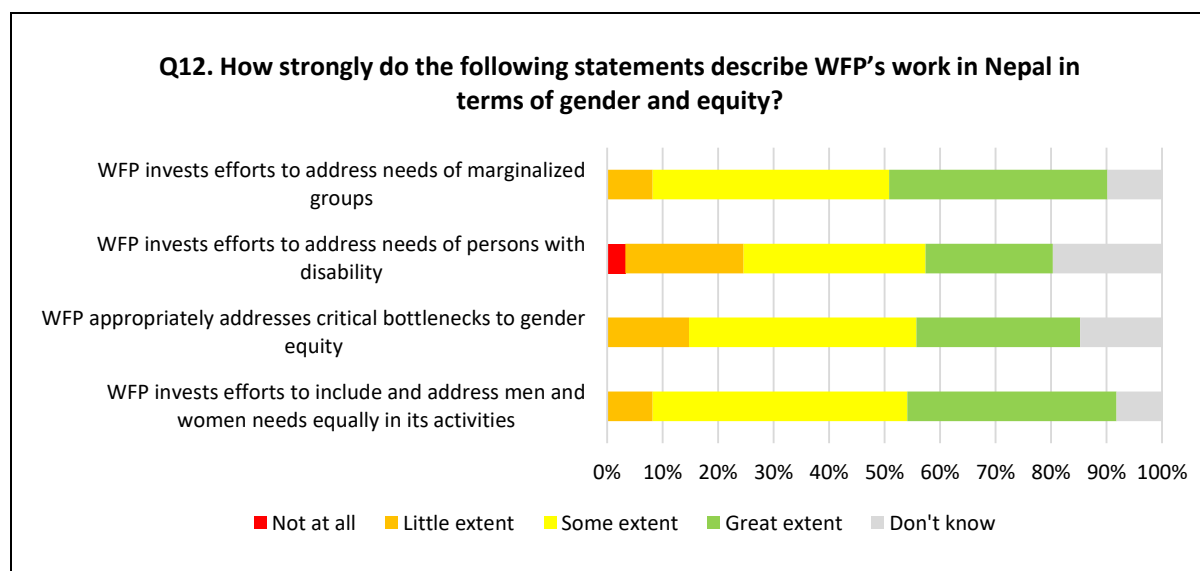


Table 32: WFP work in Nepal in terms of gender and equity, average score by stakeholder category (out of a total score of 4)

	WFP	NGOs	National Government	Other
WFP invests efforts to include and address men and women needs equally in its activities	3.3	3.4	3.4	3.0
WFP appropriately addresses critical bottlenecks to gender equity	3.1	3.4	3.2	3.0
WFP invests efforts to address needs of persons with disability	2.8	3.3	2.9	2.8
WFP invests efforts to address needs of marginalized groups	3.3	3.5	3.4	3.0

Box 9: WFP work in Nepal in terms of gender and equity – qualitative assessments

We work with WFP quite a bit and we really just don't hear about GESI work externally very much from them. *NGO*

48. When it comes to the two main challenges for ensuring food security in Nepal, roughly a fifth of the stakeholders considered: (i) poverty, unemployment or low income; and (ii) susceptibility to natural disasters as most important (21 and 17 percent, respectively) (Figure 21).

49. Overall, WFP and NGOs considered poverty, unemployment or low income the main challenge (23 and 26 percent, respectively), followed by susceptibility to natural disaster or poor agricultural infrastructure (13 and 18 percent, respectively). The Government considered susceptibility to natural disasters the main challenge (21 percent), followed by poor agricultural infrastructure or difficulty to sustain agricultural production (18 percent). Other stakeholders considered susceptibility to natural disasters the main challenge (23 percent), followed by poverty, unemployment, or low income; poor agricultural infrastructure; and difficult access to markets and services (15 percent) (Table 33).

Figure 21: Two main challenges for ensuring food security in Nepal, aggregated responses

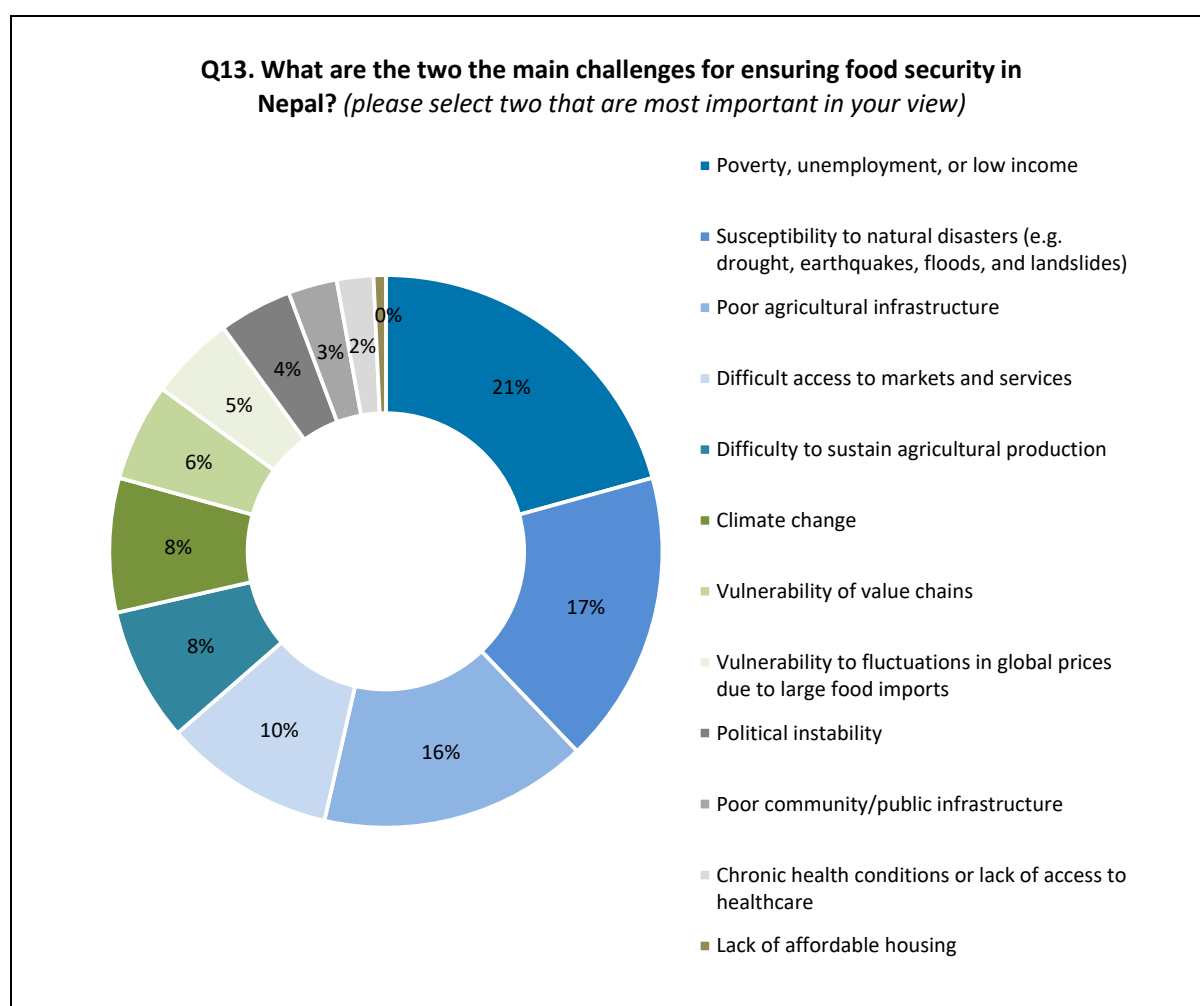


Table 33: Two main challenges for ensuring food security in Nepal, by stakeholder category

	WFP	NGOs	National government	Other
Poverty, unemployment, or low income	23%	26%	11%	15%
Susceptibility to natural disasters (e.g. drought, earthquakes, floods, and landslides)	13%	18%	21%	23%
Poor agricultural infrastructure	13%	18%	18%	15%
Difficult access to markets and services	12%	8%	7%	15%
Difficulty to sustain agricultural production	5%	5%	18%	8%
Climate change	10%	8%	4%	8%
Vulnerability of value chains	8%	5%	4%	0%
Vulnerability to fluctuations in global prices due to large food imports	3%	8%	4%	8%
Political instability	5%	0%	7%	8%
Poor community/public infrastructure	3%	5%	0%	0%
Chronic health conditions or lack of access to healthcare	3%	0%	4%	0%
Lack of affordable housing	0%	0%	4%	0%
TOTAL	100%	100%	100%	100%

