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Evaluation of Bhutan WFP Country Strategic Plan 2019-2023

Evaluation Report – Volume II Annexes

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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 (WFP). 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

Evaluation of Bhutan WFP Country Strategic Plan 2019-2023

Summary Terms of Reference



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

Subject and focus of the evaluation

WFP has been present in Bhutan since 1974. Since then the Royal Government of Bhutan (RGoB) school feeding programme, with WFP support, has substantially scaled up contributing to increased primary and lower-secondary school enrolment and attendance – especially of girls. Since 2008, WFP has gradually handed over the national school feeding program and as of 2019, the Government of Bhutan has complete ownership, including funding and management of the program.

The current CSP (2019 - 2023), was designed around two strategic outcomes and three activities which are aimed at strengthening institutional capacities with a view to assisting the government in its scale up and transformation of school feeding to a national school nutrition programme, in developing a national social behaviour change strategy to improve dietary and health practices of school children and in strengthening its regulatory frameworks and compliance mechanisms for fortified foods. WFP Bhutan also supports the government in the alignment of international and national emergency coordination structures and the development of contingency plans in the country. The overall budget of the Bhutan CSP is USD 8.94 million over a period of five years.

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 the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues, natural disasters and the effects of climate change to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

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

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDPF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian

principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage 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 the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in January 2019, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2019 until July 2022. It will also cover the CSP design period in 2018; in particular the shift from direct implementation to the provision of technical assistance made between the previous T-ICSP and 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, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of recent developments related to the COVID19 pandemic, the evaluation may be partially conducted remotely. Depending on how the situation evolves, the final Stakeholder Workshop will be held remotely or in the country.

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 Bhutan CSPE (i.e. institutional capacity strengthening, nutrition and agriculture, school meals, emergency preparedness and response as well as gender equality and empowerment of women and accountability to affected populations).

OEV EVALUATION MANAGER: The evaluation will be managed by Soo Mee Baumann, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Andrea Cook, Director of Evaluation.

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 Director of Evaluation 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 in August 2022 to inform the new CSP design process. A country stakeholder workshop will be held in October 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 – July 2022

Data collection: July – August 2022

Debriefing: August 2022

Reports: October 2022 – February 2023

Stakeholder Workshop: October 2022

Executive Board: November 2023

Annex II. CSPE stakeholder analysis

Table 1: Detailed stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (Primary -direct interest in the evaluation- or secondary -indirect interest in the evaluation- stakeholder)	Who
Internal (WFP) stakeholders			
<p>Bhutan country office (CO) management</p> <p>Responsible for the overall management, implementation, and monitoring and evaluation of the country strategic plan (CSP)</p>	<p>Responsible for the country-level planning and operations implementation, the country office is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision making</p> <p>It is also called upon to account internally as well as to beneficiaries and partners for the performance and results of its operation</p>	<p>Country office staff were involved in planning, briefing, and feedback sessions, as key informants they were interviewed during the main mission, and they had an opportunity to review and comment on the draft evaluation report (ER), and management response to the country strategic plan evaluation (CSPE)</p>	<ul style="list-style-type: none"> • Udaya Sharma, Monitoring and Evaluation (M&E) Officer, primary country office focal person for the evaluation • Head of Office: Svante Helms (outgoing) and Carrie Morrison (incoming) • Dungkhar Drukpa - Agriculture and Partnerships • Binai Lama - Agriculture • Phuntscho Wangmo, Kencho Wangmo, Manasi Shukla, Susan Shulman - Nutrition • Dechen Yangzom, Tashi Lhundup, Vijendran Paramasamy – Disaster Risk Management (DRM) • Temmy Tanubrata and Namgay Tenzin - Supply Chain and Logistics • Melam, Yeshey, Kelzang and Tandin - Operations, Admin and Finance

<p>Regional bureau in Bangkok (RBB) (for Asia)</p> <p>Responsible for oversight of country offices, technical guidance and support</p>	<p>Interested in an independent account of operational performance as well applying learning from the evaluation findings to other country offices and can inform regional plans and strategies</p>	<p>Regional bureau in Bangkok staff were key informants and were interviewed during the inception and main mission. They provided comments on the evaluation report and participated in the debriefing at the end of the evaluation mission. They had the opportunity to comment on the summary evaluation report (SER) and management responses to the CSPE</p>	<p>Internal Reference Group (IRG) members: Sr. Rice Fortification Advisor (Arvind Betigeri), Sr. Climate Services and Disaster Risk Reduction (DRR) Advisor (Katusca Fara)</p> <p>Others: Regional Nutrition Advisor, Regional Vulnerability Assessment and Mapping Advisor, and other(s)</p>
<p>Headquarters (HQ) divisions and senior management (Rome)</p>	<p>Headquarters divisions and technical units such as programme and policy, capacity strengthening, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates</p>	<p>The CSPE sought information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. The unit members had an opportunity to review and comment on the draft ER, and management response to the CSPE</p>	<p>Soo Mee Baumann (outgoing) and Catrina Perch (incoming), Evaluation Manager of the CSPE (OEV)</p> <p>Sameera Ashraf, Research Analyst (OEV)</p> <p>Andrea Cook, Director of Evaluation</p> <p>IRG members: Daniel Dysssel (Country Capacity Strengthening (CCS) Unit), Soha Haky (CCS School Based Programming Policy Officer)</p>
<p>WFP Executive Board (EB)</p>	<p>The Executive Board members have an accountability role, but also an interest in potential wider lessons from Bhutan's evolving contexts and about WFP roles, strategy and performance</p>	<p>Presentation of the evaluation results at the Executive Board session informed Board Members about the performance and results of WFP activities in Bhutan</p>	<p>Optional - relevant EB member delegations</p>
<p>External stakeholders</p>			
<p>Affected population/beneficiary groups</p>	<p>As the ultimate recipients, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective</p>	<p>They were interviewed and consulted during the field missions</p>	<p>Disaggregated by gender and age (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by government and partner programmes assisted by WFP</p>

<p>Government: central ministry and local government institutions</p>	<p>The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. The Ministry of Education is the direct institutional beneficiary from the capacity development activities envisaged under the development operation (DEV). Issues related to handover and sustainability will be of particular interest, notably to the GNHC as well as various ministries, including the Ministry of Education, the Ministry of Health, the Ministry of Agriculture and Forests, and the National Commission for Women and Children</p>	<p>Various ministries are partners in the design and implementation of WFP activities. This also includes the district/school-level government offices and representatives. Their insight and perspectives were sought during the evaluation phase and in the external debriefing on preliminary findings. Issues related to capacity development, handover and sustainability were of particular interest</p>	<ul style="list-style-type: none"> • Gross National Happiness Commission (GNHC) • Ministry of Education (MoE): <ul style="list-style-type: none"> - School Health and Nutrition Division - the School Health Steering Committee - Policy and Planning Division (PPD) - District Education Officers - School feeding (SF) focal person and management committee at schools - District Agriculture Officer • Ministry of Health (MoH) • Ministry of Home and Cultural Affairs <ul style="list-style-type: none"> - Department of Disaster Management • Ministry of Agriculture and Forests (MoAF) • Ministry of Finance (MoF) • Bhutan Agriculture and Food Regulatory Authority
<p>United Nations agencies/United Nations country team (UNCT)</p>	<p>The United Nations agencies have an interest in ensuring that the WFP operation is effective in contributing to United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity levels</p> <p>The United Nations country team has an interest in ensuring that WFP operation is effective in contributing to United Nations concerted efforts, more specifically to outcome groups 2 and 4</p>	<p>The United Nations agencies' harmonized action should contribute to the realization of the government developmental objectives. United Nations stakeholders offered a perspective on the level of complementarity that exists between the CSP and United Nations efforts through interviews during the evaluation phase and through participation in the external debriefing</p>	<p>Main partners:</p> <ul style="list-style-type: none"> • United Nations Resident Coordinator's Office (UNRCO) • Food and Agriculture Organization of the United Nations (FAO) • United Nations Children's Fund (UNICEF) • World Health Organization (WHO), • United Nations Development Programme (UNDP) • International Fund for Agricultural Development (IFAD) • International Trade Centre (ITC)
<p>Donors</p>	<p>WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes</p>	<p>Though not directly involved in implementation, the evaluation team sought the insight and perspectives of key donors regarding resourcing and CSP progress toward objectives. They were involved in interviews and feedback sessions as applicable, and report dissemination</p>	<ul style="list-style-type: none"> • Korea International Cooperation Agency (KOICA) • Canada • Australia • Japan Association of WFP • the River Star Group (River Star Foundation) • South Asian Association for Regional Cooperation (SAARC) • World Bank

<p>Cooperating partners</p>	<p>The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. WFP cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results</p>	<p>CSO partners contributed to critical perspectives on all main questions in the evaluation matrix through interviews during the data collection phase and as applicable through participation in the external debriefing</p>	<ul style="list-style-type: none"> • Tarayana Foundation
<p>Private sector, civil society, academia and others</p>	<p>Civil society organizations have existed in Bhutan for many years and form an integral part of traditional Bhutanese society. They provide people with opportunities to participate in taking decisions related to different activities that have a bearing on their day-to-day lives. Civil society groups have an interest in areas related to WFP interventions (food security, nutrition, education, gender equity, etc.). Their experience and knowledge can inform the evaluation and they will be interested in the evaluation findings, especially those related to partnerships</p>	<p>A wide range of actors is involved in the provision of school meals and is expected to benefit from some of the capacity development activities. Their perspectives were sought, as the engagement of those actors influences the programme's effectiveness and sustainability</p> <p>Current or potential partners from the private sector, the civil society and academia may have an interest in learning about the implications of the evaluation results</p> <p>The insight and perspectives of these actors were sought during the evaluation phase regarding the school meal supply chain and provision, and capacity requirements</p>	<ul style="list-style-type: none"> • Youth Development Fund • Disabled People's Organization of Bhutan • READ Bhutan • De-Suong • Bhutan Red Cross Society • SNV (Netherlands Development Organization) • Save the Children • Food Corporation of Bhutan Ltd. (FCBL) • Local suppliers • School administrators • Royal University of Bhutan • Local communities • Universities of Newcastle and Durham in the United Kingdom • Bhutan Chamber of Commerce and Industries • Confederation of Indian Industries, industry experts from companies such as Big Bazaar, Spencer's and Cargill, and the Association of Official Analytical Collaboration, India

Annex III. Map of Bhutan

Figure 1: Bhutan, Map with WFP Offices in 2022



Source: WFP GIS Unit.

Annex IV. Country context – additional information

Box 1: Nutrition conditions in Bhutan

The nutrition profile on Bhutan in the [Global Nutrition Report](#)¹ (GNR) indicates that Bhutan is 'on course' for the target for stunting. It is indicated that among children under 5 years of age, 33.5 percent are still stunted, 5.9 percent wasted and 7.6 percent overweight (all 2010 data).² GNR data on thinness, being overweight and obesity prevalence among children and adolescents and for adults (all 2016 data) are summarized in the table below. Anaemia among women of reproductive age in Bhutan is indicated in the GNR to have been reduced from 45.2 percent in 2000 to 38.6 percent in 2019.

Table	Thinness		Overweight		Obesity	
	M	F	M	F	M	F
Children and adolescents aged 5-19 years	19.7%	11.5%	10.8%	9.5%	4.1%	2.5%
Adults aged 18 years and over	11.1%	10.7%	25.2%	29.6%	4.7%	8.5%

The results of the [2015 National Nutrition Survey](#) showed that stunting rates had substantially decreased since 2010 to 21.2 percent (thus becoming a moderate public health problem), with rates for children in rural areas however being 10 percentage points higher (26.2 percent) than for children in urban areas (16.0 percent), and a strong inverse correlation between stunting prevalence and household wealth. No marked differences were found between boys and girls. For wasting, the rate was 4.3 percent, with slightly higher rates for boys than girls and with households in the lowest wealth quintile showing an elevated rate of 7.0 percent. Severe wasting amounted to 1 percent in all wealth quintiles, which makes it a significant public health problem (as per WHO classification). The prevalence of anaemia in children under 5 was 43.8 percent, a sharp decrease from earlier rates but still indicating the existence of a severe public health issue. For women and girls of reproductive age, the anaemia rate stood at 34.9 percent.

The [2019 Bhutan non-communicable disease \(NCD\) survey](#) indicated that 11.4 percent of the Bhutanese population aged 15-69 years were found to be obese, and 33.5 percent overweight. The rates were found to covariate with wealth status. Adolescents and younger adults (15-24 years) were showing a more favourable pattern, but still with 21 percent of them being overweight or obese.

Box 2: Identified gaps and challenges for disaster risk management in Bhutan³

In 2021, a situational analysis was undertaken by the Department of Disaster Management (DDM) together with WFP on the status of disaster risk management in Bhutan. The following priority actions were identified to address identified gaps and challenges:

- improving understanding, preparedness and response capacities to disasters with the inclusion of pandemics;

¹ See: <https://globalnutritionreport.org/resources/nutrition-profiles/asia/southern-asia/bhutan/>.

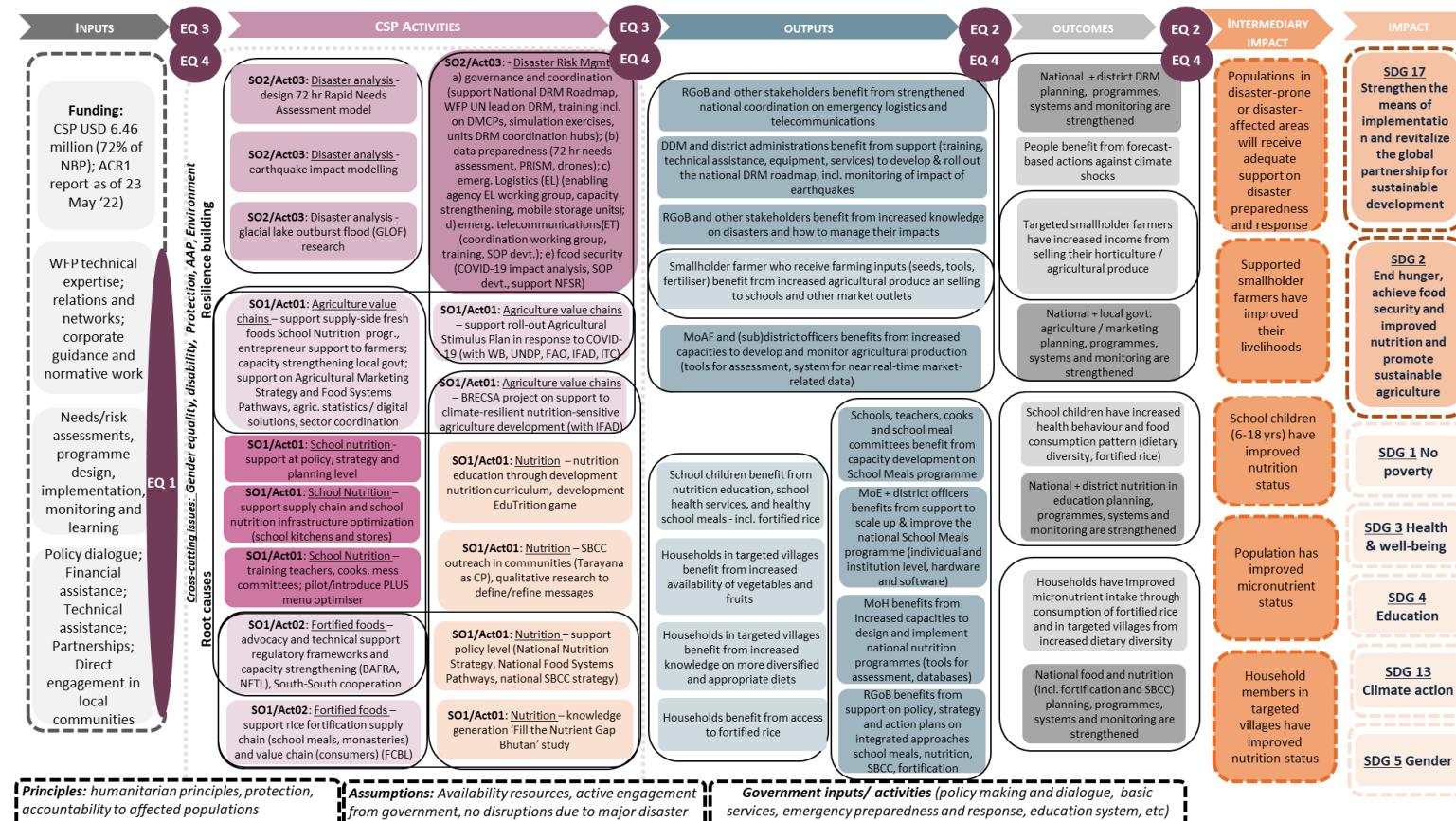
² The nutrition profile on Bhutan in the Global Nutrition Report does not use data from the 2015 survey, but instead reflects data from the national nutrition survey that was undertaken in 2010.

