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Evaluation of Eswatini WFP Country Strategic Plan 2020 -2025

Terms of reference

Table of contents

Table of contents	2
1. Introduction	3
2. Reason for the evaluation	3
2.1. Rationale.....	3
2.2. Objectives	3
2.3. Key Stakeholders	3
3. Context and subject of the evaluation	4
3.1 Context	4
3.2 The subject of the evaluation.	5
4. Evaluation scope, criteria and questions.....	12
5. Methodological approach and ethical considerations.....	15
5.1. Evaluation approach.....	15
5.2. preliminary considerations on Evaluability and methodological implications.....	16
5.3. Ethical considerations	18
5.4. Quality assurance	19
6. Organization of the evaluation.....	20
6.1. Phases and Deliverables	20
6.1. Evaluation team composition.....	20
6.2. Roles and responsibilities	22
6.3. Security considerations.....	22
6.4. 6.4. Communication	23
6.5. The proposal	23
Annex 1: Overview of performance data availability	24
Annex 2: Comparison of T-ICSP and CSP activities.....	30
Annex 3: List of relevant Previous Evaluations.....	31
Annex 4: Acronyms.....	32

1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: Section 1 provides information on the purpose, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP country strategic plan (CSP); section 4 defines the evaluation scope, criteria and questions; section 5 identifies the methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized. The annexes include an overview of performance data and list of previous evaluations that the evaluation team can build on.

2. Reason for the evaluation

2.1. RATIONALE

4. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in November 2025.

2.2. OBJECTIVES

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

2.3. KEY STAKEHOLDERS

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP country office, regional bureau in Johannesburg and headquarters technical divisions such as the social protection unit, emergency operations division, school-based programmes, climate and disaster risk reduction service, nutrition division, and technical assistance and country capacity strengthening unit. Other key stakeholders include the Executive Board (EB), the beneficiaries, the Government of Eswatini, local and international non-governmental organizations (NGOs), the United Nations country team.
7. The Government of Eswatini is the main stakeholder in the implementation of the WFP CSP. WFP is partnering closely with the government on activities related to the enhancement of the national social protection system and the National School Feeding Program. In addition, WFP provides training and technical support to smallholder farmers. Key national stakeholders that the evaluation will engage with therefore include: i) the Ministry of Education and Training ii) the Ministry of Social Protection iii) the Ministry of Health iv) the Ministry of Agriculture v) the Vulnerability Assessment Committee among others.
8. The CSPE will seek to engage beneficiaries, health workers, smallholder farmers and other participants in WFP activities to learn directly from their perspectives and experiences. Particular attention will be paid to women and girls and marginalised groups such as people living with HIV and disabilities.

9. Additional stakeholders of the CSP include among others i) members of the United Nations Country Team in Eswatini, in particular FAO, UNAIDS, UNICEF, UNEP and UNDP¹ ii) important bilateral donors such as Japan and Germany iii) Multilateral donors such as the European Commission and International Financing Institutions (World Bank, African Development Bank) iv) International NGOs such as World Vision International, Save the Children v) local NGOs (Africa Cooperative Action Trust) and other civil society organizations vi) members from the private sector (the Centre for Financial Inclusion and the National Maize Corporation) and academic institutions such as the National University of Eswatini.
10. The final list of stakeholders will be further detailed out after consultation with the Country Office.