Box 10: Other main challenges for ensuring food security in Nepal – qualitative assessments

Can include access to inputs as an option as well, which is a major hindrance (lack of agri-inputs and fertilisers in Nepal). *Government institution*

Connected to education. *Government institution*

Lack of funds, decreasing fertile land, illiteracy, lack of agricultural market etc. *Government institution*

Lacking market policy. *NGO*

Poor governance system. *NGO*

Challenge to working during COVID-19 pandemic. *NGO*

Public infrastructure, such as roads. Many of the most vulnerable and food insecure populations live in very hard and remote areas. *NGO*

There is also a need for suitability of agricultural production. *NGO*

Though climate change and poor agricultural infrastructure are core reasons for food insecurity, difficult access to markets and difficulty to sustain agricultural production are other challenges for the same. *NGO*

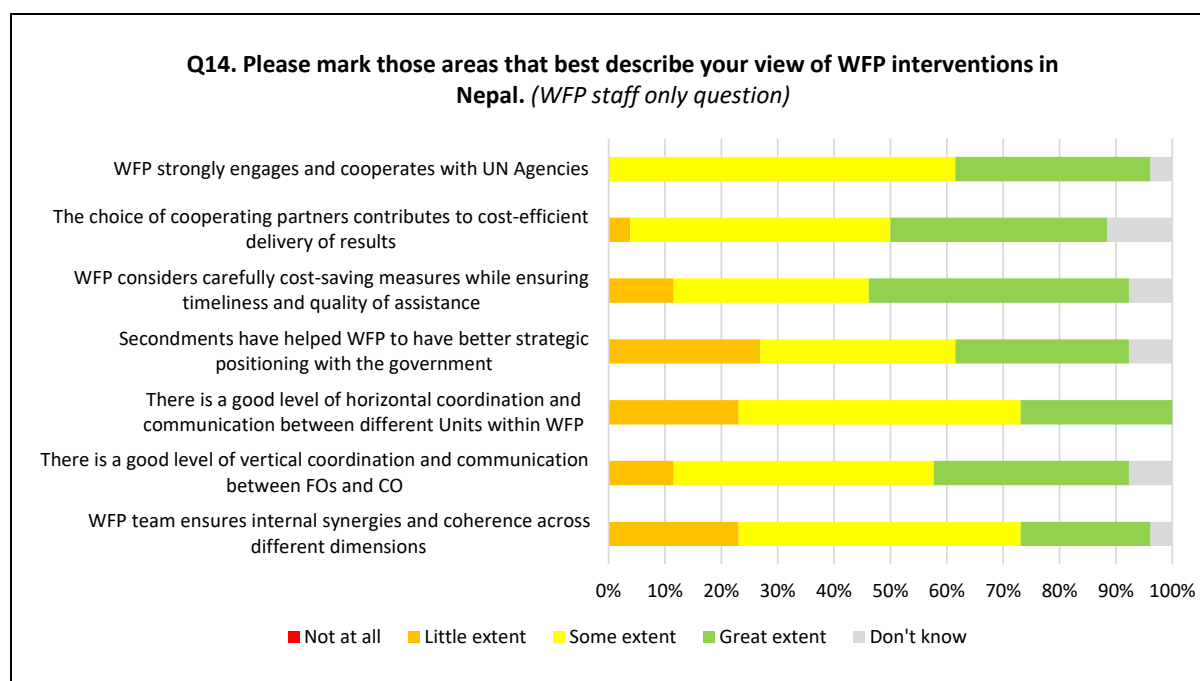
Climate change, also as a part of disaster risk. *WFP*

Corruption. *WFP*

Lack of government's capacity on formulating and implementing the coherent food security policies and programmes. *WFP*

50. When it comes to WFP staff's view of their interventions in Nepal, nearly half agreed to a great extent that WFP considers carefully cost-saving measures while ensuring timeliness and quality of assistance (46 percent). However, 27 percent of WFP staff agreed to a little extent that secondments have helped WFP to have better strategic positioning with the Government (Figure 22).

Figure 22: WFP staff's view of their interventions in Nepal



Box 11: WFP staff's view of their interventions in Nepal – qualitative assessments

Cost-saving is considered more at senior management level than at other levels. *WFP*

Box 12: Q15. Other comments and reflections

WFP has been supporting us for a long time. We are looking forward to your support in the future for technical support in our mid-day meal programme. *Government institution*

WFP's working strategy in terms of health and nutrition for pregnant/lactating women and children under 5 years are well appreciated. *NGO*

In line with UNSDCF, WFP should work in environment and climate issues and diversify its intervention from school meals and nutrition to climate adaptation, resilience building and disaster management. *WFP*

Overall, WFP's roles in food security and logistics cluster are well appreciated by the Government. WFP has been providing technical support to strengthen the technical capacities of the federal, provincial and local level governments. *WFP*

WFP needs to re-evaluate the purpose and outputs of the staffs seconded to different government agencies (mainly for non-project staffs). *WFP*

Annex XIV. Social protection in Nepal

51. This annex provides an overview of the status of social protection in Nepal and analyses the extent to which the CSP has contributed to/can further enhance progress in the development of national social protection strategies and programmes.

Context

52. While the Government of Nepal has a large number of social protection schemes in place, such as: allowances for vulnerable (for example, widows, senior citizens, the disabled) and indigenous groups; child grants; scholarships for disadvantaged groups; and various employment programmes, the lack of an overall strategy and adequate technical and organizational capacity affect programme effectiveness, proper delivery, targeting and reach.¹¹

53. Nepal's new constitution (2015) guarantees social protection for the poor and vulnerable. Despite relatively high government expenditure, social assistance is fragmented, social protection coverage is low, and most of the budget is taken up by the civil service pension fund, an employer-liability scheme.¹²

54. The Nepal Fifteen Plan (2019/2020-2023/2024) addresses social protection under Chapter 7 dealing with the social sector, with the objective being “to provide social protection to the economically and socially deprived and at-risk communities”. The document identified the lack of an integrated framework as the underlying cause of several challenges, such as failure to make the social security scheme universal, lack of information and data required to formulate social security plans, fragmentation, duplication and inconsistency in social security and protection programmes provided by various government agencies. The Nepal Fifteen Plan adopts three strategies: 1) expand the programmes of social assistance and protection and increase the access of socioeconomically deprived and at-risk regions, genders, classes and communities to those programmes; 2) make the contribution-based social security scheme universal by expanding it in the formal sector as well as in the informal sector; and 3) develop an intergovernmental information system to make effective coordination and collaboration among the federal, provincial, and local levels in areas of social security, cooperation, and protection.

WFP corporate policy and strategies

55. In addition to guidance material/tools on social protection developed in 2017,¹³ WFP developed in 2021 its strategy for support to social protection aligning it with the twin roles of WFP, which are “changing lives” and “saving lives”, as well as enacting the WFP commitment to work “at the nexus” of humanitarian and development assistance and peace.

56. **This strategy provides a strategic direction and a coordinating framework for ongoing activities.** It builds on the Update of WFP's Safety Nets Policy (2012),¹⁴ and follows an evaluation in 2018–2019,¹⁵ but contains new features including: consideration of major agreements since 2012, such as the SDGs, the Social Protection Floor Initiative, the Universal Social Protection (USP2030) and the Grand Bargain;¹⁶ a more detailed articulation as to how social protection can contribute to food security and

¹¹ ADB, Supporting the Development of a Social Protection Framework in Nepal. 2011.

¹² ILO, Social Protection Nepal. Accessed 19.08.2022 at <https://www.social-protection.org/gimi/ShowCountryProfile.action;jsessionid=959TaVrcJaBFZvWbGH-HUMri82mYzpfNuCQww1-aT8yna1MazhX8!337808379?iso=NP>.

¹³ WFP, WFP and Social Protection – Options for Framing WFP assistance to National Social Protection in Country Strategic Plans. 2017.