³ DDM/WFP. 2021. Situational Analysis of Disaster Risk Management in Bhutan. Draft 4.

- strengthening functionality and building capacity of crucial disaster risk management institutions;
- improving understanding of disaster risks, and translating risk information in decision making;
- establishing critical infrastructures such as National Emergency Operation Centre operated by the Department of Disaster Management and 24/7 National Weather and Flood Warning Centre operated by the National Centre for Hydrology and Meteorology (NCHM);
- improving the resilience of emergency telecommunication and instituting suitable disaster risk financing tools.

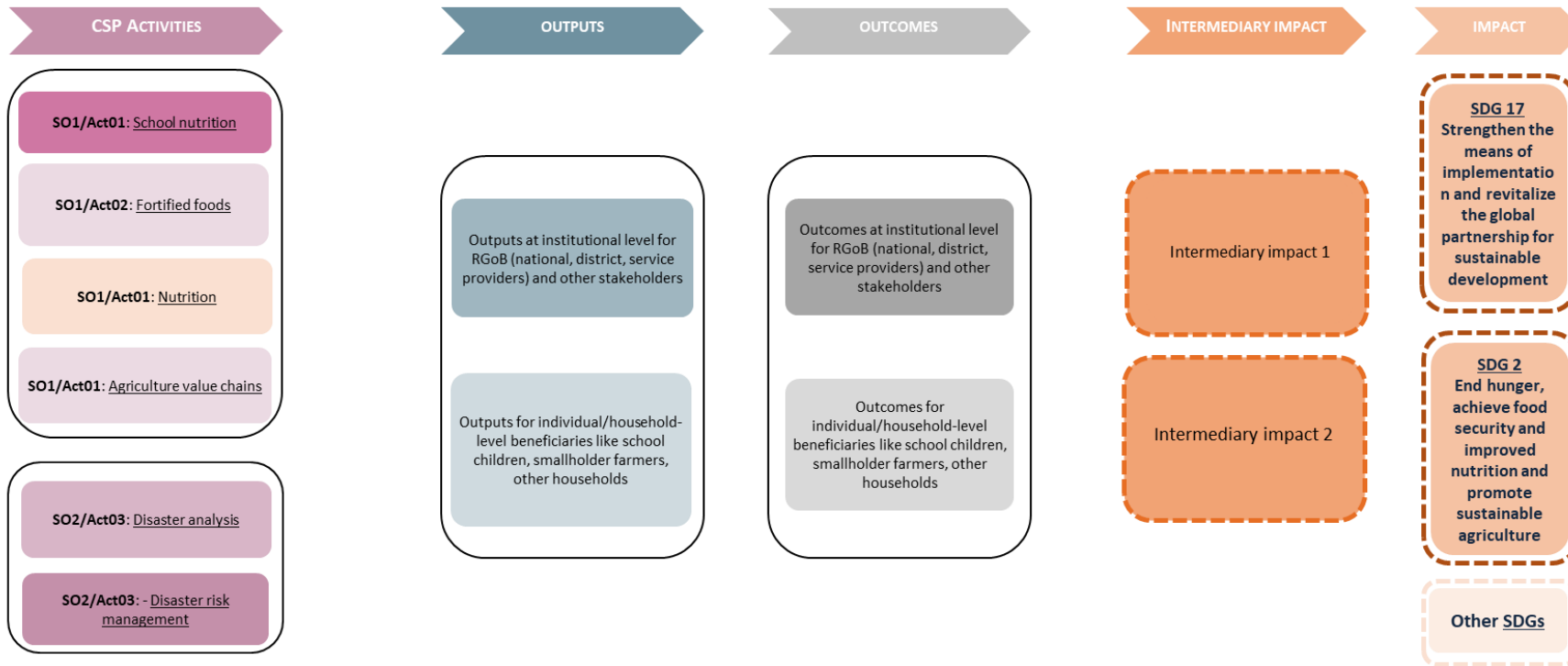
Annex V. Reconstructed Theory of Change and assumptions

Figure 2: Reconstructed theory of change



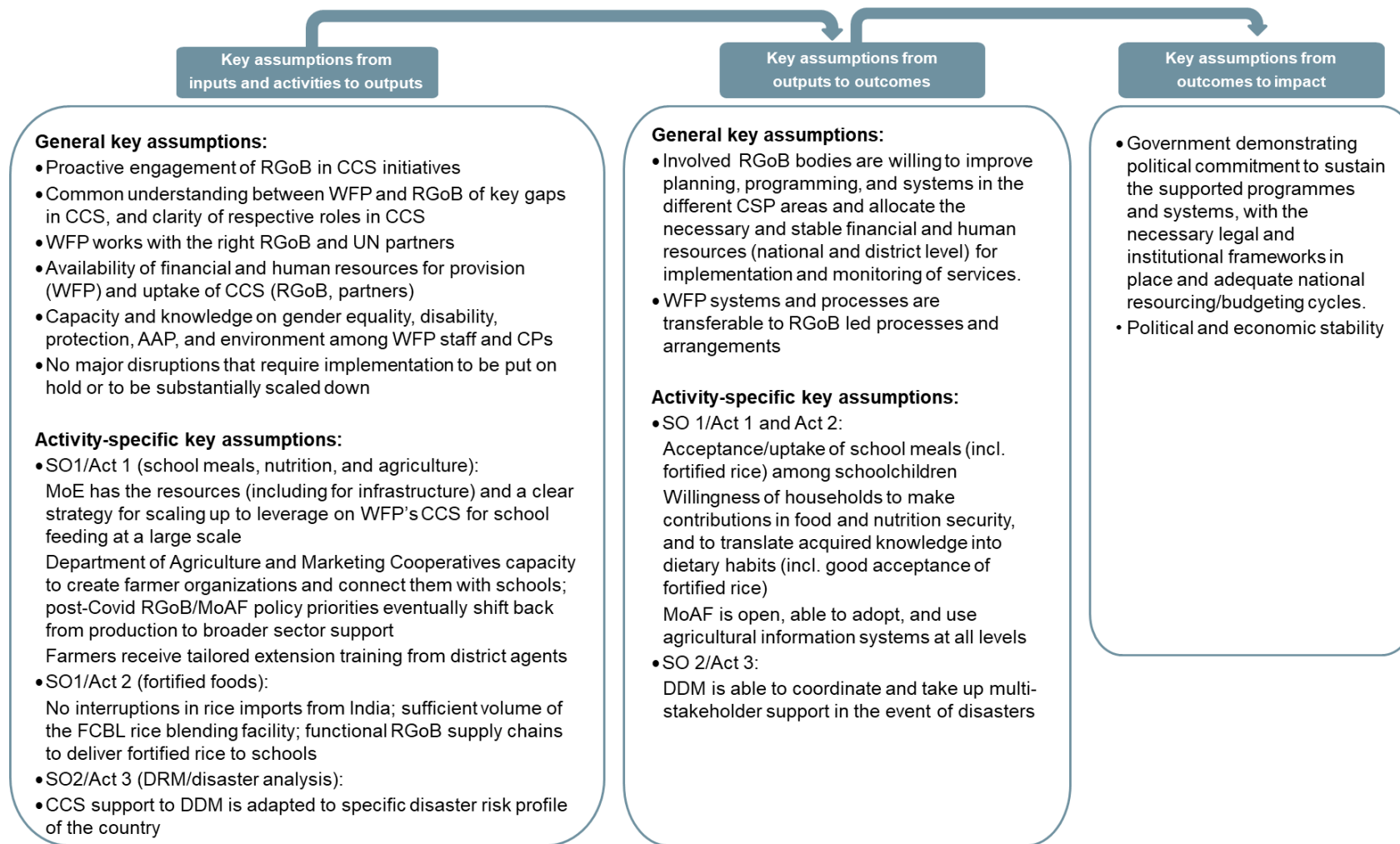
Source: Evaluation team. (AAP: Accountability to affected population; DMCP: Disaster Management Contingency Plan; SOP: Standard operating procedure; NFSR: National food security reserve; BRECSA: Building Resilient Commercial Smallholder Agriculture; SBCC: Social Behaviour Change Communication; RGoB: Royal Government of Bhutan)

Legend



Source: Evaluation team.

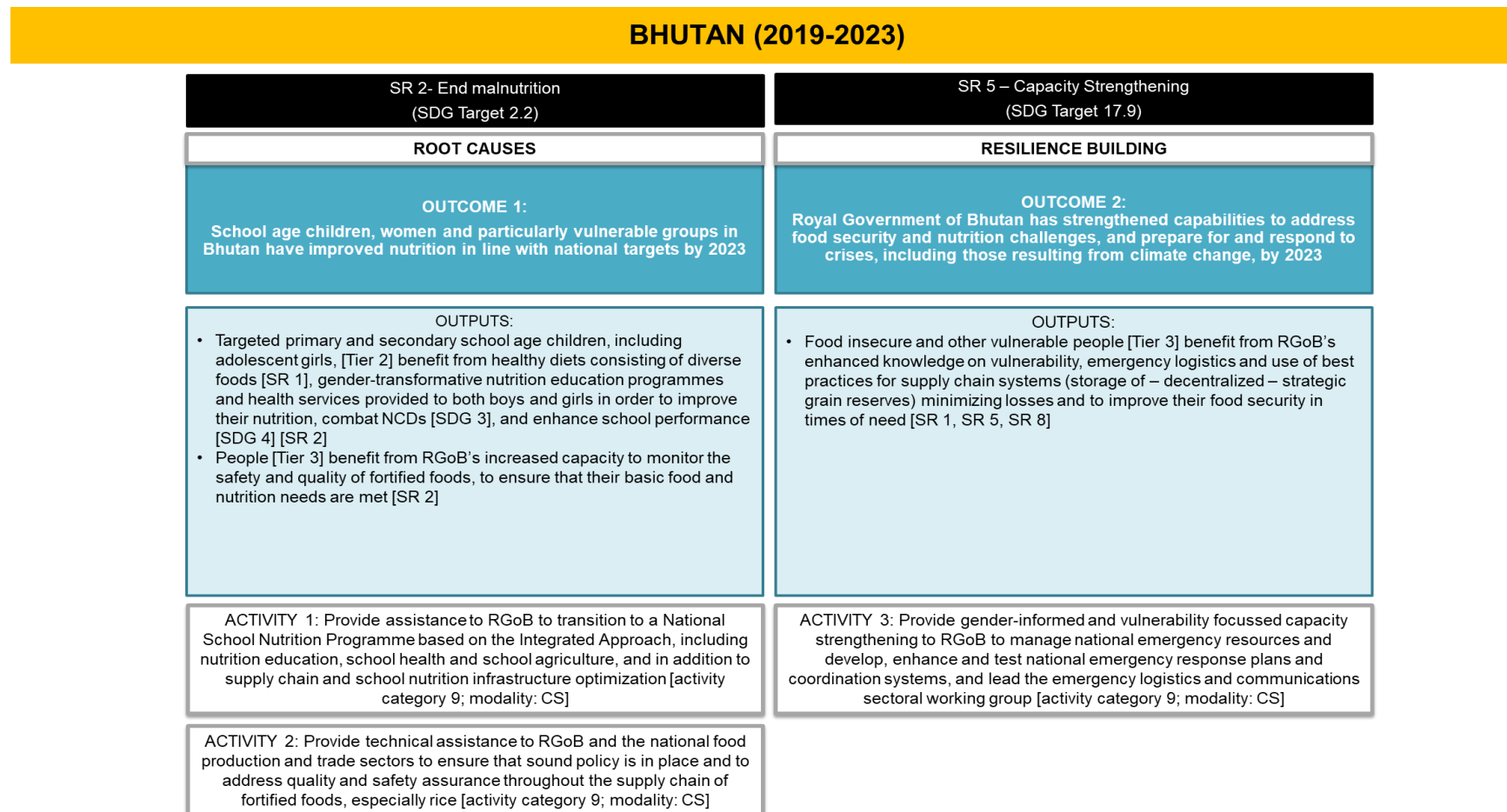
Figure 3: Key assumptions of the theory of change



Source: Evaluation team.

Annex VI. Results framework/Line of Sight

Figure 4: Bhutan CSP line of sight



Source: WFP Bhutan

Annex VII. Evaluation matrix

The table below presents the detailed evaluation matrix by evaluation question (EQ), sub-question, and dimension of analysis. The last three columns are presented by subquestion.