3. Context and subject of the evaluation

3.1 CONTEXT

11. The Kingdom of Eswatini is a landlocked, lower middle-income country² with a population of 1,2 million.
³The life expectancy at birth is 57⁴. Despite its status as a lower middle-income country, the country faces structural and persistent inequalities with a Gini coefficient of 54.6.⁵ An estimated 59 percent of the total population is below the poverty line, with 29 percent of the total population living in extreme poverty.⁶
12. The population is predominantly young and rural (over 70 percent of the population live in rural areas)⁷ although a slow shift is emerging. People under the age of 20 represent 46.5 percent of the total population, but the population growth rate has slowed down, primarily due to falling fertility rates and the effects of HIV and AIDS.⁸ Eswatini has one of the highest HIV prevalence rates, with about 26.8 percent of adults living with HIV.⁹ Women are disproportionately affected, with a prevalence of 35 per cent compared to 19 per cent for men. HIV and AIDS have destabilized families and communal support systems, as evidenced by a dramatic increase in the number of vulnerable children and households headed by children and elderly people¹⁰. Despite efforts to address HIV and AIDS, the number of infections remain high along with the persistence of stigma and discrimination against affected persons.
13. The Gender Inequality Index value for Eswatini was 0.54 in 2021, ranking 144th out of 191 countries¹¹. Women and young girls are disproportionately affected by poverty and food security as, compared to men, and tend to have more negative coping strategies.¹² Customary law and practices perpetuate inequalities for women in areas such as inheritance and property rights, economic opportunities, education and health care services.¹³ Gender-based violence (GBV), sexual abuse and discriminatory sexual behaviour and practices affect one in three women by the age of 18.¹⁴ Female youth (20-24 years old) are particularly affected by early marriages and HIV and AIDS¹⁵.
14. Eswatini ratified the United Nations Convention on the Rights of Persons with Disabilities (CRPD) in 2012. Approximately 12 percent of the population is estimated to have a disability with females more affected

¹ WFP, ACRs 2018 – 2022.

² The World Bank, *World Bank Country Classification*, July 20 23. Accessed on September 15th, 2023.

³ The World Bank Data, *World Development Indicators*, 2022. Accessed on September 14th, 2023.

⁴ World Bank <https://data.worldbank.org/indicator/SP.DYN.LE00.IN?locations=SZ> 2021 (consulted 3.11.2023)

⁵ The World Bank Data, *World Development Indicators*, (most recent values as of 2016). Accessed on September 22nd, 2023.

⁶ International Monetary Fund, Kingdom of Eswatini: 2023 Article IV Consultation-Press Release; Staff Report; and Statement by the Executive Director for Kingdom of Eswatini, May 2023 (most recent data are from 2020)

⁷ Eswatini, Zero Hunger Strategic Review.2018

⁸ National Development Plan, Towards Economic Recovery, 2019/20-2021/22.

⁹ United Nations Eswatini, Eswatini Common Country Analysis, 2020.

¹⁰ WFP, Eswatini Country Strategic Plan, 2020.

¹¹ UNDP, Human Development Report for 2021. 2022

¹² United Nations Eswatini, Eswatini Common Country Analysis, 2020.

¹³ *ibidem*

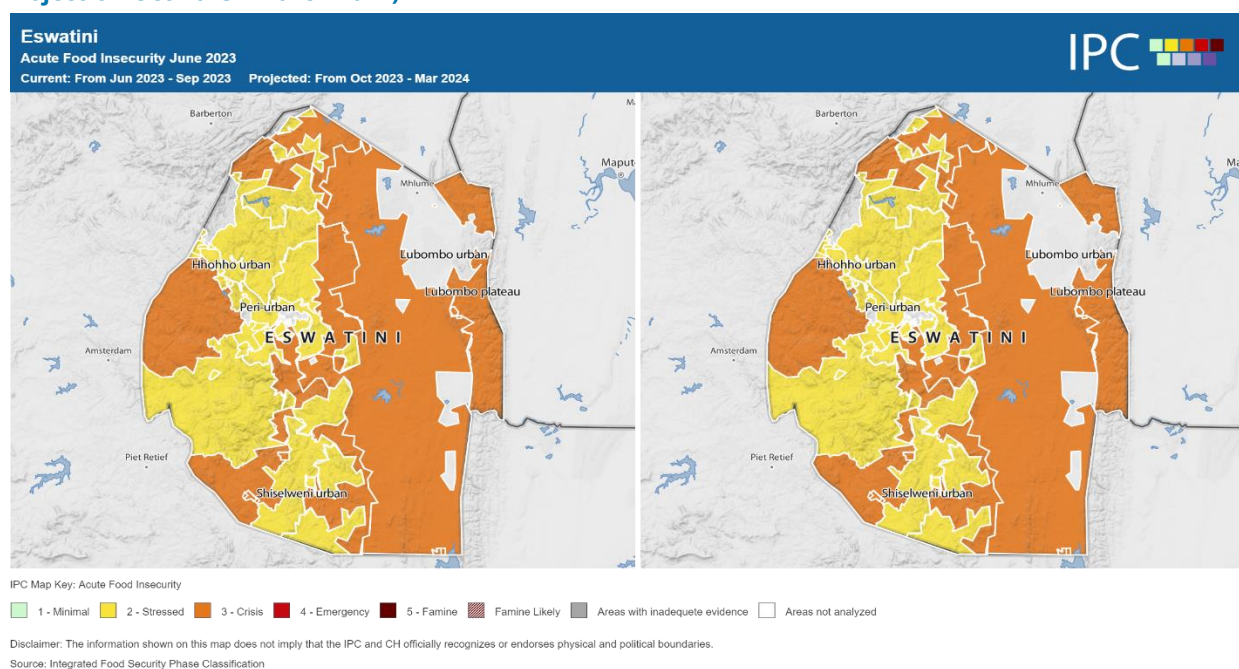
¹⁴ UNFPA, Population Dashboard, Accessed on September 15th, 2023.