¹⁴ WFP, Update of WFP's Safety Nets Policy – the Role of Food Assistance in Social Protection. 2012.

¹⁵ WFP, Update of WFP's Safety Nets Policy – Policy Evaluation. 2019.

¹⁶ IASC, About the Grand Bargain. Accessed 19.08.2022 at <https://interagencystandingcommittee.org/about-the-grand-bargain>

nutrition; and a greater focus on strengthening the effectiveness of social protection in fragile and conflict-affected contexts, to build resilience and as a channel for shock-response. The strategy conceives a national social protection framework as having 12 building blocks, such as policy and legislation, platforms and infrastructure delivery (Figure 23).

WFP contribution to the advancement of social protection in Nepal

57. WFP support to social protection in Nepal contributed to a great extent to the implementation of a wide-ranging safety net and making social protection food security- and nutrition-sensitive. The evaluation team examined the extent to which WFP contributed to the advancement of social protection in Nepal through its “five service offerings”¹⁷ which are detailed in Table 34 below. The CSP undoubtedly provided full support to the first and second pathways of the service offering. WFP contribution to the other three pathways is however less structured and comprehensive. Some elements have been addressed, such as: the minimum expenditure basket (MEB) exercise and the use of SCOPE for beneficiaries’ registration under the fourth pathway “strengthening national social protection delivery systems;” and support to early warning and capacity strengthening of national emergency preparedness to improve shock-responsiveness and institutional coordination under the third pathway “strengthening shock-responsiveness of national programmes”. However, regarding the latter, key elements did not receive due attention: strategic analysis to inform the design of the CSP, a capacity gaps and needs assessment and a WFP capacity-strengthening operational plan. As to “maximizing sustainability, efficiency and local economic impact of national safety nets,” support to value chains has been so far limited in scope and, while a cost-effectiveness analysis of different transfer modalities has been carried out, a thorough ex-post analysis of cost-effectiveness is yet to be undertaken.

58. With the increasing need to adapt to climate extremes and disasters, social protection mechanisms need to address emerging climate-induced vulnerabilities, thereby helping families and communities to become resilient.

Table 34: WFP contribution to social protection in Nepal

Five WFP service offerings	On-going CSP activities as well as specific one-time or periodic actions	Missing elements/deliverables (at design stage and/or during implementation)
1) Implementation of safety nets that provide access to food	Direct implementation together with <ul style="list-style-type: none"> • Activity 1: Unconditional cash and food transfers • Activity 2: MCHN • Activity 3: SMP • Activity 5: Asset creation and livelihoods • Individual capacity strengthening and institutional capacity strengthening 	
2) Making social protection food security- and nutrition-sensitive	<ul style="list-style-type: none"> • Fill the Nutrient Gap (FNG) • VAM food security analysis and mapping 	
3) Strengthening shock-responsiveness of national programmes	<ul style="list-style-type: none"> • South-South cooperation¹⁸ • EPR • Early warning 	<ul style="list-style-type: none"> • Report and recommendations for CSP design or implementation¹⁹ • Capacity gaps and needs assessment • WFP capacity strengthening operational plan

¹⁷ WFP, WFP and Social Protection – Options for Framing WFP assistance to National Social Protection in Country Strategic Plans. 2017.

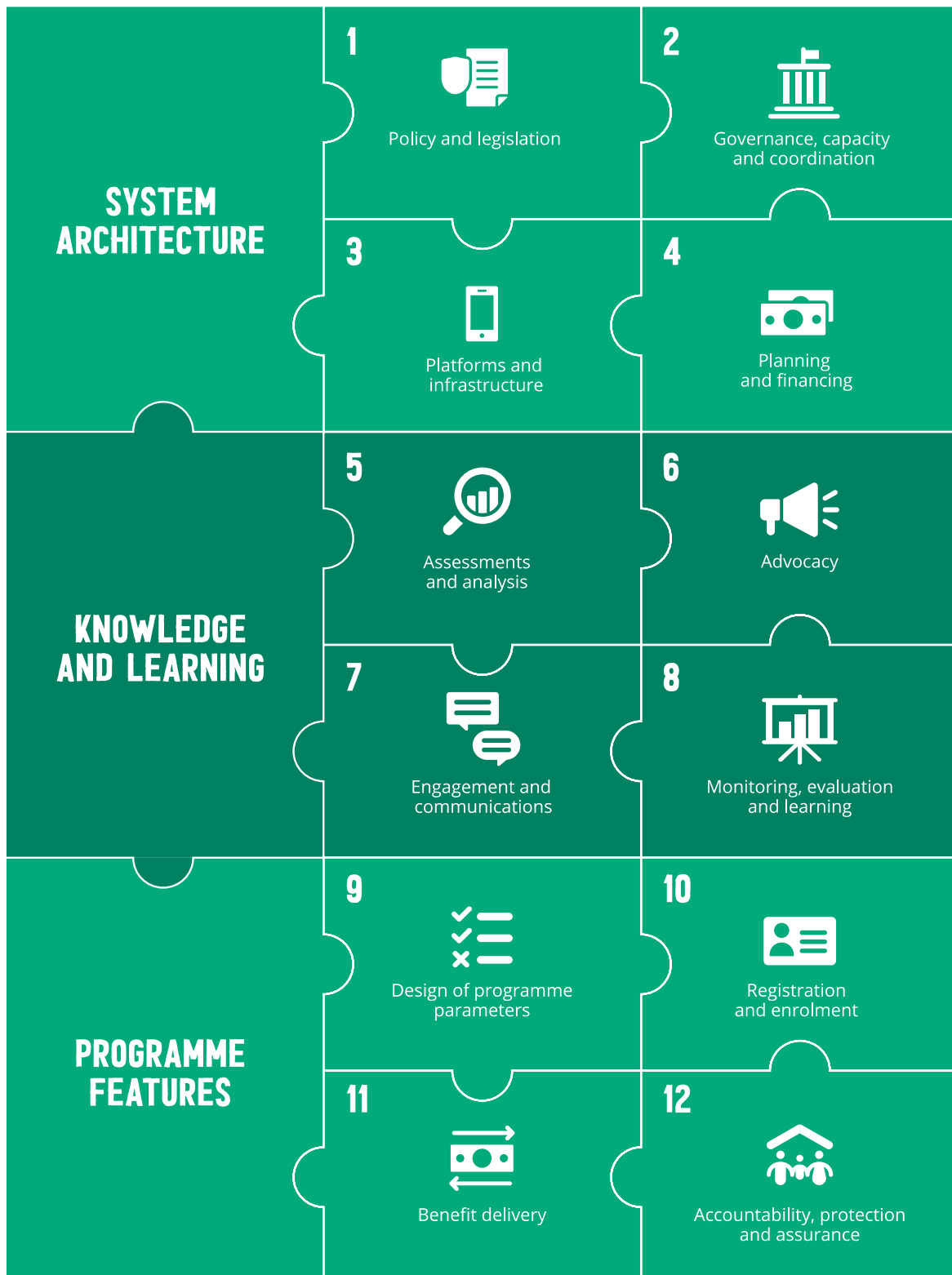
¹⁸ Such as South-South and triangular cooperation between Nepal and Brazil to improve the scale-up of Nepal’s mid-day meal (MDM).

¹⁹ Strategic support from external expert institution to identify relevant forms of WFP assistance for national shock-responsive social protection and nutrition- sensitive programmes or systems.

		<ul style="list-style-type: none"> • Three-Pronged Approach (3PA):²⁰ Integrated context analysis, seasonal Livelihood plan, community-based participatory plan
4) Strengthening national social protection delivery systems	<ul style="list-style-type: none"> • Identity systems: SCOPE • CBT: Support to set-up and implement cash programming at the country office level (definition of roles and responsibilities -pre-positioning of agreements with financial service providers) • Minimum expenditure basket 	Diagnosis of national IT system requirements and gaps and project plan proposal to government
5) Maximizing sustainability, efficiency and local economic impact of national safety nets	<ul style="list-style-type: none"> • Supply chain assessment • HGFS feasibility study: recommendations on options for locally sources school menus • Assessment of and advisory on school meals (e.g., Systems Approach for Better Education Results (SABER), national school meals policy (NSMP), etc.) 	<ul style="list-style-type: none"> • Value chains: Support in agricultural and value chain-related policy analysis, strategic planning and partnerships, including for HGFS • Cost-effectiveness analysis: Thorough ex-post analysis of cost-effectiveness of different transfer modalities

²⁰ Package of analyses, consultations and consensus-building activities at national, subnational and local levels to support the design, planning and implementation of resilience-building programmes, productive safety nets, and disaster risk reduction and preparedness.