Table 2: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
EQ1 – To what extent is the 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, and the food security and nutrition issues prevailing in the country as well as natural disasters and the effects of climate change to ensure its relevance at the design stage?				
1.1.1 Extent to which the CSP design was evidence-based, relevant and gender equity, disability and social inclusion (GEDSI)-sensitive to the food and nutrition security needs of the population, and its exposure to natural disasters and climate change	<ul style="list-style-type: none"> • Extent to which the CSP responded to and was informed by evidence/assessments of, and relevant to, beneficiary and CCS needs, as well as more general contextual analysis • Level of analysis and understanding of, and adaptation of activities to, the specific needs of highly vulnerable groups, including children, youth, elderly and those who are disabled or chronically ill • Extent of evidence based GEDSI mainstreaming in the CSP • Extent to which the CSP used existing evidence on, and addressed, other cross-cutting themes (AAP, protection, environment) 	<ul style="list-style-type: none"> • Examples and stakeholder perceptions of how assessments of the needs of the population (incl. GEDSI-related disaggregated data) conducted by WFP and other agencies were used in the design of the CSP or its activities, and what could be done better in future • Examples and stakeholder perceptions on use of assessments of gender-sensitive CCS needs (national and district levels) conducted by WFP and/or other agencies, and whether corporate CCS guidance (e.g., on five CCS pathways) was used in the CSP design • Use of direct stakeholder/beneficiary feedback and lessons 	<ul style="list-style-type: none"> • Documents: national development policy and strategy documents, plans and programmes; WFP commissioned and other studies and analytical reports; CSP document; ACRs, WFP decentralized evaluations (DEs), CSP mid-term review (MTR), country office donor reports; CCS assessments from WFP or other agencies • Key informants: WFP country office and regional bureau in Bangkok/headquarters staff, Royal Government of Bhutan (RGoB) staff, district officials, cooperating partners (CPs), 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews • FGDs • Direct observation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<p>from the transitional interim country strategic plan (T-ICSP) in the CSP design</p> <ul style="list-style-type: none"> Evidence/stakeholder views on application of the Gender and Age Marker in the Bhutan CSP, and what could be done better in future 	<p>civil society organizations (CSOs)</p> <ul style="list-style-type: none"> Focus group discussion (FGD) participants: indirect and direct beneficiaries Observable infrastructure, assets, and CCS outputs 	
1.2 To what extent is the CSP aligned to national policies and plans and to the Sustainable Development Goals (SDGs)?				
1.2.1 Alignment of strategic outcomes (SOs) in the CSP to national policies, strategies and plans	<ul style="list-style-type: none"> Extent to which the strategic outcomes and proposed activities outlined in the CSP were/are relevant to national priorities as expressed in national policies, strategies, and capacities 	<ul style="list-style-type: none"> Evidence/stakeholder views on level of alignment of the CSP and its SOs and activities with national policy objectives, strategies and plans and what could be done to increase alignment if necessary Evidence that the CSP activities responded to specific RGoB support requests to WFP 	<ul style="list-style-type: none"> Documents: (sub)national development policy and strategy documents; national policy and strategy documents in relevant thematic areas such as food security, nutrition, disaster risk management, etc.; other studies and analytical reports; CSP document; annual country reports (ACRs), WFP DEs, CSP MTR, country office donor reports 	<ul style="list-style-type: none"> Document review Semi-structured interviews
1.2.2 Alignment of the SOs within the CSP to the SDGs	<ul style="list-style-type: none"> Extent to which the SOs and activities outlined in the CSP were aligned with and responsive to SDGs 	<ul style="list-style-type: none"> Documentary evidence and stakeholder perceptions that the design of SOs and activities supports SDGs 2 and 17 but also SDGs 1, 3, 4, 5, and 13, and how to improve that if necessary 	<ul style="list-style-type: none"> Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, donors, UN agencies 	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships of WFP in the country?				
1.3.1 Alignment and coherence of the CSP with the wider UN strategic framework for Bhutan	<ul style="list-style-type: none"> • Extent to which WFP programme strategies and interventions are aligned with the UNSDPF in Bhutan • Level of active engagement of WFP with the UN planning and monitoring processes 	<ul style="list-style-type: none"> • Evidence/stakeholder views on adequacy of WFP participation in UNSDPF planning and monitoring processes • CSP SOs and activities have linkages with relevant UNSDPF outcomes 	<ul style="list-style-type: none"> • Documents: UN Sustainable Development Partnership Framework (UNSDPF) for Bhutan; CSP document; ACRs, CSP MTR, country office donor reports • Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, UN agencies 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews
1.3.2 Creation of strategic partnerships with other UN agencies	<ul style="list-style-type: none"> • Extent to which WFP operates in partnership within other UN agencies based on strategic choices • Degree and adequacy of strategic positioning of WFP in relation to UN partnerships 	<ul style="list-style-type: none"> • Evidence of partnerships and/or joint programmes of WFP and other UN agencies • Stakeholder perceptions on the strategic choices WFP has made in its partnerships with other UN agencies (e.g. in terms of corporate mission, thematic and CCS expertise, relationships with RGoB, available resources) and what can be learned from it • Stakeholder perceptions on how WFP contributes to filling gaps in the UN's set of activities in the country, exploits synergies with other UN agencies and avoids overlaps/duplications, and what could be done better in future 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<p>1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating the WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?</p>				
<p>1.4.1 Coherence between SOs and activities within the CSP and with wider WFP strategies and policies, and how they reflect WFP's comparative advantages</p>	<ul style="list-style-type: none"> • Extent of internal coherence and synergies between CSP SOs and activities, and how it builds on/deviates from the SOs and activities in the T-ICSP • Alignment of CSP with relevant WFP corporate strategies and policies • SOs and activities reflecting and capitalizing on WFP's comparative advantages • Clarity and realism of the (implicit) theory of change 	<ul style="list-style-type: none"> • Stakeholder perceptions of the coherence of implicit/explicit causal linkages and synergies within and across CSP components and their results, and how these could be improved in future • Clarity and realism of assumptions in the CSP design • Perceptions of changes in CSP design (internal structure and synergies) that were informed by lessons learned from the T-ICSP and the evolution in strategic thinking at the country office level in general • Evidence of alignment of the CSP and planning documents to relevant WFP strategies, policies, and other corporate guidance (e.g. school feeding strategy, gender policy, CCS toolkit), and what could be done for further alignment if necessary 	<ul style="list-style-type: none"> • Documents: CSP document; WFP corporate strategies and policies • Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, UN agencies, donors 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews
<p>1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?</p>				
<p>1.5.1 Responsiveness and adaptation to evolving needs and response to capacity</p>	<ul style="list-style-type: none"> • Extent to which national capacities, needs and evolving context are monitored to capture changes to the evolving context 	<ul style="list-style-type: none"> • Examples and stakeholder views on main shifts in WFP CSP strategy and activities in response to emerging needs by 	<ul style="list-style-type: none"> • Documents: CSP document; national policy and strategy documents/adaptations in relation to COVID-19; ACRs, 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews • FGDs • Direct observation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
gaps, including in relation to the impacts of the COVID-19 pandemic	<ul style="list-style-type: none"> Internal and external factors of the CSP that determined its adaptiveness to respond to an evolving context, including COVID-19 Extent to which WFP manages to remain relevant and strategically positioned to assist RGoB in providing services and addressing needs under an evolving national context 	<p>the government and population in light of COVID-19 (e.g. Bhutan Economic Contingency Plan 2020), and what can be learned from that</p> <ul style="list-style-type: none"> Evidence/stakeholder views on the degree to which the WFP implementation plans were informed by assessments and analyses of the evolving context and arising needs, and what could be done better in this respect in future 	<p>WFP DEs, CSP MTR, country office donor reports; other studies and analytical reports</p> <ul style="list-style-type: none"> Key informants: WFP country office and regional bureau in Bangkok/headquarters staff, RGoB staff, district officials, CPs, donors FGD participants: indirect and direct beneficiaries 	
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Bhutan?				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDPF? Were there any unintended outcomes, positive or negative ?				
2.1.1 Level of attainment and quality of planned activities and outputs	<ul style="list-style-type: none"> Achievement of quantitative targets for the planned activities and outputs Quality of activities and outputs delivered Factors affecting the generation of outputs from activities as per the reconstructed theory of change (to the extent they are not covered in detail in EQ 4) 	<p>Planned versus actual activities and outputs, e.g. (with gender-disaggregation where possible):</p> <ul style="list-style-type: none"> Targeted schoolchildren, including girls, benefit from healthy school meals, gender-transformative nutrition education and school health services Households in targeted villages benefit from increased availability of vegetables and fruits RGoB and other stakeholders benefit from strengthened national coordination on emergency logistics and telecommunications 	<ul style="list-style-type: none"> Documents: internal monitoring results framework, workplans, ACRs, WFP DEs, CSP MTR, country office donor reports, WFP monitoring database, external studies on nutrition and agriculture; RGoB and CP documents (e.g. policies, regulations, studies) resulting from CCS activities Key informants: WFP country office and regional bureau in 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		Other indicators: <ul style="list-style-type: none"> • Type of CCS activities and outputs identified via CCS mapping (see Annex VIII on methodological guidance) • Stakeholder views on the quality of activities and outputs (e.g. trainings), and factors affecting the quality and how they could be improved in future • Presence of contextual factors that enabled or hindered WFP implementing activities and generating outputs (to the extent they are not covered in EQ4) and what can be learned from how the country office has dealt with them 	Bangkok staff, RGoB staff, district officials, CPs, donors <ul style="list-style-type: none"> • FGD participants: indirect and direct beneficiaries • Observable infrastructure, assets, and CCS outputs 	
2.1.2 Progress towards achieving intended strategic outcomes, and generation of unintended outcomes	<ul style="list-style-type: none"> • Extent to which activities and outputs have contributed to intended outcomes, or have led to unintended outcomes, positive or negative 	<ul style="list-style-type: none"> • Planned versus actual progress in CSP SO indicators • Stakeholder views on WFP's contributions to outcomes (as per reconstructed ToC and for further outcomes if any), and what could be done to increase these contributions in future • Contextual factors that enabled or hindered WFP's contribution to outcomes (to the extent they are not covered in EQ4) and what can be learned from how the country office has dealt with them 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
2.1.3 Response to COVID-19 crisis	<ul style="list-style-type: none"> Extent to which WFP provided effective response(s) to the COVID-19 crisis 	<ul style="list-style-type: none"> Examples of specific procedures, activities, approaches and partnerships to respond to the COVID-19 crisis Stakeholder views on how WFP's COVID-19 responses have protected key CSP results and have met new needs as a result of the pandemic (both for individual/household beneficiaries and at institutional level for RGoB -national and district-against pandemic-related shocks) 		
2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?				
2.2.1 Application and integration of humanitarian and protection principles, and of accountability to affected populations (AAP)	<ul style="list-style-type: none"> Extent to which WFP abides by and applies WFP humanitarian and protection principles in the Bhutan CSP Extent to which WFP programme planning and implementation integrates mechanisms to ensure AAP 	<ul style="list-style-type: none"> Examples and stakeholder views on the application of humanitarian and protection principles, as well as AAP (e.g. information and feedback mechanisms for final beneficiaries) in the design and implementation of the CSP 	<ul style="list-style-type: none"> Documents: internal monitoring results framework, workplans, ACRs, WFP DEs, CSP MTR, country office donor reports, WFP monitoring database, WFP and other gender equality and the empowerment of women (GEEW) studies; RGoB policies, strategies, plans, and regulations Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, donors, UN agencies FGD participants: indirect and direct beneficiaries 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation
2.2.2 Progress towards gender, equity, disability, and social inclusion (GEDSI)	<ul style="list-style-type: none"> Extent to which national counterparts have capacities to address GEDSI GEDSI-transformative effects on beneficiaries 	<ul style="list-style-type: none"> Examples and stakeholder views on the extent to which WFP support provided national/district level RGoB counterparts with GEDSI-specific information and strengthened capacities to address GEDSI in their policies and interventions Examples and stakeholder views on the level of gender-transformative 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<p>results (e.g. enhanced access of women to services and assets) achieved in WFP-supported activities by RGoB and others (Tarayana)</p>		
<p>2.2.3 Integration and results of environment and climate change considerations</p>	<ul style="list-style-type: none"> Extent to which the CSP integrates mechanisms for consideration of environment/climate change Extent to which environment and climate change is considered by national counterparts and beneficiaries, which can be attributed to WFP-supported activities 	<ul style="list-style-type: none"> Environment and climate changes considerations are clearly reflected in the CSP Examples and stakeholder views on the operationalization of environment and climate change considerations in WFP support to RGoB and to individual/household-level beneficiaries Evidence that WFP support enhanced the way in which RGoB and beneficiaries address environment / climate change considerations 		
<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?</p>				
<p>2.3.1 Likelihood of sustainability of achieved results</p>	<ul style="list-style-type: none"> WFP contributions to lasting changes at policy and institutional levels Extent to which RGoB and other counterparts (CPs, private sector, communities/households/individuals) will be able to sustain the induced institutional and capacity changes in the long run 	<p>Evidence / stakeholder views on:</p> <ul style="list-style-type: none"> Successfulness of implemented transition and handover strategies for supported mechanisms and facilities Changes in national policies, regulations, and plans that can sustain achieved CSP results Additional allocations of national budget and/or other donor resources towards better supply of services 	<ul style="list-style-type: none"> Documents: internal monitoring results framework, workplans, ACRs, WFP DEs, CSP MTR, country office donor reports, WFP monitoring database, RGoB policies, plans and regulations Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, donors 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • RGoB capacity for efficient management of public resources in the areas supported by CCS • Other institutional and technical (incl. infrastructure) capacities in place (national, district, etc.) to sustain achievements • Lasting community-level / civil society / private sector engagement on CSP results 	<ul style="list-style-type: none"> • FGD participants: indirect and direct beneficiaries • Observable infrastructure, assets and CCS outputs 	
EQ3 – To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.1.1 Timely delivery of results	<ul style="list-style-type: none"> • Extent to which activities and outputs were delivered within their intended timeframe, with attention to quality 	<ul style="list-style-type: none"> • Timeliness of expenditure (e.g. time elapsed between funding availability and first disbursement) • Proportion of WFP interventions that demonstrate quality implementation on schedule compared to planned timeline • Stakeholder perceptions that the implementation of activities (incl. advocacy and policy support) is timely to their needs and context, including response time to requests for assistance 	<ul style="list-style-type: none"> • Key documents: WFP ACRs, WFP CSP MTR, WFP DE, country office annual work plans, WFP donor reports; WFP budget, allocation and expenditure reports; RGoB reports, CP reports • Key informants: WFP country office staff, RGoB staff, district officials, CPs • FGD participants: indirect and direct beneficiaries • Observable infrastructure, assets, and CCS outputs • CSP logframe/activity and output indicators (by year) 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews • FGDs • Direct observation • Compilation of quantitative data
3.1.2 Factors influencing the time required to deliver activities and outputs	<ul style="list-style-type: none"> • Factors hindering or facilitating timely delivery of activities and outputs 	<ul style="list-style-type: none"> • Extent to (and ways in) which internal factors (WFP country office procedures, structures, and CCS delivery mechanisms) affected the timeliness of results 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Extent to (and ways in) which external factors (COVID-19, availability of donor contributions, RGoB request for change, etc.) affected the timeline of delivery of results 		
3.1.3 Consequence of the time spent and the measures taken to save time	<ul style="list-style-type: none"> Main consequences of delay, if any Unintended negative consequences of time-saving measures (if any) 	<ul style="list-style-type: none"> Evidence that time saved in (or delayed by) delivery of WFP support enhanced (or delayed) decision-making and service delivery of RGoB counterparts Stakeholder perceptions of how time saved by (or delays in) in WFP support affected indirect beneficiaries Evidence of limited coordination with partners, inaccurate assessment needs, lesser quality of outputs, etc. due to time-saving measures 		
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable benefit from the programme?				
3.2.1 Appropriateness of coverage and targeting strategies of WFP and institutional partners	<ul style="list-style-type: none"> Extent to which WFP interventions (incl. CCS) were/are appropriately delivered to RGoB institutions and were/are reaching the intended beneficiaries Appropriateness of targeting and coverage of WFP Tier 1 beneficiaries including smallholder farmers 	<ul style="list-style-type: none"> Adequacy of WFP's choice of institutional partners, levels and staff participating in CCS to achieve the intended targeting and coverage (for indirect and direct beneficiaries) Evidence that WFP support to RGoB and other partners improved their capacity for identifying beneficiary needs, and adequate coverage and targeting criteria, and that this has 	<ul style="list-style-type: none"> Documents: ACRs, WFP DE, CSP MTR, training reports; WFP regional bureau in Bangkok studies (e.g. on micronutrient landscape); RGoB policy docs, guidelines (e.g. school feeding handbook), and reports (e.g. national nutrition security review); CP studies /outputs (e.g. earthquake impact 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Compilation of quantitative data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<p>actually enhanced targeting and coverage based on vulnerability considerations</p> <ul style="list-style-type: none"> Targeting and coverage of CSP activities reflects standard practices (incl. community involvement) and targeting criteria for smallholder farmers 	<p>modelling reports) and progress reports; UN country results report</p> <ul style="list-style-type: none"> Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, CSOs FGD participants: indirect and direct beneficiaries Direct beneficiary statistics from CSP Act1; targeting/ coverage summary data of RGoB and CPs 	
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?				
3.3.1 Economy in acquisition of inputs	<ul style="list-style-type: none"> Informed decision making about acquisition and costs of services, expertise, and other inputs Extent to which services, expertise, and other inputs were acquired at the lowest possible costs, with attention to quality (economy) 	<ul style="list-style-type: none"> Measures taken by the country office to obtain – and degree of achievement of – best possible prices (e.g. available regional bureau support and other resources were used for cost and quality considerations for staff, consultants, skills, etc.) 	<ul style="list-style-type: none"> Documents: ACRs, WFP DEs, CSP MTR, country office donor reports, country office organigram, external service contracts, WFP procurement reports Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation Compilation of quantitative data
3.3.2 Cost-efficiency in delivery of activities and outputs	<ul style="list-style-type: none"> Main cost drivers (and their evolution) for the different activities and the country office as a whole Extent to which available resources were optimally used to achieve CSP activities and outputs in good quality at the intended scale, including in times of COVID-19 	<ul style="list-style-type: none"> Evolution and composition of activity and CSP budgets (e.g. comparison of planned versus actual direct support cost (DSC) and operational cost, in % total direct costs) Costs per training day Disbursement rates (expenditure versus mobilized) per cost 	<ul style="list-style-type: none"> FGD participants: indirect and direct beneficiaries Observable infrastructure, assets and CCS outputs CSP logframe/activity and output indicators, country portfolio budget/CSP 	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<ul style="list-style-type: none"> • Appropriateness and contribution of RGoB and CPs in terms of cost-efficient delivery of results • Measures taken by the country office to save costs in the delivery of activities and outputs, and their consequences 	<ul style="list-style-type: none"> • category, per SO, and per activity per year • Evidence of application of efficient procedures to respond to COVID-19 crisis • Informed and cost-efficient choice of RGoB and CPs, and delivery modalities (incl. CCS) • Evidence of cost-saving measures taken by the country office, and observed trade-offs resulting from them (e.g. timeliness versus quality, de facto transfer of costs to partners or indirect beneficiaries) 	<ul style="list-style-type: none"> • financial overviews regional price databases, WFP procurement data, WFP HR data, activity-level budgets 	
3.4 To what extent were alternative, more cost-effective measures considered?				
3.4.1 Consideration of cost-effectiveness analysis (CEA) in CSP design and implementation	<ul style="list-style-type: none"> • Extent to which WFP undertook CEA • Extent to which CEA findings were adequately used 	<ul style="list-style-type: none"> • Extent to which the costs of different CSP implementation mechanisms (e.g. for CCS – training, South-South cooperation, policy dialogue, support to information systems) were considered and informed (e.g. through available studies) • Evidence that CEA findings were used in the choice of intervention options and their implementation • Involvement of counterparts and CPs in the assessment of cost implications of (and alternatives for) CSP implementation mechanisms 	<ul style="list-style-type: none"> • Documents: CSP document, WFP country office and regional bureau in Bangkok funding proposals, CSP activity planning documents, RGoB reports (e.g. school feeding audit), regional bureau in Bangkok analyses (e.g. on rice fortification in Asia, national policy frameworks for school feeding) • Key informants: WFP country office and regional bureau in Bangkok staff, CPs 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews • Compilation of quantitative data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> Quantitative data from CEAs produced/used by the country office, if any 	
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 and results	<ul style="list-style-type: none"> Adaptation of WFP resource mobilization strategy from mainly direct implementation (T-ICSP) to a strong focus on CCS (CSP) Adequacy and flexibility of WFP resource mobilization activities to ensure a diversified, sound, and timely resource base, including in times of contextual changes (COVID-19 etc.) 	<ul style="list-style-type: none"> Examples of how specific parameters of WFP resource mobilization strategy and actions (e.g. volume, sources, timing, flexibility of funding, mitigation of risks) were relevant and adequate to meet the CSP resource needs (incl. shift to CCS and specific needs in relation to COVID-19) Stakeholder views on how WFP technical and fundraising capacities/expertise affected donors' funding decisions 	<ul style="list-style-type: none"> Documents: CSP and T-ICSP documents, country office and regional bureau in Bangkok funding proposals, donor reports Key informants: WFP country office/regional bureau in Bangkok/headquarters staff, donors, UN agencies Country portfolio budget and earmarking levels, resource overview and forecasts 	<ul style="list-style-type: none"> Document review Semi-structured interviews Compilation of quantitative data
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"> Extent to which the design and implementation of the CSP was informed by WFP monitoring data (lessons learned, reflection on results, risk analyses) 	<ul style="list-style-type: none"> Existence of mechanisms for periodic collection, analysis of monitoring and evaluation (M&E) data and reporting on CSP implementation, and what could be 	<ul style="list-style-type: none"> Documents: CSP document with logframe, ACRs, M&E strategy and data, work plans, CP reports, donor reports 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Compilation of quantitative data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	<ul style="list-style-type: none"> Adaption of the monitoring system to the shift from focus on direct implementation to strong emphasis on CCS 	<ul style="list-style-type: none"> improved in future to improve M&E quality Evidence/stakeholder views on use of M&E data for decision making (e.g. adjustment of interventions or approaches) 	<ul style="list-style-type: none"> Key informants: WFP country office/regional bureau in Bangkok/ headquarters staff, RGoB staff, district officials, CPs, donors FGD participants: indirect and direct beneficiaries WFP logframe indicators (by year), external monitoring data used by country office 	
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"> Utility and added value of WFP partnership strategy and specific partnerships, including for South-South and triangular cooperation, towards delivery of results 	<ul style="list-style-type: none"> Examples and stakeholder views on utility and added value of WFP Bhutan's partnerships and strategic alliances around its main outcome areas and SDGs (see EQ1.3) and what can be learned from this for the future 	<ul style="list-style-type: none"> Documents: CSP document, ACRs; agreements with RGoB counterparts, CPs, and other UN agencies; joint proposals with UN agencies and academia; UNSDPF 2019-2023, UN Bhutan COVID-19 Response Plan Key informants: WFP country office/regional bureau in Bangkok/headquarters staff, RGoB staff, district officials, CPs, donors, UN agencies, CSOs FGD participants: indirect and direct beneficiaries Observable CCS outputs 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?				
4.4.1 WFP human resource capacity	<ul style="list-style-type: none"> Adequacy of WFP human resources for the delivery of the CSP, in particular following the shift from direct implementation to CCS 	<ul style="list-style-type: none"> Extent to which the applied human resources (HR) strategy (number of staff, staffing structure/profiles/qualifications, contractual modalities, time to fill vacancies, etc.) has secured the technical staffing required for effective CSP implementation, and what could be done better in future 	<ul style="list-style-type: none"> Documents: CSP and T-ICSP documents, ACRs; country office organigram, HR plans and strategies (including staff training/capacity building), vacancy announcements, annual work plans Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs
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 Other factors affecting WFP performance	<ul style="list-style-type: none"> Other factors that facilitated or hindered delivery of results 	<ul style="list-style-type: none"> Stakeholder perceptions on smoothness of handover of directly implemented activities under the T-ICSP to the RGoB Examples and stakeholder views on presence of factors that facilitated or hindered delivery of results and the strategic shift to CCS, and what can be learned from how these have been handled: <ul style="list-style-type: none"> i. internal factors not discussed in the previous sub-EQs (country office decision making processes, organizational structure, technical resources, procedures and implementation approaches) 	<ul style="list-style-type: none"> Key documents: ACRs, country office annual work plans; WFP DEs; RGoB and CP reports; UN studies (e.g. UN Bhutan Common Country Analysis) Key informants: WFP country office and regional bureau in Bangkok staff, RGoB staff, district officials, CPs, UN agencies, donors, CSOs FGD participants: indirect and direct beneficiaries Observable infrastructure, assets, and CCS outputs 	<ul style="list-style-type: none"> Document review Semi-structured interviews FGDs Direct observation Compilation of quantitative data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		ii. Wider external factors (contextual, political, socioeconomic, environmental factors) – to the extent they have not been discussed under EQ2.1.2	<ul style="list-style-type: none"> Quantitative data from ACRs, WFP regional bureau in Bangkok, and reports of UN agencies, RGoB, and other third-party sources 	