¹⁵ State of the Youth Report, 2015; Eswatini, National Youth Policy, 2020

than males (58 percent and 42 percent, respectively)¹⁶. Eighty two percent of all persons with disabilities live in rural areas¹⁷. People with disabilities face lower educational achievements, lower levels of employment, and high rates of poverty¹⁸ and 83.7 percent of people with disabilities in Eswatini are economically inactive¹⁹.

- Food security is a major challenge for Eswatini which, as many countries in Southern Africa, has been affected by the current global food crisis. The latest IPC analysis (June 2023) shows a deterioration in the national food security levels²⁰.

Figure 1 : Eswatini IPC Acute Food and Nutrition Insecurity Classification (Left: June - Sept 2023; right: Projection Oct 2023 - March 2024)



- Approximately 238,000 people (20% of the population) is highly food insecure, compared to 16 percent in 2022, with a projected increase to 268,000 (26% of the population by the first quarter of 2024²¹). This is partially driven by the combined spill-over effects of the COVID-19 pandemic and the effects of the Ukraine crisis, which have contributed to a decline of household's purchasing power and an increase in the prices of inputs, which significantly reduced access to food. Eswatini ranks 75th out of the 125 countries with sufficient data to calculate the Global Hunger Index (GHI) with an overall score of 17.3, which highlights a moderate level of hunger for the country²².

- Eswatini is highly vulnerable to climate change. Recent drought episodes have had important macroeconomic and food security consequences. Recorded and projected climate trends point to a steady increase in temperature, more erratic rainfall patterns, and greater frequency and intensity of droughts and floods. The ND-Gain Index (137 out of 181 countries in 2018) indicates the country's high vulnerability to climate change coupled with a low readiness to improve resilience.²³

3.2 THE SUBJECT OF THE EVALUATION.

¹⁶ Partnership on the Rights of Persons with Disabilities. 2022. Eswatini -Country Brief. p.7

¹⁷ Ibid.

¹⁸ Ibidem

¹⁹ Government of Eswatini: Central Statistics Office (2010) 2007 Population and Housing Census Volume 4. p. 47.

²⁰ Integrated Food Security Classifications, *Acute Food Insecurity Analysis for Eswatini - June 2023 March 2024*, August 2023.

²¹ Ibidem

²² Global Hunger Index Eswatini. October 2023

²³ University of Notre Dame, Global Adaptation Initiative, *Country Index Technical Report*. 2023