Figure 23: Building blocks of a national social protection system



Source: WFP. Notes: (1) Area of work 1 presents our areas of focus for the system architecture and knowledge and learning elements. Area of work 2 presents those for the programme features. (2) The building blocks draw on, and expand upon, the five pathways identified by WFP in the corporate framework for support to country capacity-strengthening. The analytical approach is also coherent with many international frameworks, such as the ‘three key aspects’ of social protection in CODI.

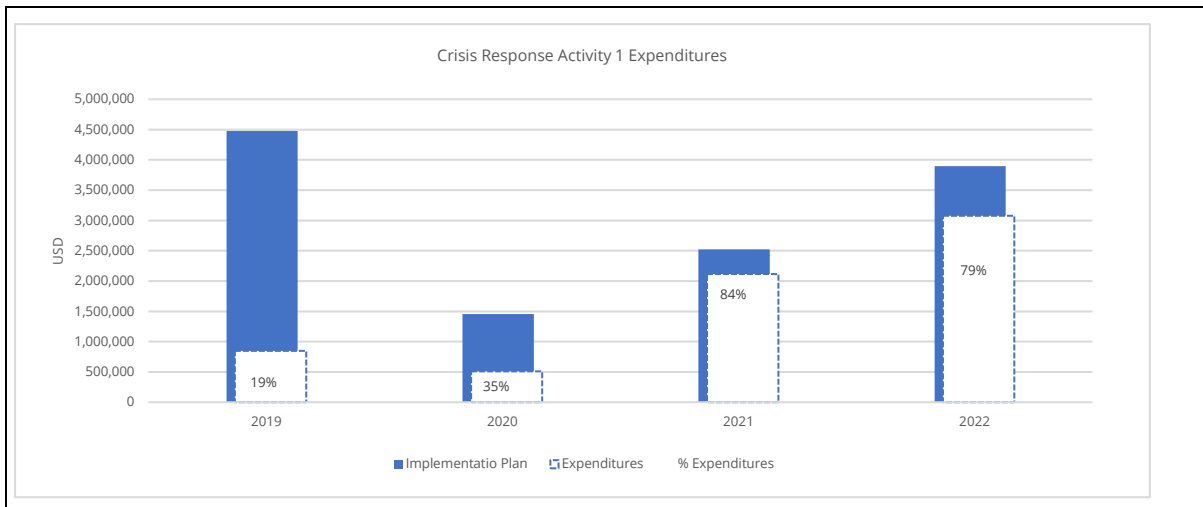
Annex XV. EQ3 – Additional information

Table 35: CSP implementation plan and expenditures by activity

Focus Area	Activity Number	2019				2020				2021				2022			
		Needs Based Plan	Implementation Plan	Actuals	(%) Actuals vs Implementation Plan	Needs Based Plan	Implementation Plan	Actuals	(%) Actuals vs Implementation Plan	Needs Based Plan	Implementation Plan	Actuals	(%) Actuals vs Implementation Plan	Needs Based Plan	Implementation Plan	Actuals	(%) Actuals vs Implementation Plan
Crisis response	1	4 478 850	4 478 850	846 635	19%	2 416 708	1 456 609	511 714	35%	2 938 091	2 524 996	2 113 909	84%	1 279 170	3 898 317	3 079 684	79%
Crisis response	9					126 053	0	13 388	0%	280 129	229 957	90 422	39%	336 629	186 478	111 937	60%
Resilience building	5	7 579 713	6 377 319	2 532 898	40%	8 225 681	3 834 220	3 286 956	86%	7 731 631	7 682 831	7 669 489	100%	6 581 530	6 581 530	1 915 339	29%
Resilience building	7	1 067 013	819 825	717 049	87%	1 449 675	944 678	663 666	70%	4 406 545	662 902	751 099	113%	3 912 287	3 385 627	310 876	9%
Resilience building	6	1 259 845	1 259 845	1 334 415	106%	2 364 134	2 051 145	904 997	44%	1 518 090	1 503 221	1 776 406	118%	1 469 104	1 469 104	881 025	60%
Root causes	4	363 067	167 759	514	0%	354 322	354 322	38 167	11%	948 143	867 143	86 996	10%	631 453	631 453	6 244	1%
Root causes	2	2 755 201	1 835 241	844 521	46%	3 075 964	2 695 051	1 642 846	61%	3 012 150	2 915 221	1 785 260	61%	2 969 709	2 902 434	1 070 783	37%
Root causes	3	7 963 077	7 963 077	6 711 381	84%	8 281 870	6 664 365	4 467 693	67%	9 679 956	9 978 471	9 085 984	91%	10 455 706	10 218 006	3 292 478	32%
		5 140 632	2 998 412	2 213 441	74%	3 946 181	2 301 842	2 138 727	93%	3 092 295	3 091 479	2 177 834	70%	2 698 065	2 698 065	1 115 283	41%
Total		31 376 643	26 084 778	15 200 854	58%	31 018 507	20 389 842	13 668 154	67%	34 515 934	29 814 807	25 537 398	86%	31 995 943	32 182 331	11 783 648	37%

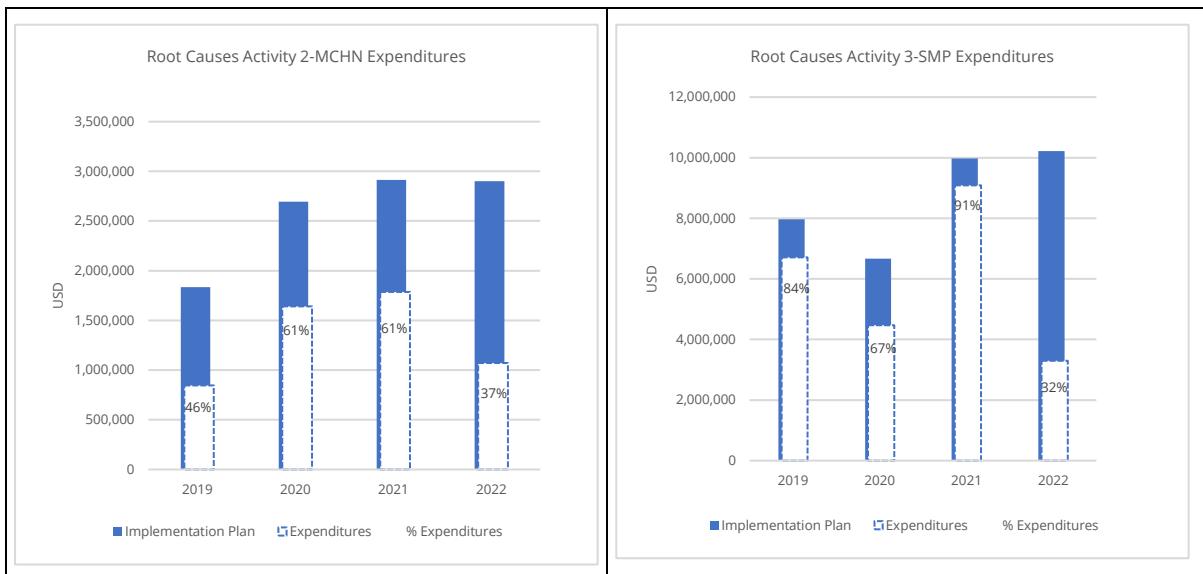
Source: WFP, Nepal country portfolio budget (CPB)_Plan vs Actual_for efficiency_IRM Analytics on 4 Jul 22.