Annex VIII. Methodology guidance

Evaluation criteria

2. The evaluation adopted the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance (mainly covered in EQ 1), efficiency (EQ 3), effectiveness (EQs 2 and 4), coherence (EQ 1) and sustainability (EQs 2 and 4), as well as connectedness (EQ 2) and coverage (EQ 3).

Data collection methods and triangulation

Table 3: Overview of qualitative (QLI) and quantitative (QTI) data collection methods by evaluation question

Methods	Sources	Location		EQs				
		Remote	Bhutan	1	2	3	4	
QLI	Document review	WFP corporate strategy and policy documents	•					
		WFP RBB strategies, assessments, and proposals	•					
		WFP country office/CSP strategies, activity and monitoring reports, and evaluations	•					
		RGoB strategy and policy documents, and reports	•					
		Partner(ship) documents	•					
	Primary data	Semi-structured interviews	Global and regional stakeholders	•				
			National stakeholders	•	•			
			Local government staff in districts		•			
		Focus group discussions	Community stakeholders, beneficiaries		•			
		Direct observation	National level		•			
	District/community level			•				
	QTI	Review of quantitative data	WFP M&E data	•				
			WFP financial and HR data	•				
			Third-party data	•				

Source: Evaluation team.

Main method/source

Complementary method/source

3. Evidence was triangulated with other sources wherever possible. In particular, the responses given by interviewees and focus group discussion (FGD) participants (primary data) were compared with information from documents and secondary data. Evidence was also triangulated across different members working on the same or related issues to avoid interpretation bias. For this purpose, emerging findings were shared and discussed in team meetings undertaken during data collection and analysis. The initial findings were also triangulated and validated with WFP county office staff during a participatory session (the “preliminary findings debrief” after the field mission).

Cross-cutting themes

4. The evaluation was sensitive to issues of gender equality, although gender-specific result indicators in the CSP logframe were scarce, and gender-disaggregated data were only reported for agriculture support

to smallholder farmers, the only sub-activity with direct beneficiaries. The evaluation team applied key aspects of WFP's Technical Note for Integrating Gender in WFP Evaluations (2021). According to the Gender and Age Marker of the Bhutan CSP, the plan fully integrated gender.⁴ The evaluation assessed how the specific needs of women and men, and girls and boys, were identified and integrated into the CSP design by WFP and its partners. It then assessed to what extent the commitment of the CSP to apply gender-transformative approaches (especially in school feeding and agriculture) was achieved. Interviews and focus group discussions with beneficiaries were gender sensitive as well. Attention was given to assessing how gender sensitivity and gender considerations had been implemented under the CSP activities.

5. Other cross-cutting issues, such as adherence to protection principles, accountability to affected populations, and integration and the results of environment and climate change considerations, were incorporated in the evaluation matrix as specific lines of inquiry under Subquestion 2.2. Furthermore, the evaluation team assessed how COVID-19 has changed the needs and the environment in which WFP has been working, and what effect this has had on the effective and efficient delivery of activities and outputs.

Ethical considerations

6. The evaluation team adhered to the 2020 United Nations evaluation group ethical guidelines throughout the evaluation cycle. This included, but was not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair selection of participants, and ensuring that the evaluation would result in no harm to participants or their communities. Interviewees and focus group discussion participants were informed at the start of each meeting that their participation would be voluntary (with the right to withdraw from the meeting at any time), confidential, and anonymous. The evaluation team emphasized its independence and neutrality and invited informants to speak plainly about positive and negative aspects of WFP performance. No individual has been named in the report as the source of any information or opinion.

Limitations

7. Key limitations in the evaluation approach included the following:

- There were little systematic data on country capacity strengthening outcomes at the institutional level, which are generally difficult to quantify. Qualitative assessments were often not available given their complexity and the resources needed for conducting them regularly. Several country capacity strengthening outcome indicators in the logframe are not clearly defined but, for example, combine the number of enhanced national policies or infrastructure works across different (sub-) activities. While the reconstructed theory of change aimed to disentangle the results chain by CSP area of work and level of intervention, the CSP logframe and annual country reports contained little data to inform the specific outcomes in the theory of change.

Mitigation strategy: The analysis in EQ2 focused on the main activities, outputs, and contributions of the CSP to strategic outcomes. Where no logframe indicators for an outcome of interest were available, the evaluation team used qualitative (including anecdotal) evidence on strengthened capacities. Moreover, while the CSP has a small size in global comparison, the country portfolio comprises many diverse sub-activities. Together with the previous difficulties in measuring higher-level country capacity strengthening results, this somewhat limited the rigour with which the results chain – and WFP contributions to it – could be systematically traced throughout the theory of change. Mitigation strategy: Also for this purpose, the analysis in EQ2 focused on the main activities, outputs, and contributions of the CSP to strategic outcomes. While it followed the overarching storyline of the theory of change, it did not validate each individual element of it. Smaller CSP activities were often used in the form of anecdotal evidence, rather than in a more comprehensive assessment of their results.

- The evaluation team had little influence on the gender balance of participants in data collection activities (see above). In government institutions at the national level, most interviewees were men, while most focus group discussions participants in communities were women.

⁴ WFP. 2022. Terms of Reference for the Evaluation of Bhutan WFP Country Strategic Plan 2019-2023.

Mitigation strategy: The evaluation findings on gender were not much affected by this issue. Gender mainstreaming and gender-specific effects were mostly visible at the local level in school nutrition and agriculture, where women represented a higher share of interviewees and focus group discussion participants.

- In some CSP areas, the institutional memory in both the Government and the country office was limited due to staff turnover, which created some information gaps in the period of the initial CSP design and early CSP implementation.

Mitigation strategy: It was not possible to close all information gaps from the design and early period of the CSP. The evaluation team managed to interview some former/outgoing key staff of the country office. It also conducted a participative session with the country office on the reconstructed theory of change to ensure that the initial CSP design was adequately captured. The evaluation has also drawn on previous reviews and evaluations that interviewed some of the stakeholders who had left their positions when this CSPE was conducted.

- As country capacity strengthening activities (such as policy support, coordination, support to information systems) and their results were complex and non-standardized, it was not possible to quantitatively compare their costs against any benchmarks in the efficiency analysis in EQ3.

Mitigation strategy: The quantitative cost-efficiency analysis focused on overall economies of scale in CSP implementation, rather than specific activities. Besides this, the assessment in EQ 3 relied largely on qualitative evidence of processes and actions applied by the country office that helped improve cost efficiency and effectiveness of country capacity strengthening.

Contribution analysis

8. The CSP results chain depicted in the theory of change was assessed and validated through contribution analysis, rather than rigorous attribution of causes and effects. Contribution analysis does not provide a definitive proof of the main attribution problem (to what extent CSP activities and outputs 'caused' the observed changes in outcomes), but it provides evidence and lines of reasoning to plausibly explain that (and how) the CSP made an important contribution to the documented results. This evaluation used a light version of contribution analysis (compatible with the given timeframe, resource, data constraints, and aforementioned limitations) to study the links between CSP activities, outputs and outcomes formulated in the reconstructed theory of change, as well as the internal and external factors influencing these links (EQ 4). The evaluation matrix (especially EQ2.1) does not repeat the level of detail of the theory of change but includes only examples of key results, and hypothesized links between them.

9. At output and outcome levels, the analysis specifically aimed to assess contributions of the CSP towards capacity strengthening of the Government.

Country capacity strengthening mapping

10. Given the strong focus of the Bhutan CSP on country capacity strengthening, the evaluation built on the WFP corporate approach to country capacity strengthening.⁵ This approach defines five pathways and three domains through which WFP supports country capacity strengthening. The evaluation team mapped all country capacity strengthening sub-activities by pathway and domain using the structure proposed in a matrix as defined in Table 4. Separate maps were constructed for the main areas of work of the CSP

Table 4: Structure of country capacity strengthening map

Pathways	Domains		
	Enabling environment	Organizational domain	Individual domain
Policy and legislation			
Institutional effectiveness and accountability			
Strategic planning and financing			

⁵ WFP. 2017. WFP Corporate Approach to Country Capacity Strengthening (CCS) - CCS Toolkit Component 001.

Pathways \ Domains	Enabling environment	Organizational domain	Individual domain
Stakeholder programme design, delivery and M&E			
Engagement of communities, civil society, and private sector			

11. The main purpose of the mapping process was to facilitate the analysis of how country capacity strengthening activities and outputs contributed to government capacity outcomes in EQ 2.

Efficiency analysis of country capacity strengthening

12. In EQ3, the evaluation team built on the WFP Technical Note on Evaluation of Efficiency in Country Strategic Plan Evaluations (2021). While the concepts, approaches, and examples developed in the technical note apply in a relatively straightforward manner to direct implementation modalities, the focus of the Bhutan CSP on country capacity strengthening required some adaptations of the efficiency analysis. Table 5 summarizes the different efficiency dimensions covered by the analysis, and how the evaluation team attempted to adapt the efficiency analysis to country capacity strengthening.