18. WFP has been present in Eswatini since the late 1960s, assisting the country with both direct assistance for school feeding and provision of technical support e.g. on social protection.²⁴ In 1992 the Government of Eswatini took full financial and managerial responsibility for the school feeding programme.²⁵ Since then, WFP has been gradually shifting from a direct implementer role to an enabler role.
19. The Transitional Interim Country Strategic Plan (T-ICSP) was approved in January 2018 by WFP Executive Board, with a temporal scope of 18 months. The T-ICSP encompassed the recommendations from the 2018 Eswatini Zero Hunger Strategic Review (EZHSR) and was aligned with the pillars in the United Nations Development Assistance Framework (UNDAF) 2016-2020 namely (i) poverty reduction; (ii) social protection and (iii) good governance.
20. The T-ICSP had three strategic outcomes:
- Strategic Outcome 1: Improving the nutritional status of children under 5, antiretroviral therapy (ART), tuberculosis (TB) and prevention of mother to child transmission (PMCTC) clients in Eswatini.
 - Strategic Outcome 2: Strengthening the national social protection system with the aim to build a comprehensive, evidence based, and well targeted framework able to address the needs of the most vulnerable and food insecure people.
 - Strategic Outcome 3: A new strategic outcome focusing on crisis response was introduced in budget revision 4 in response to the El Nino persistence in the country at the time, with the aim to provide food assistance to people affected by the fall and lean season, in line with the needs expressed by the Government.²⁶
21. The Country Strategic Plan (CSP) was approved by the Executive Board in June 2020 with an original temporal scope from 2020 to 2024. It was recently extended for one additional year to align with the duration of United Nations Sustainable Development Cooperation Framework (2021 – 2025). In the CSP the emergency response introduced in the T-ICSP was incorporated in SO1 (crisis response) from the design stage. The CSP includes an increased focus on capacity strengthening for smallholder farmers, linking school feeding demand to national production (SO2) (see Table 1 below). SO3 (shock responsive social protection system) is expected to contribute to enhanced emergency preparedness and response. This was a continuation of SO2 in the T-ICSP but is broader in the CSP and integrates shock responsiveness and nutrition. There is also increased emphasis on gender transformative approaches in the CSP narrative. The CO participated in the Gender Equality Certification Programme (formerly the Gender Transformation Programme) from 2020-2022²⁷. WFP transfers to beneficiaries were expected to gradually reduce during the course of the CSP and the exit strategy was embedded in SO3. However, the CSP also acknowledged that structural factors underpinned poverty, inequality and food insecurity which WFP would take steps to address but that these challenges might take longer than the lifespan of the CSP to address.
22. Table 1 below provides an overview of the CSP strategic outcomes, related activities, and modalities of intervention.²⁸ Annex 2: Comparison of T-ICSP and CSP activities provides an illustrative comparison of the two strategies.

²⁴ The 2015/2016 El Niño-induced drought costed the country over 7 per cent of GDP, resulting in about 25 per cent of the population becoming food-insecure (Eswatini Zero Hunger Strategic Review, 2018)

²⁵ The Notre Dame Global Adaptation Initiative (ND-GAIN) Country Index considers vulnerability in six life-supporting sectors (food, water, health, ecosystem services, human habitat and infrastructure) and readiness by considering three components (economic readiness, governance readiness and social readiness).

²⁶ SPA Plus. Eswatini T-ICSP, budget revision 4.

²⁷ The Gender Equality Certification Programme supports integration of gender in programming and operations and the country office through key actions across 39 benchmarks. Subsequent to the participation in the GTP the CO has developed a Gender Action Plan with objectives on data analysis, inclusion and participation, resourcing and partnerships.

²⁸ *ibidem*

Table 1: Eswatini CSP 2020- 2025, overview of strategic outcomes and activities

Focus Area	Strategic Outcomes	Activities	Modalities of intervention (food and Cash Transfer, CCS, Service delivery)
Crisis Response	SO 1: Vulnerable populations in shock-affected areas are able to meet their basic food and nutrition needs during times of crisis	Activity 1: Provide food and/or cash-based transfers to food-insecure populations affected by shocks, including children.	Food and Cash Transfer
Resilience Building	SO 2: Smallholder farmers, particularly women, have enhanced capacities to supply structured markets with nutritious foods by 2024	Activity 2: Strengthen the capacities of smallholder farmers, particularly women, to supply nutritious foods to structured markets, including schools.	CCS
	SO 3: Vulnerable populations, particularly women, children, adolescent girls and people living with HIV, have access to integrated and shock-responsive social protection systems by 2030	Activity 3: Provide evidence and strengthen national systems and capacities for designing and implementing nutrition-sensitive and shock-responsive social protection programmes, including school feeding.	CCS

Source: IRM analytics, data extracted on 15/09/2023; Financial Overview of the CSP and T-ICSP

23. The Eswatini CSP was originally approved with a budget of 26,688,330 USD. The CSP has undergone four budget revisions that have almost doubled the budget to 49,913,097 USD²⁹. A brief overview of the main budget revisions for the CSP is provided in Table 2 below.

24.