Figure 24: Crisis response – Activity 1 - expenditures



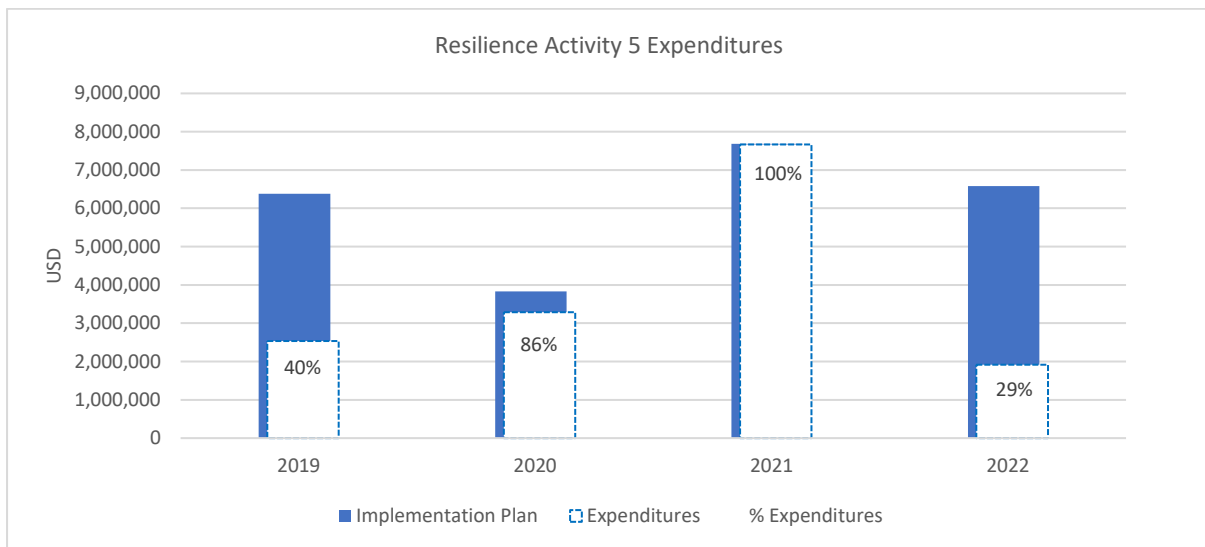
Source: WFP, Nepal CPB_Plan vs Actual_for efficiency_IRM Analytics on 4 Jul 22

Figure 25: Root causes –Activity 2 and Activity 3 - expenditures



Source: WFP, Nepal CPB_Plan vs Actual_for efficiency_IRM Analytics on 4 Jul 22.

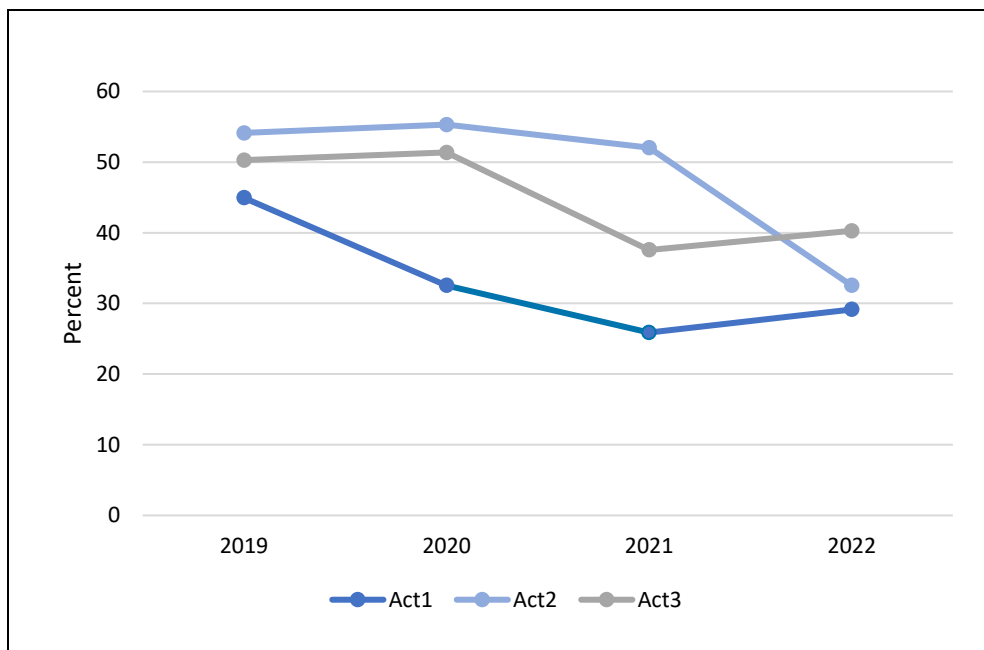
Figure 26: Resilience building – Activity 5 - expenditures



Source: WFP, Nepal CPB_Plan vs Actual_for efficiency_IRM Analytics on 4 Jul 22.

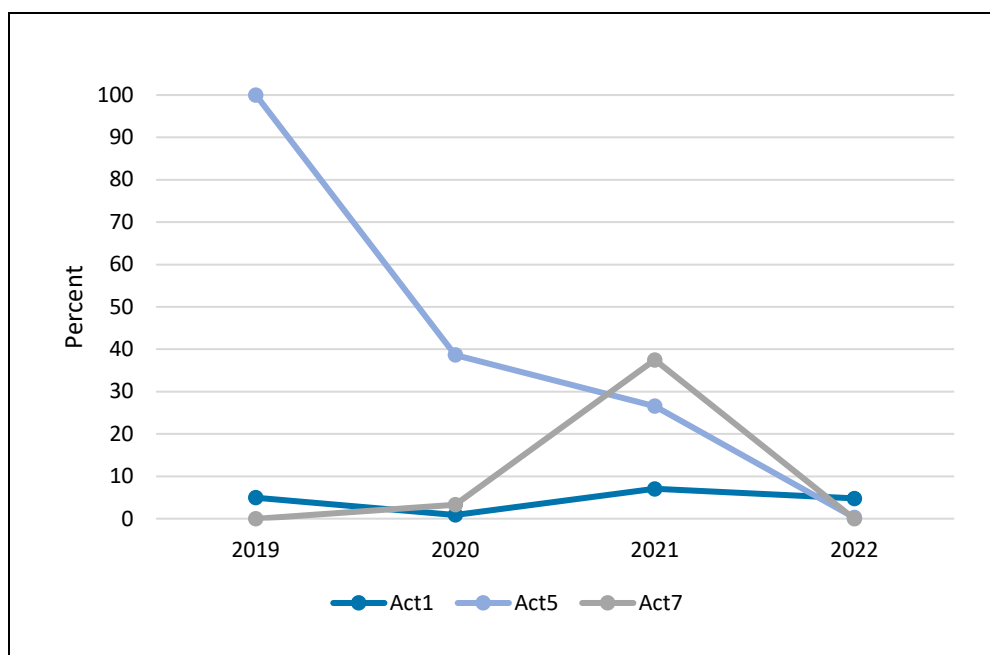
Transfer costs

Figure 27: Proportion of actual associated costs of total actual food transfer costs, 2019-2022



Source: WFP Nepal CPB_Plan vs Actual_for efficiency_IRM Analytics on 4 Jul 22.

Figure 28: Proportion of actual associated costs of total actual cash-based transfer costs, 2019-2022



Source: WFP Nepal CPB_PlanvsActual_for efficiency_IRMAnalytics on 4Jul22.