Table 5: Efficiency analysis of country capacity strengthening

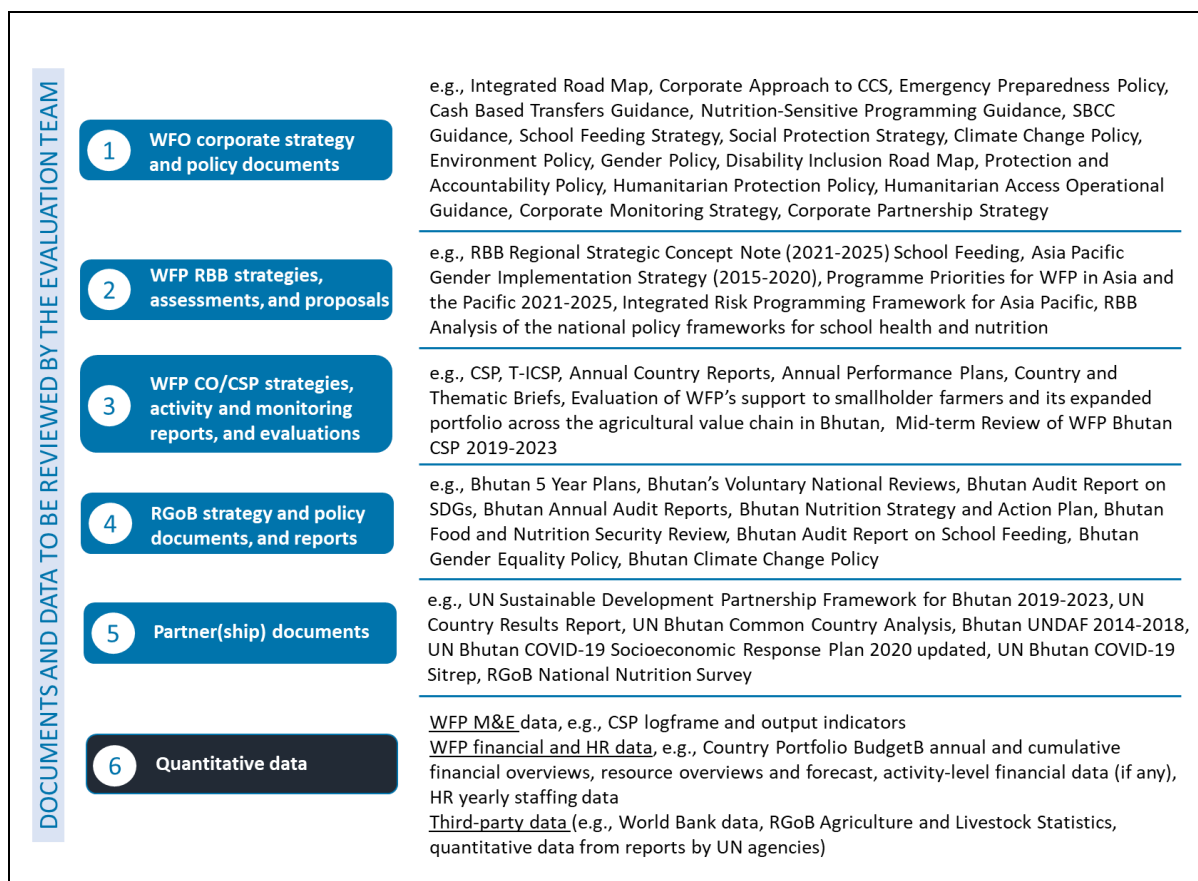
Dimension	Definition	Methodological challenges and adaptations related to CCS
Timeliness	Extent to which outputs were delivered within the intended timeframe ^a	No particular methodological challenges or adaptations specifically related to CCS
Equity of targeting	Extent to which targeting was fair and effective in reaching the most vulnerable population groups	CCS does not involve direct targeting of beneficiaries by WFP Study whether WFP support to CCS (e.g. through assessments/studies, development of sector information systems) was delivered to the right institutional recipients and improved their capacity for more informed decision making about targeting and coverage
Economy	Extent to which inputs were acquired at the lowest possible cost ^a	Inputs of CCS are not standardized goods but include mostly expertise and skills (internal staff and external consultants) – difficult to identify benchmark prices. Attempt to focus the analysis on identification of cost considerations and measures for cost savings taken by the country office, rather than price comparisons with quantitative data.
Cost efficiency	Extent to which activities were maximized at the lowest possible cost ^{a, b}	Cost of CCS activities depend on implementation modality, counterparts, and partners. CCS activities are complex in Bhutan; no standard cost benchmark to compare with. Qualitative study of whether/how WFP counterparts and partners contributed to cost efficiency. Quantitative estimate of fixed costs of the country office for implementing the CSP portfolio from financial data.
Cost effectiveness	Extent to which intended outcomes were maximized at the lowest possible cost ^b	Usually applied to different transfer modalities (direct implementation), but not easily applicable in CCS. Challenging for WFP to estimate and compare cost of different CCS modalities in relation to outcomes. Conduct only light analysis of whether the costs of different CCS were considered in relation to intended capacity outcomes at all.

Dimension	Definition	Methodological challenges and adaptations related to CCS
^a With attention to quality ^b With attention to externalities		

Sources: WFP. 2021. WFP Technical Note on Evaluation of Efficiency in Country Strategic Plan Evaluations and evaluation team analysis.

Documents and data reviewed

Figure 5: Categories of documents and data reviewed by the evaluation team



Source: Evaluation team.

Annex IX. Key informants' overview

Table 6: List of people interviewed during inception phase

Organization	Location	Gender
WFP HQ	Online	1 Man 1 Woman
WFP RBB	Online	1 Man 1 Woman
WFP CO	Online	15 Men 8 Women
DDM	Online	4 Men
Tarayana Foundation	Online	3 Women
Ministry of Education	Online	3 Men 1 Woman
UNRCO	Online	2 Women
KOICA Bangladesh Office	Online	1 Man

Table 7: List of people interviewed during data collection phase

Organization	Location	Gender
WFP RBB	Remote	2 Women
WFP CO	Thimphu	8 Men 8 Women
GNHC	Thimphu	1 Man
Department of Agriculture	Thimphu	4 Men
Policy and Planning Division, Ministry of Agriculture and Forest	Thimphu	1 Man 1 Woman
Department of School Education, MoE	Thimphu	1 Man
Department of Public Health, MoH	Thimphu	1 Man
National Centre for Hydrology and Meteorology	Thimphu	2 Men 1 Woman
Department of Disaster Management, Ministry of Home and Cultural Affairs (MoHCA)	Thimphu	4 Men
Department of Information and Telecommunication Technology, Ministry of Information and Communication (MoIC)	Thimphu	1 Man
National Commission for Women and Children	Thimphu	1 Man
Information and Communication Technology Division, MoIC	Remote	1 Man
Department of Agriculture Marketing and Cooperatives, MoAF	Remote	2 Men
Bhutan Agriculture and Food Regulatory Authority (BAFRA)	Thimphu	2 Women

Organization	Location	Gender
Disabled People's Organization of Bhutan	Thimphu	3 Men 4 Women
FCBL	Phuntsholing	2 Men
Trongsa District Administration	Trongsa	4 Men
Khenrig Nam Sum Cooperative	Trongsa	1 Man
Zhemgang District Administration	Zhemgang	4 Men 1 Woman
Tarayana Foundation	Thimphu	2 Women
FAO	Thimphu	1 Man
UNICEF CO	Thimphu	3 Men
IFAD	Remote	2 Men
UNRCO	Thimphu	2 Women
UNDP CO	Thimphu	1 Man
Japan International Cooperation Agency (JICA) Bhutan	Thimphu	1 Man 1 Woman

Table 8: List of focus group discussions during data collection phase⁶

Location	Date	Activity	Gender	Organization
FGD #1				
Tshangkha, Trongsa	21.07.2022	School feeding and nutrition programme Focus group discussion with mess hall committee	10 Men 2 Women	Tshangkha Central School
FGD #2				
Tshangkha, Trongsa	21.07.2022	Farmers group: "Tshe Cheshey Detsen" Focus group discussion	1 Woman	Department of Agriculture MoAF
			6 Women	Community
FGD #3				
Bemji, Trongsa	22.07.2022	School feeding and nutrition programme Focus group discussion with mess hall committee	4 Men 2 Women	Bemji Community School
FGD #4				
Yebilaptsha, Zhemgang	23.07.2022	School feeding and nutrition programme Focus group discussion with mess hall committee	5 Men 2 Women	Yebilaptsha Central School
FGD #5				

⁶ Direct beneficiary names and positions are not disclosed due to data protection issues.

Berti, Zhemgang	23.07.2022	Farmers groups Focus group discussion	11 Women	Berti village (youth group and Vegetable Tshopga members)
FGD #6				
Tali, Zhemgang	24.07.2022	Farmers group Focus group discussion	1 Man 7 Women	Tali village
FGD #7				
Samcholing, Zhemgang	24.07.2022	SBCC group by Tarayana Foundation	8 Men 12 Women	Samcholing village – household and community members

Annex X. Data collections tools

Interview guides

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
EQ1 - To what extent is the 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 as well as natural disasters and the effects of climate change to ensure its relevance at design stage?								
1.1.1 Extent to which the CSP design was evidence-based and relevant to the food and nutrition security needs of the population (GEDSI-sensitive)	<ul style="list-style-type: none"> From your interactions with WFP, in your view, is WFP sufficiently and regularly informed about the conditions related to food and nutrition security, disaster risk and climate change in the country? And about the specific needs of women and vulnerable groups in your area of work? 		••	•	••	••	••	•
	<ul style="list-style-type: none"> How well has WFP support in Bhutan addressed the (changing) needs of the population – especially the most vulnerable –served/targeted by your organization in terms of food and nutrition security, and protection from disaster and climate risks? Does it include any gender-specific approaches and address environmental issues? Please explain and provide examples. 	••	••	••	••	•	•	••
	<ul style="list-style-type: none"> Have you been consulted or otherwise involved in the design or planning of WFP activities? If so, how, and what kind of information have you provided? 	•	••	•	••	••	••	•
	<ul style="list-style-type: none"> What kind of information/evidence did you use to design the CSP? Was it disaggregated for vulnerable groups? Please provide examples of how it has informed your choices of (sub-)activities and implementation modalities, and how GEDSI has been mainstreamed/is reflected in the CSP. 	••						
	<ul style="list-style-type: none"> In what way has the experience/have the lessons of the T-ICSP/have previous work with WFP influenced the current CSP/the current activities you are implementing with WFP? 	••	••		•	•	•	
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?								

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
1.2.1 Alignment of SOs in the CSP to national policies, strategies and plans 1.2.2 Responsiveness of the CSP (and T-ICSP as relevant) to potential gaps in government capacity 1.2.3 Alignment of the SOs within the CSP to the SDGs	<ul style="list-style-type: none"> Can you provide examples of how WFP responded to specific support requests of the RGoB? Did WFP have any difficulties in providing the type of support that was requested/needed? 	••	••		•			
	<ul style="list-style-type: none"> Do you think that WFP support sufficiently takes into account bottlenecks in national capacities, or capacities of your organization, and in the institutional environment more generally? And does it serve the needs for capacity development of RGoB/local governments/your organization? Please explain how. 	••	••	••	•	•	•	•
	<ul style="list-style-type: none"> Do you think that WFP support is coherent with the national policy objectives and plans in your sector of work? 	•	••	••		•		•
	<ul style="list-style-type: none"> Please provide examples of WFP has identified , or you have jointly identified with WFP, capacity gaps/needs for capacity strengthening in counterpart/your organization(s). 	••	••	•	•	•	•	•
1.3 To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships of WFP in the country?								
1.3.1 Alignment and coherence of the CSP with the wider UN strategic framework for Bhutan 1.3.2 Creation of strategic partnerships with other UN agencies	<ul style="list-style-type: none"> Do you know if WFP has actively participated in the UNSDPF planning process? If so, in what areas, and how closely was WFP involved in the process? 	••				•		
	<ul style="list-style-type: none"> Are there any strategic partnerships or joint programmes between WFP and [UN agency] in Bhutan? If so, how and with what value proposition did these partnerships emerge? How was WFP's role in these partnerships agreed / what do you think are WFP's most important contributions to the partnerships? 	••	•			••		
	<ul style="list-style-type: none"> Do you think that WFP interventions are well aligned with the engagement of other UN agencies in the country? Do you see any synergies, overlaps, or remaining gaps with other UN work within WFP's broader area of activity in the country? Please provide examples. 	••	••	•		••	•	•
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?								

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
1.4.1 Coherence between SOs and Activities within the CSP and with wider WFP strategies and policies, and how they reflect WFP's comparative advantages	<ul style="list-style-type: none"> Can you explain how the CSP reflects the relevant WFP corporate strategies and policies in your sector? 	••						
	<ul style="list-style-type: none"> In what areas do you think WFP is particularly strong in Bhutan relative to other development partners? Do you think that WFP applies these strengths clearly in its CSP/activities? Are there any areas where WFP could use its comparative strengths (even) more? 	••	••	••	•	••	•	
	<ul style="list-style-type: none"> Do you think that the ToC reconstructed by us reflects your way of strategic thinking in practice? And what do you think of the set of Key Assumptions that we elaborated? 	••						
	<ul style="list-style-type: none"> Do you think WFP has a clear strategy in Bhutan? Do you think that WFP has adapted its strategy well when moving to CCS? 	•	••			•	••	
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?								
1.5.1 Responsiveness and adaptation to evolving needs and response capacity gaps, including in relation to the impacts of the COVID-19 pandemic	<ul style="list-style-type: none"> In your opinion, what are the main shifts in national and district-level capacities (and capacity strengthening needs) in your sector since 2018/2019? Can you tell us how WFP has responded to these changes? 	••	••	••				•
	<ul style="list-style-type: none"> What are the main changes in WFP interventions in response to Covid-19 (e.g. in agriculture and SBCC on nutrition)? Do you think these changes responded adequately to the crisis? 	••	••	•	••			
	<ul style="list-style-type: none"> What type of flexibility has WFP shown/offered in adjusting its support to changing RGoB needs, Covid-19, or other changes on context? Please provide examples. Are there any factors that make it more (or less) difficult for WFP to adapt to changes in the context? 	••	••	•	••	•		
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Bhutan?								
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDPF? Were there any unintended outcomes, positive or negative?								