Table 2 – Overview of the main budget revisions to the CSP

²⁹ WFP. SPA Plus, Budget Revision 04 to the Eswatini Country Strategic Plan.

Budget Revision	Date	Type	Rationale	Budget Change
BR 1	January 2020	Non-Fundamental	Introducing lean season support under the CSP from January to March 2020 under Strategic Outcome 1	No change
BR 2	March 2020	Non-Fundamental	Introducing COVID-19 response support under Strategic Outcome 1	+ 6 176 051
BR 3	February 2021	Non-Fundamental	Align the Eswatini country strategic plan (2020–2024) with the recently finalized United Nations Sustainable Development Cooperation Framework for 2021–2025 (UNSDCF). Proposed extension of the CSP for an additional year to December 2025 to align with the UNSDCF timeframe.	+17 452 575
BR 4³⁰	August 2023	Non-Fundamental	Expand beneficiary coverage CSP Outcome 1 by introducing vulnerability-based targeting and conditional transfers under activity 1.	+26 681 134

Source: SPA PLUS, Budget Revisions 1 to 4.

25. As of October 2023, none of the budget revisions had implications for the strategic orientation of the CSP. The biggest changes to the original needs-based plan occurred through Budget Revision 3 (early 2021) and 4 (August 2023). The latter is still pending approval. Under Budget Revision 3, in addition to extending the programme to align with the UNSDCF, WFP introduced a resilient production model in support of 3,000 smallholder farmers, especially women, focusing on the provision of climate adaptation technologies and technical training to optimize productivity (strategic outcome 2). Budget Revision 4 aims to expand CSP Outcome 1 by introducing vulnerability based targeting approaches and conditional transfers. The cumulative financial overview for the CSP is detailed in Table 3 below.

³⁰ Currently under Approval by WFP Senior Management

Table 3: CSP Eswatini 2020 - 2025 cumulative financial overview

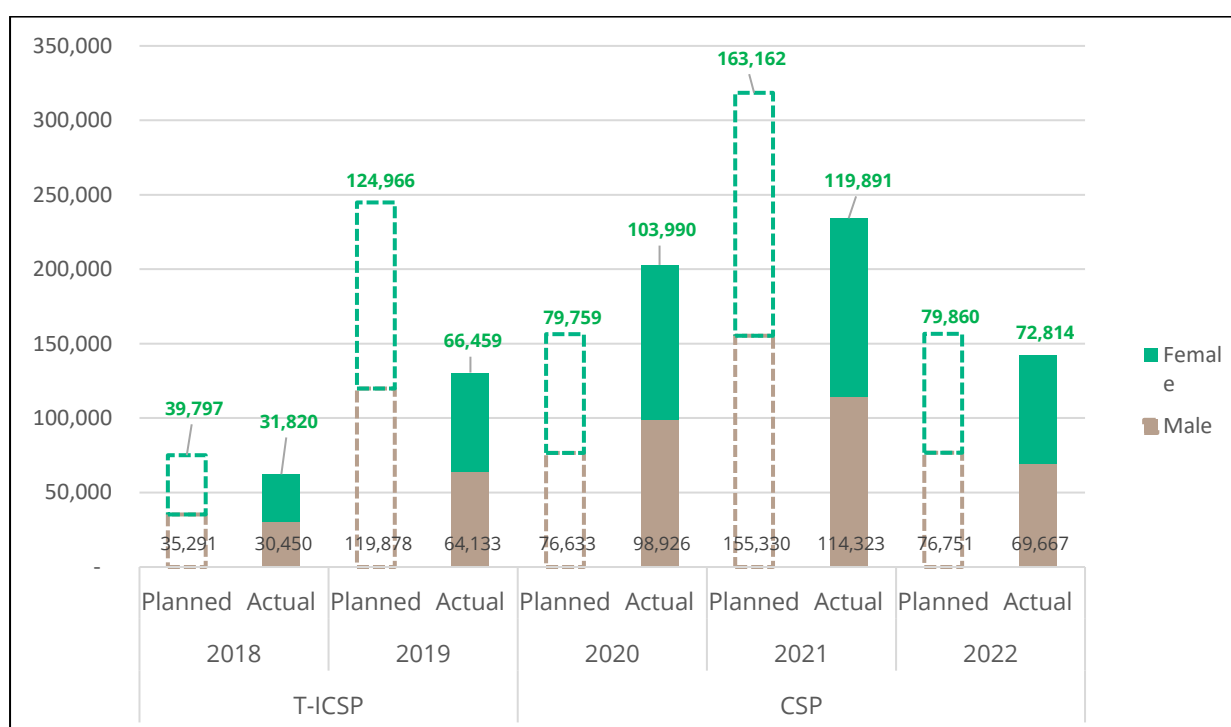
Focus Area	SO	Activity	Original NBP	% on total	NBP as per last BR	% on total	Cumulative allocated resources	Resourcing level
			USD million		USD million		USD million	
Crisis Response	SO 1	Act.1	13,425,108	50%	27,859,883	56%	16,632,095.51	60%
	Sub-total SO1		13,425,108	50%	27,859,883	56%	16,632,095.51	
Resilience Building	SO 2	Act. 2	1,004,934	4%	3,652,449	7%	1,818,565.96	50%
	Sub-total SO2		1,004,934	4%	3,652,449	7%	1,818,565.96	
	SO 3	Act. 3	7,307,757	27%	12,032,760	24%	9,011,920.24	75%
	Sub-total SO3		7,307,757	27%	12,032,760	24%	9,011,920.24	
Non SO specific			4,950,531	19%	6,368,005.09	13%	4,200,976.34	66%
Sub total Non SO Specific			4,950,531	100%	6,368,005	13%	4,200,976.34	26. 8%
Non activity specific			-	-	-	-	481,498.55	-
Total direct support costs			3321665.85	12%	3,321,665.85	7%	2,530,426.26	76%
Total Indirect Support Costs			1628865.2	6%	3,046,339.24	6%	1,189,051.53	39%
TOTAL (excluding ISC)			26,688,330	100%	49,913,097	100%	31,663,558.05	63%