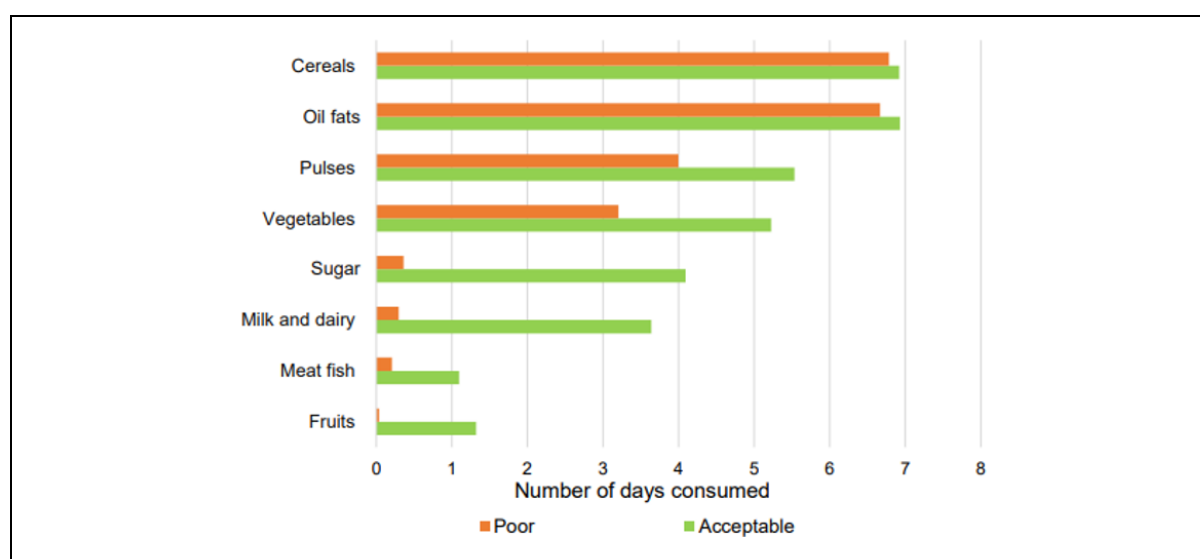
Cost efficiency analysis of in-kind versus cash-based transfers

59. WFP country office in 2019 conducted a cost-efficiency analysis comparing in-kind and cash-based modalities under general food distribution.²¹ The methodological approach and main results are presented below.

60. **Food basket selection.** WFP Nepal conducts periodic surveys on food consumption patterns in Karnali to identify food items that are available and consumed by people in the region. Ten different food items were identified (Figure 29). The food items were selected based on food diversity considerations as well as their local availability. The quantity required was calculated based on the number of days a food item is consumed and energy requirement per person per day as per government standard of 2164 kcal/person/day. As can be seen in Table 36, this translates into 0.805kg of food/person/day (that is 120.75kg of food/household/month considering an average household size of five).

²¹ WFP, Nepal CBT and GFD cost-efficiency analysis. 2019.

Figure 29: Food basket



Source: WFP Nepal, CBT and GFD cost efficiency analysis. 2019.

61. **Cash transfer value calculation.** WFP does regular monitoring: food security situation and price monitoring for different regions. To determine the cash transfer value, the price of each of the ten food items was calculated based on the average retail prices of markets from Karnali and Sudurpaschim Provinces. Based on these calculations, cash assistance amounts were estimated at Nepalese Rupee (NPR) 82/person/day and 12,302.25 NPR/household/month.

Table 36: Food basket amount and cost per beneficiary

	gm (or ml)	Calorie ²²	Price/kg or litre	Cost /person /day	Total Quantity in KG
RICE, LIGHTLY MILLED, PARBOILED	250	910	64	16	0.25
WHEAT FLOUR, WHITE	100	350	63	6	0.1
OIL, VEGETABLE [WFP SPECS.]	35	310	180	6	0.035
BANANA	45	40	177	8	0.045
SUGAR	10	40	78	1	0.01
SALT, IODIZED [WFP SPECS.]	5	0	20	0	0.005
MILK, COW, WHOLE	80	53	96	8	0.08
POTATO, IRISH	160	123	56	9	0.16
LENTILS	90	304	163	15	0.09
CHICKEN, CANNED	30	65	442	13	0.03
Total per person per day	805	2194		82	0.805
Per day per household				410	4
Total amount / quantity per month				12302.25	120.75

Source: WFP Nepal, CBT and GFD cost efficiency analysis. 2019.

²² Nutrition value calculated using: [NutVal 3.0](#).

62. **Cost efficiency.** The transfer value is the same for both in-kind and cash transfers as the foods are available in local markets. In case in-kind transfer is chosen, WFP would purchase in local markets. However, while the transfer value cost is alike for both options (Table 37) cost efficiency, which is based on the associated cost for transfer, differs (Figure 30).

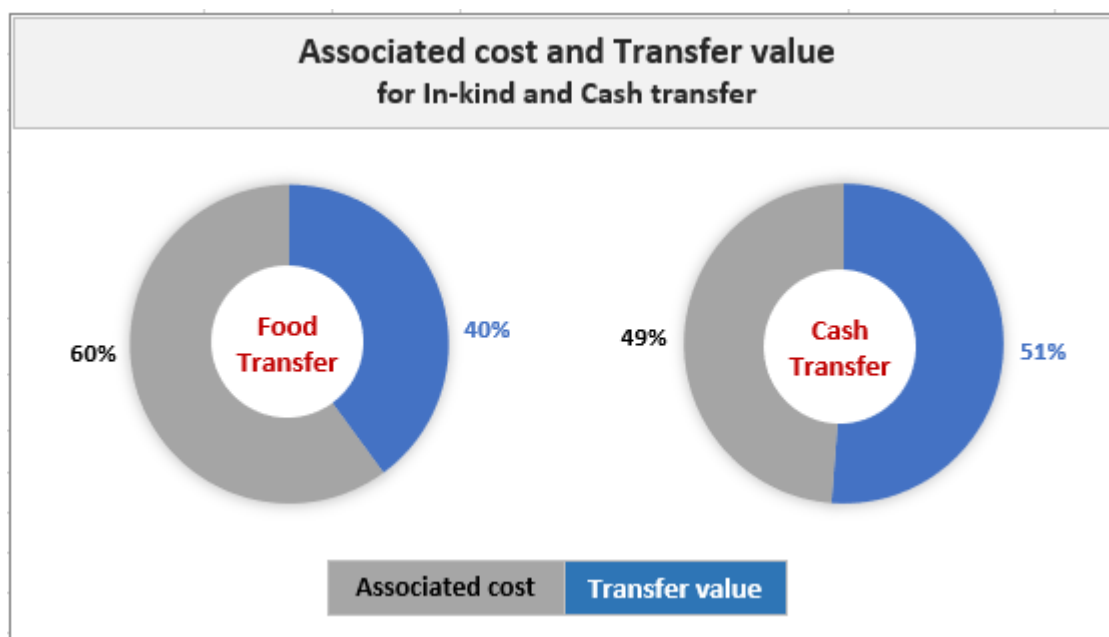
Table 37: Transfer value of in-kind versus cash-based transfer

	In-kind food (1207.5 mt food)	CBT (USD 127.06)
Transfer value	USD 1,085,333	USD 1,085,333
Transfer cost	USD 929,558	USD 485,144
Implementation cost	USD 243,600	USD 189,871
Direct support cost	USD 293,378	USD 228,669
Indirect support cost	USD 165,871	USD 129,286
Total cost	USD 2,717,740	USD 2,118,303

Source: WFP Nepal, CBT and GFD cost efficiency analysis. 2019.

63. As shown in Figure 30, for in-kind transfer 60 percent of total cost is associated transfer while this cost for cash-based transfer amounts to 49 percent.

Figure 30: Associated cost and transfer value of in-kind versus cash modalities



Source: WFP Nepal, CBT and GFD cost efficiency analysis. 2019. Note: Associated cost of transfer was calculated assuming 10,000 beneficiaries for a month.

Annex XVI.EQ4 – Additional information

Table 38: Factors affecting performance by activity²³

		SO1	SO2			SO3	SO4		SO5	SO6	
		Act1 Emergency response	Act 2 MCHN	Act 3 SMP	Act 4 Rice fortification	Act 5 Resilience	Act 6 EPR CCS	Act 7 Food security monitoring	Act 8 Food security and nutrition policy	Act 9 On- demand service provision	Act 10 On- demand CBT management support
Enabling factors	External	Government commitment									
	Internal	Activation and regularity of nutrition clusters' meetings at national and provincial levels	National budget allocation for wheat soya blend plus (WSB+) procurement Donor interest in supporting new approaches (Additional funding from Japan) Involvement of private sector	Expansion of school feeding-MDM Donor interest Budget allocation for the transport, storage and handling of commodities	Private sector's interest	Donor interest					
	Internal	Choice of CPs (competence and knowledge of local conditions) BSFP SOP	Choice of CPs (competence and knowledge of local conditions)	Choice of CPs (competence and knowledge of local conditions) Development of various	Recruitment of food technologist	Choice of CPs (competence and knowledge of local conditions) Multitude of projects (successfully	Long term partnerships and strategic positioning of WFP Building on delivered results in	Experienced team NeKSAP Innovation (72h assessment, forecast-	Secondment of WFP staff in NPC and ministries (at federal and provincial levels)	WFP expertise	WFP expertise and strategic positioning