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
2.1.1 Level of attainment of planned activities and outputs	<ul style="list-style-type: none"> Overall, have WFP expected CCS and other outputs in your area of work been achieved as planned/expected (also in terms of quality)? If yes/not, why yes/not? What factors affected the achievement of outputs (e.g. in agriculture, where the actual sales through aggregation systems were much higher than the target; for school meals which other factors can have contributed to the increase in dietary diversity)? 	••	••	•	••		•	
2.1.2 Progress towards achieving intended strategic outcomes, and generation of unintended outcomes								
2.1.3 Response to COVID-19 crisis	<ul style="list-style-type: none"> Have there been any unintended/surprising results, directly or indirectly, of WFP support? Please give examples. 	••	••	••	••			
	<ul style="list-style-type: none"> Please provide specific examples (or name all) policies, programmes and systems in your area of work (food security and nutrition; DRM) that have been enhanced through WFP support, and the way how WFP contributed to them, From ACR reporting it appears that already in 2019 a lot of progress was made on enhancement of food security and nutrition policies/programmes/systems, while for CCS work on DRM there was a peak in achievements 2021 while in 2019 and 2020 the progress was more limited. What are the reasons for these patterns? Can you provide information on how South-South or triangular cooperation has contributed to achieving these results (esp. SO1)? 	••	••	•		•		•
	<ul style="list-style-type: none"> If you did not receive WFP support directly, did you benefit from it indirectly in any way? Have you observed any changes in your area of work that you would relate, for example, to WFP support to the RGoB? 		••	••				•
	<ul style="list-style-type: none"> How important have these outputs been for higher-level outcomes in your sector? What changes have you observed in outcomes, e.g. in terms of institutional capacities, and food and nutrition security? Was there anything that prevented your organization from building on the outputs to achieve the outcomes? 	••	••	•	••			
	<ul style="list-style-type: none"> How effective has WFP's response to COVID-19 been in maintaining the intended results under each activity area (CCS and effects on indirect beneficiaries) despite the crisis? In particular, how has COVID-19 affected the observed patterns of RGoB staff trained in 2020 and 2021? How has WFP 	••	••	•	••		•	

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
	contributed to the results in times of crisis?							
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?								
2.2.1 Application and integration of humanitarian and protection principles, and of accountability to affected populations (AAP)	<ul style="list-style-type: none"> • Has WFP analysed or used existing analysis of protection issues? Do you believe that the design and implementation of WFP operations has considered protection issues properly? 	••	•			•		
2.2.2 Progress towards gender equality, disability, and social inclusion (GEDSI)	<ul style="list-style-type: none"> • Have systems/recommendations for protecting beneficiaries' data been adopted by your organization? Has WFP played any role in this? 	••	••	••	••	•		•
2.2.3 Integration and results of environment and climate change (EnvCC) considerations	<ul style="list-style-type: none"> • Has/can WFP support facilitate(d)/improve(d) access of beneficiaries/ vulnerable people to relevant services or assets in your area of work (e.g. in case of disasters)? How? 	••	••	•	•			•
	<ul style="list-style-type: none"> • What mechanisms has WFP/your organization put in place for improving AAP (e.g. information, feedback mechanisms)? Has WFP played a role in it? 	••	••	••	••			•
	<ul style="list-style-type: none"> • Has WFP analysed or used existing analyses of Gender Equality and Women Empowerment (GEWE) and EnvCC issues? Are analyses sufficiently contextualized? 	••						
	<ul style="list-style-type: none"> • How have gender / EnvCC issues been integrated and implemented in your policies, plans, and/or interventions? Has WFP played a role in this? 	••	••	••	••	•		
	<ul style="list-style-type: none"> • Do you consider WFP staff is sufficiently aware and accountable for integrating GEWE/transformational issues? 	••	••	•	•			••
	<ul style="list-style-type: none"> • Is the CSP conducive for gender substantive transformational action? And EnvCC action? Have you observed any tangible results? 	••	••		•		•	•
	<ul style="list-style-type: none"> • Do you consider WFP as a key partner for contributing to improved consideration (and addressing) of gender / EnvCC issues? What have been key contributions of WFP so far to this agenda? 	••	••		•	•	•	
	<ul style="list-style-type: none"> • Are indirect and direct beneficiaries of WFP's interventions sensitized on GEWE and EnvCC issues 	•	••	•	••			

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
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	<ul style="list-style-type: none"> Do you think that activities in your sector will be able to continue once WFP support has stopped? 	•	••	••	•			
	<ul style="list-style-type: none"> What processes are in place to ensure that improvements in institutional capacities, or their positive indirect effects in your sector, are maintained? Are there any transition/handover/budget strategies for continued service provision in place if/when WFP phases out? Is the infrastructure at local level sufficient to sustain the results? 	••	••	••	•			•
	<ul style="list-style-type: none"> How have sustainability issues been incorporated into the design and implementation of your activities? Has WFP support directly or indirectly changed your policies, regulations, or plans in this respect? 	•	••	•	•			
	<ul style="list-style-type: none"> Which of WFP's activities are likely to continue beyond 2023 without WFP's further external support? What support will they need? Which activities and assets are least likely to be maintained after WFP support ends? 	••	••	•	•		•	
EQ3 – To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?								
3.1 To what extent were outputs delivered within the intended timeframe?								
3.1.1 Timely delivery of results 3.1.2 Factors influencing the time required to deliver activities and outputs 3.1.3 Consequence of the time spent and the measures taken to save time	<ul style="list-style-type: none"> Have WFP activities been implemented in time for the needs of stakeholders/your organization and context? Has WFP responded timely to requests for assistance? Was advocacy and policy support to RGoB/your organization provided when most needed / useful? And what are the reasons for the relatively low of infrastructure works carried out in 2019 and 2020, and substantial scale-up in 2021 (relative to plan)? 	••	••	••	••			
	<ul style="list-style-type: none"> What are the main internal bottlenecks (HR, logistics, funding, procedures, etc) to timely programme delivery, and how can they be minimised? What actions have already been put in place? How do you explain the observed underspending on Activity 1 while the level resourced was actually rather adequate, whereas for Activity 2 the situation is the opposite? 	••	•		••			

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
	<ul style="list-style-type: none"> What external factors, especially related to Covid-19 and RGoB have affected timeliness? 	••	••		••			
	<ul style="list-style-type: none"> In what way has the timing (acceleration or delay) of WFP support affected decision-making and service delivery of RGoB, and indirect beneficiaries? 	••	••	•	••			
	<ul style="list-style-type: none"> If WFP support was accelerated, did it come at any costs (e.g. lower quality of outputs)? 	•	••	•	••			
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable benefit from the programme?								
3.2.1 Appropriateness of coverage and targeting strategies of WFP and institutional partners	<ul style="list-style-type: none"> How has WFP selected and worked with other organizations (RGoB counterparts, CPs, UN agencies) to improve their and its own targeting strategies through strategic assessments, CCS, transfer/integration of M&E data, joint analyses, etc.? How has this helped WFP to reach the target populations, indirectly or directly (in the case of farmers)? 	••	••		•	•		•
	<ul style="list-style-type: none"> How has your organization, and the communities you work with, been involved in the process of application of the targeting criteria that were set for the WFP CSP activities for farmers and SBCC? 	••	•	••	••	•	•	••
	<ul style="list-style-type: none"> Has RGoB/your organization improved its/your capacity for identifying the needs of beneficiaries and for applying adequate coverage and targeting criteria? What role has WFP support played in this? Does it help you to make more informed decisions about coverage/targeting, e.g. in DRM? 	•	••	••	•			
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?								
3.3.1 Economy in acquisition of inputs 3.3.2 Cost-efficiency in delivery of activities and outputs	<ul style="list-style-type: none"> How much, and in what way, does WFP depend on external services for the implementation of its CSP? How are these costs considered and monitored? Are they compared against any benchmarks? 	••						
	<ul style="list-style-type: none"> To what extent do CO staff costs affect cost efficiency? 	••						
	<ul style="list-style-type: none"> What cost savings in the acquisition of services or delivery of activities have been identified recently and put in place? How have they been identified? 	••			•			
	<ul style="list-style-type: none"> (How) do these cost saving measures affect the quality of activities 	••	••	•	••			

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
	implemented and outputs achieved?							
	<ul style="list-style-type: none"> • What were the specific costs related to COVID-19, if any? 	••	•	•	•			
	<ul style="list-style-type: none"> • Do you assess the cost implications of different delivery modalities for CCS? How do RGoB and CPs affect cost efficiency of activities? 	••	•		•			
3.4 To what extent were alternative, more cost-effective measures considered?								
3.4.1 Consideration of cost-effectiveness analysis (CEA) in CSP design and implementation	<ul style="list-style-type: none"> • Which approaches / different delivery modalities have been explored to enhance cost effectiveness? Does this affect decision-making regarding resources, delivery modalities/systems etc.? 	••			••			
	<ul style="list-style-type: none"> • Are WFP partners involved in cost effectiveness assessments? If so, how? 	••	•		•	•		
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 mobilisation strategies and results	<ul style="list-style-type: none"> • Has the CSP improved resource mobilisation for WFP? How (through what actions, and in what quality) has WFP adjusted its resource mobilisation strategy to the shift from direct implementation to CCS? Do the shifts in implementation modalities and WFP's funding strategy/actions affect donor's funding decisions? Did the CSP generate more un-earmarked funding as hoped? Or have donors selected specific activities to support? 	••					••	
	<ul style="list-style-type: none"> • In what way does WFP's profile (capacities and expertise in specific thematic areas) affect donors'/your funding decisions? 	••				••	••	
	<ul style="list-style-type: none"> • How does the transition of Bhutan to mid-income country status affect financing from donors? And how does WFP adjust its resource mobilisation strategy to this shift? 	••					••	
	<ul style="list-style-type: none"> • What alternative funding sources has WFP explored? Please provide examples of funding proposals, their quality/reviewer feedback, and the support received from HQ/RBB. 	••				•		
	<ul style="list-style-type: none"> • How predictable/certain are these alternative funding sources? 	••				•		

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
	<ul style="list-style-type: none"> Does the CO use any advance funding (examples)? 	••						
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's monitoring practices	<ul style="list-style-type: none"> What is your assessment of WFP M&E performance? Has WFP faced any challenges in M&E systems in relation to the CSP framework? 	••	•		•		•	
	<ul style="list-style-type: none"> Do you use any M&E systems or data hosted by WFP? How? 	•	••	••	••	•		
	<ul style="list-style-type: none"> Has M&E provided useful and timely information for decision-making in general and specifically for adaptive management? Please give examples of how specific activities were adjusted based on available M&E information. 	••	•		••		•	
	<ul style="list-style-type: none"> Please describe how the monitoring has been adjusted to the shift from direct implementation to CCS, and what challenges you have encountered? 	••						
4.3 How did the partnerships and collaborations with other actors influence performance and results?								
<ul style="list-style-type: none"> 4.3.1 WFP's partnership strategies 	<ul style="list-style-type: none"> In general, do you think the CSP process has been conducive for enhancing partnerships in the three activity areas and in relation to the SDGs? 	••	••			••		•
	<ul style="list-style-type: none"> What new partnerships have been developed with RGoB since the adoption of the CSP approach? How much have donors/other UN agencies been involved in this process? 	••	••			••		
	<ul style="list-style-type: none"> How have partnerships including South-South and triangular cooperation contributed to achievement of results? What type of additionality did they bring? 	••	••	•	•	••	•	
	<ul style="list-style-type: none"> Where has integration been difficult or impossible to achieve? 	••				••		
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?								
4.4.1 WFP's human resource capacity	<ul style="list-style-type: none"> How has the CO modified its HR strategy (CO/team organization, number and technical profiles of staff, contractual modalities, recruitment strategy, etc.) during the shift from direct implementation to CCS, and has the CO faced any difficulties in this process? Have HR been sufficient to support this 	••	•					

Dimensions of analysis	Interview questions	WFP staff	RGoB staff	District officials	CPs	UN agencies	Donors	CSOs
	shift? Are there any areas of HR that will need further development?							
	<ul style="list-style-type: none"> How does HQ and RBB support the HR strategy of the CO, especially in terms of capacity development? 	••						
	<ul style="list-style-type: none"> Do you think that WFP has secured sufficient technical staff with adequate profiles for the implementation of its current and future work programme and achieve its intended results? 	••	••	•	•			
	<ul style="list-style-type: none"> From your experience or in your view, does the absence of WFP field offices outside Thimphu affect the delivery of CSP activities in any way? 	••	•	••	••	•		•
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 Other factors affecting WFP's performance	<ul style="list-style-type: none"> In your view, has the handover of directly implemented activities under the T-ICSP to the RGoB been completed smoothly? 	••	••	••			••	
	<ul style="list-style-type: none"> Are there any other factors <u>within your organization</u> that have influenced the achievement of CSP results in your sector? Any influence from factors within other organisations involved? 	••	••	••	••	•		
	<ul style="list-style-type: none"> How do you think have CSP activities and results been affected by contextual factors, especially Covid-19, environment/climate change, socio-economic factors? 	••	••	••	••	•	•	•

Focus Group Discussion guides

A. Schools

A.1: Questions for parent-teacher association

1. What do you see as the purpose of school feeding?

2. What changes have you seen in the last 5 years in the school feeding program?
3. What changes have you noticed on the children? They do enjoy the meals? Any observed improvement in their overall health?
4. Do you notice any changes in your children in their healthy habits at home? In what way?
5. What changes have you seen in the school since the project started? Have these changes been different for boys and girls, in what way? Have there been any changes in terms of the participation in schools by particularly vulnerable groups?
6. Besides the impact on the children, has there been any positive or negative impact on the school? On the wider community? On the cooks who participate in the preparation of the cooking? On local farmers/producers ? In what way?
7. What is the role of the community? How well does the community participate?
8. What has worked well?
9. What have been the constraints and challenges? How have these been addressed?
10. Do parents contribute to the meals (fresh vegetables, condiments, fuel, etc.)?
11. What suggestions do you have on how to improve the intervention?
12. Are there any other health activities in the school? More consciousness on nutrition and health? What kind of nutritional supplements (if any) and by whom?
 - Iron/folic supplementation; Vitamin A; Deworming; Malaria prevention; Other

A.2: Questions for Cooks/Mess Staff

1. What is your role in the school feeding programme?
2. What do you see as the purpose of the school feeding program?
3. Did you receive any trainings on food handling, safety, nutrition and cooking or any other related trainings? How has that improved your work and delivery towards healthy school meals?
4. Do you use the school meal optimizer? How has it been helpful? In planning, efficiency, cost effectiveness and nutrition/health and palatability of children?
5. Besides the impact on the children, has there been any positive or negative impact on the school? On the wider community? On the women from the community who support the process of food preparation? On local farmers/producers (where relevant)? In what way?
6. Has the school kitchen and storage facilities been improved or newly constructed? How has that improved the working conditions and school meals?
7. Do parents contribute to the meals (fresh vegetables, condiments, fuel, etc.)?
8. Has the initiative had an impact on your lives? On the manner in which you are seen/treated by the school, or by the community?
9. What has worked well? (probe as necessary about logistics, relationship with the community, organization at school level, management of scheduling for women's participation in the cooking)
10. What have been the difficulties have you faced in your work?
11. Who do you go to for help in seeking solutions for these challenges? Has that helped in solving the difficulties? If not, why not?
12. What suggestions do you have on how to improve the intervention?

B. Farmer Groups/Participants in Agricultural Training

B.1: Questions

1. Why do you think your farmer group been selected to take part in the WFP activity on value chain development for the school meals programme and beyond?
2. What does this programme mean to you?
3. What kind of trainings and resources have you received? (Ask on frequency, diversity of trainings and resources provided)
4. Do you find the knowledge and the resources provided relevant and meets your farming needs? Did you find it easy to adopt these learnings?
5. What improvements have you gained from the trainings and resources (infrastructures) provided in your farm output, income and market linkages? What does that mean to you and your family?
6. How has it benefitted women's time use and burden with better technology and process? Has it improved for men? For children? Other vulnerable groups?
7. What are some challenges or things that did not work so well?
8. What do you see as benefits of such trainings? Why?
9. Why is climate resilient agriculture important to you?
10. Do you see changes in status of a farmer and farming? Are you seeing young people engaging and taking up farming because of improved prospects?
11. What new agricultural techniques and knowledge did you learn? What do you understand of its importance?
12. What future do you see as a farmer? Would you encourage your children to come work as an educated farmer?
13. What suggestions do you have to better improve or make it relevant to ensure sustainable agricultural value chain and productivity?

C. SBCC Communities

C. 1 : Questions

1. What does the program mean to you?
2. How many trainings have you received on healthy diet and related agriculture productivity?
3. Do you find the knowledge and the resources provided relevant and meets your/community's needs?
4. What are some changes in you and your family's diets before and after the training?
5. Did you find it easy to adopt these learnings?
6. What has worked well in changing and adapting healthy diets?
7. What are some challenges or did not work so well?
8. Did you make some adaptations to what you learned (e.g., if certain ingredients were not available or if it was not palatable)?
9. Why do you think you are being educated on healthy diet and agriculture productivity?
10. What new cooking techniques or menu planning did you learn? What did you understand of its importance?
11. Have you been practicing these new healthy diet practices and knowledge received? Please elaborate on your experiences.
12. Do you think it is sustainable and have you seen changes in your family/children/community's attitude and practices? Good or bad?

13. What suggestions do you have to better improve or make it relevant to ensure uptake, adoption and sustainability for healthy diet supported by relevant agriculture productivity?

Annex XI. Field mission schedule

13. The field mission for data collection and site visits took place from 18 July–29 July 2022.

14. The plan was as follows:

- first three days for meetings in Thimphu with central offices of the Government, WFP country office, United Nations agency partners and cooperating partners;
- a total of six days on field visits to Trongsa and Zhemgang for all four programme areas, and a short trip to Phuntsholing to visit FCBL on 20/21 July 2022;
- remaining three days back to Thimphu for follow up meetings, exit debrief and initial synthesis and analysis of data and insights.