²³ This table displays additional enabling factors and challenges that influenced progress of CSP activities

				guidance material and tools)		mobilized resources)	previous cycle of support	based financing FbF)			
		<p>Good relations established by WFP CO and FOs with national counterparts at all levels</p> <p>Realignment of the CO organizational structure as per the CSP</p> <p>Field presence</p> <p>Secondment of staff in NPC and ministries (at federal and provincial levels)</p>									
Challenges	External	Commodities transport difficulties due to remoteness	Commodities transport difficulties due to remoteness	Commodities transport difficulties due to remoteness	Limited funding	Donors' interest to have wider coverage of communities rather than deeper engagement in smaller pool of communities with more integrated resilience approach	Government absorption capacity	Government absorption capacity	Poor coordination among federal, provincial and local levels	N/A	N/A
		Lack of a single national social protection registry for beneficiaries' selection	Lengthy government procurement procedure causing pipeline breaks	Insufficient or lack of local budget for commodities transport from EDPs to schools and for food preparation (cooks' salaries)	Coordination between different ministries	Long government process of law formulation and adoption at all levels	Difficulty to translate declarative commitment in scale up potential	Difficulty to translate declarative commitment in scale up potential	Long government process of law formulation and adoption at all levels		
	Internal	Leadership and coordination within CO							Positioning of SO5 solely under EPI within WFP CO a constraint on streamlining policy support		
		<p>Ambiguity of the country's new federal structure</p> <p>Turnover among officials and technocratic staff at all levels</p> <p>COVID-19 pandemic</p>									

Source: evaluation team.

Annex XVII. Findings-Conclusion-Recommendations mapping

Recommendations	Conclusions	Findings
<p>1. The next CSP design should be based on a set of interconnected and coherent strategic outcomes that foster links between food systems and social protection in order to improve the food and nutrition security and resilience of the most disadvantaged population groups and promote opportunities and benefits for women in food systems.</p> <p>1.1 Analyse WFP's current portfolio from the perspectives of food systems, social protection, gender equality and disability and social inclusion, and CCS and elaborate a theory of change that prioritizes intervention pathways that are internally complementary and includes explicit synergy pathways across areas.</p> <p>1.2 Develop a partnership action plan that lays out how new and existing synergies are deepened, prioritized and promoted with other United Nations entities, the Government and other national and development partners in food systems and in response to multidimensional poverty, climate change and social protection.</p>	<p>C1. WFP alignment with national priorities, its adaptability and quick response to crises (including COVID-19) helped address the needs of the most affected populations, while respecting humanitarian and protection principles. Targeting of communities and beneficiary groups is informed by evidence generated by WFP and other data sources as well as by consultations with the Government. However, consultations and information sharing with communities could be improved. Environmental aspects have been integrated, but the focus on disability remained limited.</p> <p>C2. WFP has integrated GEWE appropriately, leading to positive practices and results across different programme components.</p> <p>C3. The shift by WFP towards a more development/CCS-focused role while maintaining its fundamental humanitarian role has aligned strongly with Nepal's priority needs set in the RtF Act; 2030 Agenda; Food System Summit commitments; and Nepal's vision of graduating to lower middle-income country status by 2026.</p> <p>C4. The CSP did not have a theory of change that clearly articulated a strategic and integrated vision of how various lines of WFP action come together. Beyond this, the fact that interventions were not designed within a fully integrated vision have not served to facilitate the understanding and visibility of the WFP role beyond its well-known emergency mandate amongst development partners.</p> <p>C7. CSP activities have been implemented efficiently and adaptations were informed by a comprehensive, albeit resource-intensive</p>	<p>Summary Finding 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 20, 21, 22, 25, 29, 30, 31, 32, 33, 34</p>

	<p>monitoring and evaluation system. Cost-efficiency and cost-effectiveness considerations were also taken into account, but not systematically. Some efficiency challenges related to internal silos, the “project approach” in some sectors and the underutilization of secondees.</p> <p>C8. Resource mobilization has been successful, even though high levels of earmarking persisted throughout CSP implementation.</p> <p>C9. Although WFP engaged in joint activities with other United Nations agencies, more strategic partnerships (including at the activity level) with all stakeholders, including other development partners, private sector and academia are yet to materialize.</p>	
<p>2 Design an evidence-based CCS strategy that addresses policy and regulatory frameworks and the institutional capacities to plan and deliver sustainable programmes aligned with national strategies and priorities.</p> <p>2.1 Building on existing assessments, conduct comprehensive capacity needs assessments of key partner national institutions.</p> <p>2.2 Based on the assessments, elaborate a set of needs based, targeted CCS interventions</p>	<p>C3. The shift by WFP towards a more development/CCS-focused role while maintaining its fundamental humanitarian role has aligned strongly with Nepal’s priority needs set in the RtF Act; 2030 Agenda; Food System Summit commitments; and Nepal’s vision of graduating to lower middle-income country status by 2026.</p> <p>C6. WFP CCS interventions contributed to enhanced capacities of national institutions and to the formulation of relevant policies, legislation and regulatory documents, as well as to the delivery of basic services. The challenge is to ensure that investments across these thematic areas transform into more sustainable outcome-level results.</p>	<p>Summary Finding 2, 3, 4, 5, 7, 8, 9, 12, 13, 16, 20, 24, 25, 26, 28, 32, 33, 34</p>

<p>3. Support the Government in designing nutrition specific and nutrition and gender-sensitive programmes aiming at the prevention of stunting and micronutrient deficiencies, drawing on lessons learned from existing interventions.</p> <p>3.1 Support the review of existing nutrition-specific and nutrition-sensitive programmes in order to help the Government develop an evidence-based, nutrition-sensitive social protection programme.</p> <p>3.2 Increase or continue advocacy and partnerships to promote the national food fortification agenda and foster interventions that increase the production and availability of micronutrient-rich local foods..</p>	<p>C5. The effectiveness and sustainability of WFP output- and outcome-level results ensuing from delivery of direct support are mixed.</p> <p>C6. WFP CCS interventions contributed to enhanced capacities of national institutions and to the formulation of relevant policies, legislation and regulatory documents, as well as to the delivery of basic services. The challenge is to ensure that investments across these thematic areas transform into more sustainable outcome-level results.</p>	<p>Summary Finding 8, 17, 19, 27, 28, 34</p>
<p>4. Continue the hand-over of WFP-supported schools to the national school feeding programme while developing a strategy for supporting the national programme in terms of policy, context-adapted transfer modalities and the management capacity of all engaged actors.</p> <p>4.1 Develop a five-year road map specifying the respective responsibilities of WFP and its development partners and the implementation timeline for the short- and medium term interventions agreed to by the Government and WFP.</p> <p>4.2 Expand advocacy efforts to generate support for the national school feeding programme from relevant government sectors, private sector representatives, development partners and donors.</p>	<p>C5. The effectiveness and sustainability of WFP output- and outcome-level results ensuing from delivery of direct support are mixed.</p> <p>C6. WFP CCS interventions contributed to enhanced capacities of national institutions and to the formulation of relevant policies, legislation and regulatory documents, as well as to the delivery of basic services. The challenge is to ensure that investments across these thematic areas transform into more sustainable outcome-level results.</p>	<p>Summary Finding 8, 12, 18, 21, 22, 27, 28, 34</p>
<p>5. Deepen WFP's climate change and resilience building support for targeted climate-vulnerable locations and population groups by integrating CCS for national and subnational-level government,</p>	<p>C1. WFP alignment with national priorities, its adaptability and quick response to crises (including COVID-19) helped address the needs of the most affected populations, while respecting humanitarian and protection principles. Targeting of communities and beneficiary groups is informed by evidence generated by WFP and other data sources as well as by consultations with the Government. However,</p>	<p>Summary Finding 1, 2, 3, 8, 10, 12, 21, 22, 23, 27, 28, 34</p>