Table 9: Field mission schedule

Date	Location	Time	Activity	Stakeholder(s)	ET member		
					AH	TC	MM
Mon, 18 July	Thimphu	AM	WFP country office meetings	Introductory meeting with full country office	X	X	X
				Nutrition Team: Phuntsho Wangmo and Udaya Sharma	X	X	
				Agriculture: Binai Lama			X
				Head of Office In-Charge: Dungkhar Dukpa	X	X	
				M&E Officer (outgoing): Udaya Sharma			X
				Operations, Admin and Finance, Communications and Advocacy: Melam Zangmo, Yeshey, Kinley Wangmo	X		X
		PM	RGoB meetings	GNHC: Mr. Wangchuk Namgyel - Officiating Secretary	X	X	X
				MoAF/DoA: Director Yonten Jamtsho and BB Rai (School Agriculture Programme (SAP)) and Mr. Tshetem (Production)	X	X	X
Tue, 19 July	Thimphu	AM	WFP CO meeting	DRM: Dechen Yangzom	X	X	X
				MoAF/PPD		X	X
				National Centre for Hydrology and Meteorology (Director and team)	X	X	
		PM	RGoB meetings	MoE/School Health and Nutrition Division (SHND), DSE: Chief Programme Officer Mr. Karma Wangchuk, joined by MoH/Department of Public Health (DoPH), Deputy Chief Program Officer/Nutritionist, Nutrition Program: Mr. Hari Prasad Pokhrel	X	X	
				MoHCA/DDM: Team members from Risk Prevention and Reduction and Rehabilitation and reconstruction Divisions	X	X	
				MoIC/Department of IT and Telecom (DITT): Thuenzang Choephel, Deputy Executive Engineer			X

Date	Location	Time	Activity	Stakeholder(s)	ET member			
					AH	TC	MM	
Wed, 20 July	Thimphu	AM	CSO partner meetings	Tarayana Foundation: Rosleen Gurung (Programme Manager) and Palden Wangmo (Programme Assistant)	X	X		
				Disabled People's Organization of Bhutan: Sonam Gyamtsho (Executive Director) and 5 other team members	X	X		
			UN partner meeting	FAO: Assistant Representative Chadho Tenzin			X	
			CSO partner meetings	National Commission for Women and Children (NCWC): Mr. Kinley Dorji, Programme Manager Child Protection	X	X		
			<i>MM travel to Phuntsholing (accompanied by Tashi Lhundup)</i>					X
		PM	WFP CO meeting	Supply chain and logistics: Tashi Lhundup			X	
			UN partner meeting	UNICEF: Resident Representative Dr. Will Parks and team	X	X		
Thu, 21 July	Trongsa	AM	<i>Travel to Trongsa: AH and TC, accompanied by Dungkhar Drukpa</i>			X	X	
			Visit Tshangkha Central School	FGD with mess hall committee and students	X	X		
		PM	Visit Tshangkha farmers group	FGD with farmers group and home visit	X	X		
	P/Ling	AM	FCBL visit	FCBL - Naitan Wangchuk (Chief Executive Officer (CEO)), Dinesh Subba (Regional Director Phuntsholing) Visit to in-house rice blending unit Visit to outsource rice blending unit Visit to school feeding warehouses			X	
		PM	<i>Travel from P/Ling to Thimphu</i>					X
Fri, 22 July	Thimphu		<i>Departure MM</i>					X
	Trongsa	AM	Courtesy call on Dzongda	Courtesy call on Dzongda - District Commissioner	X	X		
		AM/PM	Visit Bemji Primary School	FGD with mess committee, lunch observation, cooks meeting, kitchen and storage visit	X	X		
			District central office meetings	Assistant District Agriculture Officer	X	X		
				Assistant District Education Officer	X	X		
		Disaster Focal Person/Officer	X	X				
Sat, 23 July	Z/gang	AM	<i>Travel Trongsa to Zhemgang</i>			X	X	

Date	Location	Time	Activity	Stakeholder(s)	ET member			
					AH	TC	MM	
			Enroute visit Yebilaptsha Central School	FGD with mess hall committee and students, cooks, visit kitchen, storage	X	X		
		PM	Visit Berti smallholder farmers group	FGD with farmers group	X	X		
			Visit Khenrig Nam Sum (KNC)	Mr. Thinley Wangdi, Founder of KNC cooperative - an agriculture aggregator in TIngtingbi	X	X		
Sun, 24 July	Z/gang	AM/PM	Visit Tali smallholder farmers group	FGD with farmers group and potential farm visits	X	X		
Mon, 25 July	Z/gang	AM/PM	District central office meetings	Courtesy call on officiating Dzongda - District Commissioner (the officiating Dzongda is the District Livestock Officer)	X	X		
				District Planning Officer	X	X		
				District Education Officer	X	X		
				Officiating District Agriculture Officer. Vegetable and Organic Farming Officer	X	X		
				Disaster Focal Person/Officer - ABSENT	X	X		
	PM	SBCC visit	Samcholing SBCC visit with Tarayana Foundation and local government officials	X	X			
		Drive to Trongsa	Drive to halt in Trongsa due to rain and to avoid potential road block	X	X			
	Remote	PM	RGoB meeting	MoAF/Department of Agriculture and Marketing Cooperatives (DAMC) - Tshering Penjor (Marketing Officer), Dawa Tshering (Chief Marketing Officer)			X	
Donor meeting			IFAD - Roshan Cooke (Country Director) and Mr. Sonam Jatso, Country Officer and Consultant			X		
Tue, 26 July	Trongsa	AM/PM	<i>Travel to Trongsa to Thimphu</i>			X	X	

Date	Location	Time	Activity	Stakeholder(s)	ET member			
					AH	TC	MM	
Wed, 27 July	Thimphu	AM	Remote meeting	World Bank - DID NOT HAPPEN. Time was set but official did not attend	X	X		
		PM	UN partner meeting	Ms. Hersher - RC, Sonam Tshoki - Assistant Development Coordinator, UNRCO	X	X		
			WFP country office meeting	Susan Shuman - Nutrition SBCC Jigme Samdrup - Programme Associate	X	X		
			UN partner meeting	Mr. Alam, UNDP DRR	X	X		
Thu, 28 July	Thimphu	AM	ET work	Preparing for debrief	X	X		
		PM	Donor meeting	JICA team	X	X		
			RGoB meeting	BAFRA - Gyem Bidha - Officiating Director and Thinley Chozom, Food Quality and Safety Division	X	X		
			WFP country office meeting	Udaya Sharma	X	X		
Fri, 29 July	Thimphu	AM	ET work	Preparing for debrief				
		PM	Debriefing	Debriefing for country office and the Office of Evaluation and other participants joining remotely	X	X	X	
Mon, 1 Aug	Thimphu	AM	<i>Departure AH</i>			X		
End of field mission in Bhutan (remote interviews below)								
Tue, 2 Aug	Remote	PM	RGoB meeting	MoAF - Mr. Tsehten Tsheten, Information and Communication Technology Division, DoS. Focal person/lead of DRM logistics desk			X	
			RGoB meeting	MoHCA- Mr. Yeshe Namgyel, Deputy Chief Programme Officer, Preparedness and Response Division, DDM. Co-lead of logistics desk			X	
Fri, 19 Aug		PM	RBB	Ms. Katuscia Fara (re-interview)	X		X	

Date	Location	Time	Activity	Stakeholder(s)	ET member		
					AH	TC	MM
Wed, 24 Aug		PM	WFP CO meeting	Mr. Binai Lama (re-interview)			X
Thu, 25 Aug		PM	RBB	Ms. Anusara Singhkumarwong	X		
Fri, 2 Sept		PM	WFP CO meeting	Ms. Kencho Wangmo (frist time) and Ms. Phuntsho Wangmo (re-interview)	X	X	
Tues, 6 Sept		PM	WFP CO meeting	Ms. Melam Zangmo (re-interview)			X

Legend AH : Annemarie Hoogendoorn, MM: Marian Meller; TC: Thinley Choden

Annex XII. CSP outputs

Table 100: CSP output results 2019-2022

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Strategic Outcome 1: School-age children, women and vulnerable groups in Bhutan have improved nutrition in line with national targets by 2023														
Activity 1: Assist the Government in its transition to a national school nutrition programme based on an integrated approach to school feeding that connects school feeding with nutrition education, school health and school agriculture and embeds gender, environmental and social safeguards across all activities, strengthened supply chains and school nutrition infrastructure optimization.														
Output C: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	Individual	147	148	101%	175	70	40%	175	311	178%	175	67	38%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														
C.5*.1: Number of technical assistance activities provided	Institutional capacity strengthening activities	Unit	6	6	100%	7	7	100%	7	7	100%	7	-	-
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.														
C.6*.1: Number of tools or products developed	Institutional capacity strengthening activities	Unit	8	5	63%	4	3	75%	5	8	160%	5	-	-
C.8*: United States Dollar (USD) value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support														
C.8*.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening	Institutional capacity strengthening activities	USD	50 000	0	0%	350 000	0	0%	830 000	333 853	40%	700 000	65 560	9%

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
support														
Output E: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
E*.4*: Number of people reached through interpersonal SBCC approaches														
E*.4.1: Number of people reached through interpersonal SBCC approaches. (boys)	Institutional capacity strengthening activities	Number	0	-	-	2 250	0	0%	7 125	0	0%	14 250	-	-
E*.4.2: Number of people reached through interpersonal SBCC approaches. (girls)		Number	0	-	-	2 250	0	0%	7 125	0	0%	14 250	-	-
E*.5*: Number of people reached through SBCC approaches using media														
E*.5.1: Number of people reached through SBCC approaches using mass media (i.e. national TV programmes)	Institutional capacity strengthening activities	Individual	0	-	-	12 000	0	0%	12 000	0	0%	76 000	7	-
E*.5.4: Number of people reached through SBCC approaches using social media (i.e. Twitter, Facebook)		Individual	0	-	-	4 500	0	0%	21 375	260 000	1216%	21 375	53 424	250%
Output F: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
F.1*: Number of smallholder farmers supported/trained														

⁷ Five episodes of the children's programme "Pinda's Magic Bowl" were aired on BBS 3 in 2022. Unfortunately, BBS 3 does not have capacity to measure viewership so no figures are available on number of people reached.

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
F.1.27: Number of farmers who benefited from farmer organizations' sales to home-grown school meals programme and other structured markets	Institutional capacity strengthening activities	Number	0	-	-	2 500	502	20%	2 500	1 959	78%	2 000	1 793	90%
F.1.62: Number of counterparts trained		Number	0	-	-	20	15	75%	20	40	200%	20	10	50%
Output L: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
L.1*: Number of infrastructure works implemented, by type														
L.1.1: Number of infrastructure works implemented	Institutional capacity strengthening activities	Unit	0	-	-	10	0	0%	17	11	65%	17	-	-
Output M: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
M.1*: Number of national coordination mechanisms supported														
M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	Unit	2	2	100%	2	2	100%	2	2	100%	2	2	100%
Output N: Targeted primary and secondary schoolchildren, including adolescent girls, benefit from healthy diets consisting of diverse foods, gender transformative nutrition education and health services provided to boys and girls in order to improve their nutrition, combat non-communicable diseases and enhance school performance.														
N*5: Number of schools with infrastructure rehabilitated or constructed														
N*.5.2: Number of kitchens or cook areas rehabilitated/constructed	Institutional capacity strengthening activities	Unit	-	0	-	-	-	-	-	-	-	-	-	-
Activity 2: Provide technical assistance to the Government and the national food production and trade sectors to ensure that sound policies are in place and ensure quality and safety of fortified foods, especially rice, throughout their supply chains.														
Output C: Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.														
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	Individual	30	48	160%	50	78	156%	50	32	64%	-	-	-
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														
C.5*.1: Number of technical assistance activities provided	Institutional capacity strengthening activities	Unit	5	5	100%	5	3	60%	4	3	75%	-	-	-
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.														
C.6*.1: Number of tools or products developed.	Institutional capacity strengthening activities	Unit	1	2	200%	4	4	100%	2	2	100%	-	-	-
C.8*: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.														
C.8*.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support	Institutional capacity strengthening activities	USD	0	-	-	15 000	0	0%	0	-	-	-	-	-
Output L: Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.														
L.1*: Number of infrastructure works implemented, by type														
L.1.1: Number of infrastructure works implemented	Institutional capacity strengthening activities	Unit	1	0	0%	1	0	0%	2	1	50%	-	-	-
Output M: Vulnerable populations benefit from the Government's increased capacity to monitor the safety and quality of fortified foods and thus to ensure that their basic food and nutrition needs are met.														
M.1*: Number of national coordination mechanisms supported														
M.1.1: Number of national	Institutional	Unit	1	1	100%	1	2	200%	2	2	100%	-	-	-

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
coordination mechanisms supported	capacity strengthening activities													
Strategic Outcome 2: Government has strengthened capability to address food security and nutrition challenges and prepare for and respond to crises, including those resulting from climate change, by 2023.														
Activity 3: Provide the Government with gender-informed and vulnerability-focused capacity strengthening relevant to its management of national emergency resources, and the development, enhancement and testing of national emergency response plans and coordination systems, through WFP's leadership of the emergency logistics and communications sectoral working group.														
Output C: Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.														
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														
C.4*.1: Number of government/national partner staff receiving technical assistance and training	Institutional capacity strengthening activities	Individual	139	94	68%	115	95	83%	150	180	120%	120	208	173%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities.														
C.5*.1: Number of technical assistance activities provided	Institutional capacity strengthening activities	Unit	6	4	67%	6	3	50%	7	7	100%	6	1	17%
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.														
C.6*.1: Number of tools or products developed	Institutional capacity strengthening activities	Unit	3	3	100%	4	3	75%	3	4	133%	3	1	33%
C.7*: Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support.														
C.7*.1: Number of national institutions benefiting from embedded or seconded	Institutional capacity strengthening	Number	1	1	100%	1	1	100%	1	1	100%	0	-	-

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
expertise as a result of WFP capacity strengthening support	activities													
C.8*: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support.														
C.8*.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support	Institutional capacity strengthening activities	USD	0	-	-	30,000	189,000	630%	0	-	-	15000	54000	360%
Output G: Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.														
G.7: Number of tools developed to strengthen national systems for forecast-based early action														
G.7.1: Number of forecasting tools developed	Institutional capacity strengthening activities	Tool	1	2	200%	0	-	-	-	-	-	-	-	-
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	Institutional capacity strengthening activities	%	0	-	-	33	16	48%	33	16	48%	16	1	6%
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)	Institutional capacity strengthening activities	Individual	0	-	-	0	-	-	0	-	-	500	0	0%
G.9.2: Number of people covered and assisted through forecast-based anticipatory actions against climate shocks	Institutional capacity strengthening activities	Individual	0	-	-	0	-	-	0	-	-	500	0	0%

Detailed indicator	Sub-activity	Unit	2019			2020			2021			2022		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
(women and girls)														
Output H: Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.														
H.2*: Number of WFP-led clusters operational, by type.														
H.2.1: Number of WFP-led clusters operational	Institutional capacity strengthening activities	Unit	0	-	-	2	0	0%	2	1	50%	3	-	-
Output L: Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.														
L.1*: Number of infrastructure works implemented, by type														
L.1.1: Number of infrastructure works implemented	Institutional capacity strengthening activities	Unit	0	-	-	2	3	150%	2	1	50%	1	1	100%
Output M: Food-insecure and other vulnerable people benefit from the Government's enhanced knowledge of vulnerability, emergency logistics and best practices for supply chain systems (including storage and decentralized strategic grain reserves) and enhanced ability to minimize losses and improve food security in times of need.														
M.1*: Number of national coordination mechanisms supported														
M.1.1: Number of national coordination mechanisms supported	Institutional capacity strengthening activities	Unit	2	2	100%	3	2	67%	3	2	67%	3	-	-

	Outcome		Output		Over-performance (percentage achievement above 100)
	Activity		Output indicator		Under-performance (percentage achievement below 50)

Source: WFP Bhutan CM-O004 2019-2021 data extracted on 01/12/2021 for 2019 and 2020 and on 10/02/2022 for 2021; 2022 data from Bhutan country office, shared 26.08.2022.

Note: For 2022 data, planned figures are for whole year 2022 whereas actual figures are until July 2022, except for Act1 output indicators F.1.27 and F.1.62 that are until June 2022.