<p>advocacy and direct support for the most vulnerable people and communities.</p> <p>WFP should review its approach to CCS with a view to providing better support to local governments for deeper resilience interventions while working with national and provincial governments and donor partners to explore avenues for resilience building initiatives at scale.</p> <p>5.1 Support local governments' efforts to analyse, plan, design and implement integrated, inclusive and comprehensive resilience interventions that address a commensurate range of risks and vulnerabilities and promote the empowerment of women and other vulnerable population groups at the municipality level.</p> <p>5.2 Based on lessons learned, WFP should work closely with national institutions to adapt and scale up integrated packages of climate change adaptation and resilience building interventions targeting climate vulnerable locations and population groups, incorporating a watershed or natural boundary approach where appropriate.</p>	<p>consultations and information sharing with communities could be improved. Environmental aspects have been integrated, but the focus on disability remained limited.</p> <p>C2. WFP has integrated GEWE appropriately, leading to positive practices and results across different programme components.</p> <p>C5. The effectiveness and sustainability of WFP output- and outcome-level results ensuing from delivery of direct support are mixed.</p> <p>C6. WFP CCS interventions contributed to enhanced capacities of national institutions and to the formulation of relevant policies, legislation and regulatory documents, as well as to the delivery of basic services. The challenge is to ensure that investments across these thematic areas transform into more sustainable outcome-level results.</p> <p>C9. Although WFP engaged in joint activities with other United Nations agencies, more strategic partnerships (including at the activity level) with all stakeholders, including other development partners, private sector and academia are yet to materialize.</p>	
<p>6. Support the enhancement of the Government's analytical capacities for optimal evidence-based policy formulation and operational response.</p> <p>6.1 Identify and systematize lessons generated from the implementation of food security monitoring activities and other innovative evidence-building methods tested during CSP implementation.</p> <p>6.2 Based on the lessons learned and best practices identified, determine WFP's framework of support for enhancing the Government's analytical capacities for evidence-based policy formulation and operational response.</p>	<p>C3. The shift by WFP towards a more development/CCS-focused role while maintaining its fundamental humanitarian role has aligned strongly with Nepal's priority needs set in the RtF Act; 2030 Agenda; Food System Summit commitments; and Nepal's vision of graduating to lower middle-income country status by 2026.</p> <p>C6. WFP CCS interventions contributed to enhanced capacities of national institutions and to the formulation of relevant policies, legislation and regulatory documents, as well as to the delivery of basic services. The challenge is to ensure that investments across these thematic areas transform into more sustainable outcome-level results.</p>	<p>Summary Finding 1, 2, 3, 8, 10, 13, 14, 15, 16, 27, 34</p>

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Annex XIX. Acronyms

AAP	Accountability to affected populations
ACR	Annual Country Report
ADB	Asian Development Bank
ADS	Agriculture Development Strategy
ALNAP	Active Learning Network for Accountability and Performance
AT	Action track
BR	Budget Revision
BSFP	Blanket supplementary feeding programme
CAFS	Climate Change Adaptation for Food Security
CBT	Cash-based transfer
CC	Climate change
CCA	Climate change adaptation
CCS	Country capacity strengthening
CEQAS	Centralized Evaluation Quality Assurance System
CFA	Cash assistance for assets
CFM	Community feedback mechanism
CO	Country office
COVID-19	Coronavirus Disease 2019
CP	Cooperating partner
CPB	Country Portfolio Budget
CSI	Coping Strategy Index
CSO	Civil society organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DFID	Department for International Development

DFTQC	Department of Food Technology and Quality Control
DOC	Direct operational cost
DRM	Disaster risk management
DRR	Disaster risk reduction
DRRMA	Disaster Risk Reduction and Management Act
DSC	Direct support cost
EB	Executive Board
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
EDMF	Emerging Donor Matching Fund
EDP	Extended delivery point
EM	Evaluation Manager
EMOP	Emergency operation
EPCI	Emergency Preparedness Capacity Index
EPI	Evidence, policy and innovations
EPR	Emergency preparedness and response
EQ	Evaluation Question
ER	Evaluation report
ET	Evaluation team
FAO	Food and Agriculture Organization of the United Nations
FbF	Forecast-based financing
FCDO	UK Foreign, Commonwealth & Development Office
FCHV	Female community health volunteer
FCS	Food Consumption Score
FFA	Food assistance for assets
FGD	Focus group discussion
FLA	Field-level agreement
FMTC	Food Management and Trade Company Ltd

FNG	Fill the Nutrient Gap
FNS	Food and Nutrition Security
FO	Field office
FPS	Fair price shop
FSIC	Food security information centre
FSSD	Food Systems Summit Dialogue
FTS	Financial Tracking Service
GAfsp	Global Agriculture and Food Security Programme
GAIN	Global Alliance for Improved Nutrition
GAM	Gender and age marker
GBV	Gender-based violence
GDP	Gross domestic product
GDPR	General Data Protection Regulation
GEDSI	Gender equality, disability and social inclusion
GESI	Gender equality and social inclusion
GEWE	Gender equality and women's empowerment
GFA	General food assistance
GNI	Gross national income
GoN	Government of Nepal
HDI	Human Development Index
HGSF	Home-grown school feeding
HH	Household
HQ	Headquarters
HSA	Humanitarian staging area
IEC	Information, education and communication
IFAD	International Fund for Agricultural Development
IFI	International financial institution

IGA	Income-generating activities
IR	Inception report
IRG	Internal reference group
IRM	Integrated Road Map
ISC	Indirect support cost
KII	Key informant interview
KMER	Knowledge management and external relations
LDC	Least developed country
LERP	Livelihoods and Economic Recovery Programme
LISP	Local Infrastructure Support Programme
LMIC	Lower middle-income country
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MCHN	Mother and child health and nutrition
MCN	Mother and child nutrition
MDM	Mid-day meal
MEB	Minimum expenditure basket
MGD	McGovern-Dole
MHM	Menstrual hygiene and management
MHSA	Mobile humanitarian staging area
MoALD	Ministry of Agriculture and Livestock Development
MoEST	Ministry of Education, Science and Technology
MoHA	Ministry of Home Affairs
MoHP	Ministry of Health and Population
MoICS	Ministry of Industry Commerce and Supplies
MRE	Monitoring Review and Evaluation Department
MSNP	Multi-Sector Nutrition Plan

MT	Metric ton
MTR	Mid-term review
mVAM	mobile vulnerability analysis and mapping
MWCSC	Ministry of Women Children and Senior Citizens
NBP	Needs-based plan
NeKSAP	Nepal Food Security Monitoring System
NFI	Non-food item
NGO	Non-governmental organization
NNFSS	National Nutrition and Food Security Secretariat
NPC	National Planning Commission
NPR	Nepalese Rupee
NSMP	National school meals programme
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OECD DAC	OECD Development Assistance Committee
OEV	Office of Evaluation
PDM	Post-distribution monitoring
PHSA	Provincial humanitarian staging area
PLW	Pregnant and lactating women
PLWG	Pregnant and lactating women and girls
PRRO	Protracted relief and recovery operation
PTA	Parent teacher association
PWD	Persons with disabilities
QA	Quality assurance
RBB	Regional bureau in Bangkok
RMS	Resource Mobilization Strategy

RtF Act	Right to Food and Food Sovereignty Act
RWEE	Rural Women's Economic Empowerment
SABER	Systems Approach for Better Education Results
SAPPROS	Support Activities for Poor Producers of Nepal
SBCC	Social behavioural change communication
SBN	SUN Business Network
SDG	Sustainable Development Goal
SMP	School meals programme
SO	Strategic Outcome
SOP	Standard operating procedure
SOWC	State of the World's Children
SRSP	Shock-responsive social protection
TA	Technical assistance
THR	Take-home ration
T-ICSP	Transitional Interim CSP
TL	Team Leader
ToC	Theory of change
ToR	Terms of reference
UK	United Kingdom
UN	United Nations
UN CERF	UN Central Emergency Response Fund
UNCT	UN country team
UNDAF	UN Development Assistance Framework
UNDP	UN Development Programme
UNEG	UN Evaluation Group
UNFPA	UN Population Fund
UNICEF	UN Children's Fund

UNRCO	UN Resident Coordinator Office
UNSDCF	UN Sustainable Development Cooperation Framework
US	United States
USAID	United States Agency for International Development
USD	United States Dollar
USDA	US Department of Agriculture
WASH	Water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization
WiVC	Women in Value Chain
WSB+	Wheat Soya Blend Plus

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