Annex XIII. Coverage of main Rome-based agency (RBA) agriculture programmes

Table 111: Land used for agriculture, employment in agriculture, and coverage of main Rome-based agency programmes by district

District	Land used for agriculture (2019, in acres)				Employment (2021)				Districts covered by main RBA programmes		
	Wetland	Dryland	Orchards	Total land used for agriculture	Economically active population	Employment rate	Proportion of employed persons in agriculture	Estimated number of persons employed in agriculture	WFP (under NSFNP)	IFAD (CARLEP)	FAO (FSAPP)
Bumthang	3	9 612	3	9 618	8 574	98.5%	48.0%	4 054	•		
Chhukha	1 935	14 985	734	17 654	29 598	95.2%	39.0%	10 989			•
Dagana	3 746	11 641	627	16 014	13 532	98.5%	71.8%	9 570			•
Gasa	198	646		844	1 886	98.5%	55.4%	1 029			
Haa	172	4 362	280	4 814	6 270	93.9%	66.4%	3 909			•
Lhuentse	1 781	4 688	31	6 500	6 348	95.8%	55.0%	3 345	•	•	
Monggar	1 331	17 525	27	18 883	18 987	97.0%	66.4%	12 229		•	
Paro	2 912	5 426	297	8 634	19 387	92.3%	41.5%	7 426			
Pema Gatshel	348	16 409	1 087	17 844	11 758	97.4%	48.2%	5 520		•	
Punakha	6 488	1 653	28	8 169	12 518	94.9%	60.7%	7 211			
Samdrup Jonkhar	1 780	16 023	431	18 233	14 720	99.0%	50.5%	7 359		•	
Samtse	6 667	20 726	2 193	29 586	33 554	96.1%	69.4%	22 378	•		•
Sarpang	4 513	10 398	2 157	17 068	23 494	96.4%	53.8%	12 185			•
Thimphu	421	1 692	102	2 216	59 661	89.9%	7.7%	4 130			
Trashigang	221 714	15 372	36	237 122	23 542	97.0%	62.8%	14 341		•	
Trashigang	1 501	4 948	32	6 481	8 170	95.5%	56.6%	4 416		•	
Trongsa	1 718	4 849	64	6 631	8 707	96.3%	62.0%	5 199	•		
Tsirang	3 852	8 029	805	12 686	11 215	97.2%	69.7%	7 598			
Wandue Phodrang	4 218	4 564	13	8 795	18 312	96.4%	61.9%	10 927			
Zhemgang	1 596	11 985	144	13 725	8 142	98.5%	58.5%	4 692	•		
Total	266 892	185 533	9 092	461 517	338 375	92.8%	49.2%	158 507			

Sources: Land used for agriculture: RGoB, National Statistics Bureau. 2022. Statistical Yearbook of Bhutan 2021. Employment: RGoB, National Statistics Bureau. 2021. Labour Force Survey Report Bhutan 2021. Evaluation team calculations in the last columns of the land use and employment panels. Districts covered by Rome-based agency programmes: See Figure 17 in the

main text. CARLEP: Commercial Agriculture and Resilient Livelihoods Enhancement Programme, FSAPP: Food Security and Agriculture Productivity Project, NSFNP: National school feeding and nutrition programme

Annex XIV. Suggestions on CSP monitoring and adopting a Theory of Change approach

15. As explained in the evaluation report, the evaluation team recommends developing a full theory of change for the next CSP. This annex further explains the rationale behind the recommendation and presents suggestions for enhancing monitoring of the next CSP building on the theory of change approach.

16. Adopting a theory of change approach would enable the country office and other WFP entities to better capture outputs and the changes at outcome level from the lens of the overall package of support rather than the separate activities/areas of work. The (reconstructed) theory of change adds value as it illustrates the links and synergies across the various areas of work within the CSP. Moreover, the formulation of a theory of change will assist in identifying specific assumptions for both outputs and outcomes and the same can become subject for regular monitoring and evaluation during assessment of factors contributing to results.

17. Integrating additional indicators and more qualitative information as suggested in Box 3 would not only be useful for reporting, but also as input for: i) decision making by the country office, in consultation with its government and other partners, on prioritization of certain activities over others dependent upon the demand (government needs) and supply (WFP financial and other resources) situation, and ii) annual workplan preparation. As monitoring and reporting systems should not become unnecessarily heavy, it is suggested that WFP carefully match the content of additional monitoring information, and the regularity of its collection, with what is needed as input for decision making at specific points in time over the implementation period of the new CSP.

Box 3: Suggestions for key areas of monitoring through quantitative and qualitative data

- For direct outputs at the institutional level, there could be specific indicators measuring the capacities among government staff such as increased knowledge among Ministry of Education and (sub)district officers on use of the education management information system (EMIS), among the Ministry of Agriculture and Forests and (sub)district officers on use of mobile operational data acquisition (MODA) and other tools for monitoring of agricultural production and value chain and among government staff and other stakeholders on disasters and how to manage their impacts. Qualitative information should be gathered on outputs from the policy support on school nutrition, rice fortification and nutrition, including SBCC, disaster risk management, emergency logistics and telecommunications.
- For indirect outputs at individual/household level, data on the number of schoolchildren benefiting from nutrition education (through the EMIS system) is key. There should be periodic household surveys in the districts/communities covered by the agricultural value chain support that measure changes in access to farming knowledge and inputs, increases in vegetables and fruits production and the level of increase in knowledge on more diversified and appropriate diets.
- For direct outcomes at institutional level, the corporate country capacity strengthening indicators can continue but should be supported by periodically produced narratives expanding on the targets and achievements. As stressed in the evaluation, the evaluation team agrees that the Emergency Preparedness Capacity Index (EPCI) could be ended/is no longer but proposes the uptake of the Systems Approach for Better Educational Results (SABER).
- For indirect outcomes at individual/household level, periodic household surveys should be considered to assess social and behaviour change on nutrition leading to improved dietary diversity. For the districts with agricultural activities, household surveys can explore, increased levels of farmer organization, improved linkages with markets for both farming inputs and sales, increases in

household income from sales of vegetables and fruits, and sales and resultant increase in household food security and economic status.

Annex XV. Evaluation timeline

Table 122: Evaluation timeline

Phase 1 – Preparation			
	Draft ToR cleared by Director of Evaluation (DoE) and circulated for comments to country office and to long-term agreement (LTA) firms	DoE	12 January 2022
	Comments on draft ToR received	Country office	26 January 2022
	Proposal deadline	LTA	2 March 2022
	LTA proposal review	Evaluation manager (EM)	3 – 16 March 2022
	Final revised ToR sent to WFP stakeholders	EM	18 February 2022
	Contracting evaluation team/firm	EM	31 March 2022
Phase 2 - Inception			
	Team preparation, literature review prior to headquarters briefing	Team	4 – 25 April 2022
	Headquarters & regional bureau inception briefing	EM & Team	19 – 29 April 2022
	Inception briefings	EM + Team Leader (TL)	2-6 May 2022
	Submit draft inception report (IR)	TL	30 May 2022
	WFP Office of Evaluation (OEV) quality assurance and feedback	EM	30 May – 3 June 2022
	Submit revised IR	TL	9 June 2022
	IR review	EM	13 June 2022
	IR clearance to share with country office	DoE	22 June 2022
	EM circulates draft IR to country office for comments	EM	23 June – 6 July 2022
	Submit revised IR	TL	8 July 2022
	IR review	EM	12 July 2022
	Seek final approval by QA2	EM	13 July 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	13 July 2022
Phase 3 – Data collection, including fieldwork			
	In country/remote data collection	Team	18-29 July 2022
	Exit debrief (ppt)	TL	29 July 2022
	Preliminary findings debrief	Team	26 August 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	9 September 2022
	OEV quality feedback sent to TL	EM	19 September 2022
D	Submit revised draft ER to OEV	TL	29 September 2022
	OEV quality check	EM	3 October 2022

	Seek clearance prior to circulating the ER to internal reference group (IRG)	DoE	6 October 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	7-21 October 2022
	Consolidate WFP comments and share with team	EM	25 October 2022
	Stakeholder workshop (in country or remote)		26-28 October 2022
Draft 2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments	ET	3 November 2022
	Review Draft 2	EM	11 November 2022
	Review Draft 2 by DoE	DoE	18 November 2022
Draft 3	Submit final draft ER to OEV	TL	28 November 2022
	Review Draft 3	EM	10 December 2022
	Seek final approval by DoE	DoE	6 January 2023
	Draft summary evaluation report	EM	January 2023
	Seek SER validation by TL	EM	January 2023
	Seek DoE clearance to send SER	DoE	January / February 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	February 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	March 2023
	Tail end actions, OEV websites posting, EB round table etc	EM	April – October 2023
	Presentation of summary evaluation report to the EB	DoE	November 2023
	Presentation of management response to the EB	D/PPP	November 2023

Annex XVI. Findings-Conclusions-Recommendations Mapping

Table 133: Findings-Conclusions-Recommendations Mapping

Recommendations	Conclusions	Findings (EQs)
R1: Optimal strategic focus and alignment with national priorities and the SDGs	C2: Strategic focus and alignment with national priorities and the SDGs	EQs 1, 2 and 4
R1.1: Build on internal capacities and competitive advantages and align with changing government priorities and capacities	C4: Management for development results, reporting and accountability, and flexibility to respond to a dynamic operational context	EQ 1.4, 4.3, 4.4
R1.2: Develop a ToC alongside the CSP line of sight		EQ 1.4, 2.1
R1.3: Use existing evidence and address evidence gaps		EQ 1.1
R2: Achieve better harmonization with UN entities and processes	C3: Harmonization with UN entities and processes	EQs 1 and 4
R2.1: Position WFP Bhutan more clearly in relation to other UN agencies		EQs 1.3, 1.4, 4.3
R2.2: Continue engaging in technical working groups		EQs 1.2, 4.3
R3: Enhanced management for development results, reporting and accountability, and higher flexibility to plan for and respond to dynamic operational contexts	C1: Achievements	EQs 1, 2, 3 and 4
R3.1: Review the result indicators and improve monitoring	C4: Management for development results, reporting and accountability, and flexibility to respond to a dynamic operational context	EQ 2.1, 2.2, 3.1, 4.2
R3.2: Effective knowledge management strategy		EQ 4.2
		EQs 1.2, 1.5, 4.2
	C5: Transaction costs and human resources	EQs 3 and 4

		EQs 3.2, 3.3, 3.4, 4.4
R4: Enhanced resource mobilization	C1: Achievements	EQ 2
		EQs 2.1, 2.2
R4.1: Strengthen and diversify the resource mobilization strategy	C6: Financial resource mobilization	EQs 3 and 4
		EQs 3.3, 4.1

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Annex XVIII. Acronyms

AAP	Accountability to affected populations
ACR	Annual Country Report
ADB	Asian Development Bank
AMIS	Agriculture Market Information System
BAFRA	Bhutan Agriculture and Food Regulatory Authority
BRECSA	Building Resilient Commercial Smallholder Agriculture
CARLEP	Commercial Agriculture and Resilient Livelihoods Enhancement Programme
CBP	Country Portfolio Budget
CCI	Critical Corporate Initiatives
CCS	Country Capacity Strengthening
CEA	Cost-Effectiveness Analysis
CEO	Chief Executive Officer
CLEAR	Consolidated Livelihoods Exercise for Analysing Resilience
CO	Country office
COVID-19	Coronavirus Disease
CP	Cooperating partner
CSO	Civil society organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAMC	Department of Agriculture and Marketing Cooperatives
DDM	Department of Disaster Management
DE	Decentralized evaluation
DEO	District Education Officer
DEV	Development operation
DITT	Department of IT and Telecom
DMCP	Disaster Management Contingency Plan
DMIS	Disaster Management Information System
DoE	Director of Evaluation
DoPH	Department of Public Health
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DSC	Direct Support Costs
EB	Executive Board
ECP	Economic Contingency Plan

EM	Evaluation Manager
EMIS	Education Management Information System
EPCI	Emergency Preparedness Capacity Index
EPR	Emergency Preparedness and Response
EQ	Evaluation Question
EQUIP	Earthquake Impact Planning
ER	Evaluation Report
ET	Evaluation Team
ETC	Emergency Telecommunication
EXP	Expenditure
FAO	Food and Agriculture Organization of the United Nations
FCBL	Food Corporation of Bhutan Ltd.
FCS	Food Consumption Score
FGD	Focus group discussion
FNG	Fill the Nutrient Gap
FNS	Food and Nutrition Security
FSAPP	Food Security and Agriculture Productivity Project
FSS	Food Systems Summit
FTA	Fixed-term assignment
FTS	Financial tracking service
FYP	Five-Year Plan
GAFSP	Global Agricultural and Food Security Programme
GDP	Gross domestic product
GEDSI	Gender, equity, disability and social inclusion
GEWE	Gender equality and the empowerment of women
GII	Gender Inequality Index
GLOF	Glacial lake outburst flooding
GNH	Gross national happiness
GNI	Gross national income
GNHC	Gross National Happiness Commission
GNR	Global Nutrition Report
HACT	Harmonized approach to cash transfers
HDI	Human Development Index
HELP	Humanitarian and Emergency Logistics Project
HGSF	Home-grown school feeding
HQ	Headquarters
HR	Human resources
IFAD	International Fund for Agricultural Development

IR	Inception Report
IRG	Internal Reference Group
IR-PREP	Immediate Response Account for Preparedness (WFP)
ISC	Indirect Support Costs
IT	Information Technology
ITC	International Trade Centre
JICA	Japan International Cooperation Agency
KNRA	Key National Results Area
KOICA	Korea International Cooperation Agency
MoAF	Ministry of Agriculture and Forests
MODA	Mobile Operational Data Acquisition
MoE	Ministry of Education
MoF	Ministry of Finance
MoH	Ministry of Health
MoHCA	Ministry of Home and Cultural Affairs
MoIC	Ministry of Information and Communication
MPTF	Multi-Partner Trust Fund
MSU	Mobile storage unit
MT	Megaton
MTR	Mid-Term Review
NBP	Needs-Based Plan
NCD	Non-communicable disease
NCHM	National Centre for Hydrology and Meteorology
NCWC	National Commission for Women and Children
NDMA	National Disaster Management Authority
NLPWG	National Logistics Preparedness Working Group
NRKA	National Key Result Areas
NSB	National Statistics Bureau
NSFNP	National School Feeding and Nutrition Programme
NSFSR	National Strategic Food Security Reserve
OCHA	United Nations 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	WFP Office of Evaluation
PPD	Policy and Planning Division
PRISM	Platform for Real-Time Impact and Situation Monitoring System
PSA	Programme support and administration

QLI	Qualitative
QTI	Quantitative
RAA	Rapid assessment approach
RAMCO	Regional Agricultural Marketing and Cooperatives Office(r)s
RBA	Rome-based agencies (FAO, WFP and IFAD)
RBB	Regional bureau in Bangkok
RC	Resident Coordinator (UN)
RCO	Resident Coordinator's Office (UN)
RGoB	Royal Government of Bhutan
RNR	Renewable Natural Resources
SAARC	South Asian Association for Regional Cooperation
SABER	Systems Approach for Better Educational Results
SAP	School Agriculture Programme
SBCC	Social behaviour change communication
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SERP	Socioeconomic Response Plan
SF	School feeding
SHND	School Health and Nutrition Division
SMP	School Meals Programme
SO	Strategic outcome
SP	Strategic Plan
SRA	Strategic result area (National Nutrition Strategy and Action Plan 2021-2025)
TA	Technical assistance
T-ICSP	Transitional Interim Country Strategic Plan
TL	Team Leader
ToC	Theory of change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations country team
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UNICEF	United Nations Children's Fund
UNRCO	United Nations Resident Coordinator's Office
UNSDPF	United Nations Sustainable Development Partnership Framework
USD	United States Dollar
USDA	United States Department of Agriculture
VNR	Voluntary National Review

WB	World Bank
WFP	World Food Programme
WG	Working Group
WG-SS	Washington Group Short Set on Functioning
WHO	World Health Organization

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