Source: [CPB Resources Overview Report_EV](#), data extracted on 20/10/2023.

Programme Activity and Implementation

27. As of September 2023, the CSP is approximately funded at 64.3 percent³¹ with the main funding sources coming from Japan (29%), Germany (14%), the European Commission (12%) and Flexible Funding (33.31%). The latter was used to resource underfunded activities.³²
28. In 2022, WFP was able to reach a total of 142,481 actual beneficiaries (48% male and 52% female).³³ According to the latest monitoring findings the estimated number of beneficiaries with disabilities was 5,932 (approximately 4% of total actual beneficiaries). Compared to 2020 and 2021, this shows a significant reduction in the share of assisted people with disabilities out of the overall total number of beneficiaries which was approximately 18 percent for both years.³⁴
29. The breakdown of planned and actual beneficiaries for both the T-ICSP and CSP is provided in Figure below. As demonstrated by the chart, the share of planned beneficiaries reached per year has fluctuated, with the highest share of planned caseload reached in 2019 (53% percent) for the T-ICSP and in 2021 (73%) for the CSP. In 2020, due to the outbreak of the COVID-19 crisis in the country, the actual number of beneficiaries reached was higher than originally planned (+ 141%).

Figure 2 : CSP Eswatini 2018-2022 planned and actual beneficiaries



Source: COMET CM-R001b, *Eswatini*. Data extracted on 15/09/2023

30. The age composition of beneficiaries for both the T-ICSP and the CSP are illustrated in Figure 3 and Figure 4 below. In both the T-ICSP and the CSP, children under 5 years are the highest proportion of direct beneficiaries. In 2020, the COVID - 19 outbreak led to an increase in the emergency response (SO1) with a focus on children under 5 years (32%) and adults between 18 - 59 years (32%). This prioritization remained until 2022 where the focus on children under five escalated to 51 percent with a focus on social protection system support such as provision of nutritious meals for orphans and vulnerable children in pre-primary Neighbourhood Care Points (NCPs) and school meals for children in primary and secondary schools³⁵. During the inception phase, the evaluation team will start

³¹ WFP, *Factory, Eswatini Resource Situation Report*. Accessed on September 13th, 2023.

³² WFP. *Annual Country Report for Eswatini, 2022*. A consistent quota of flexible funding has been progressively stable in the course of the CSP years.

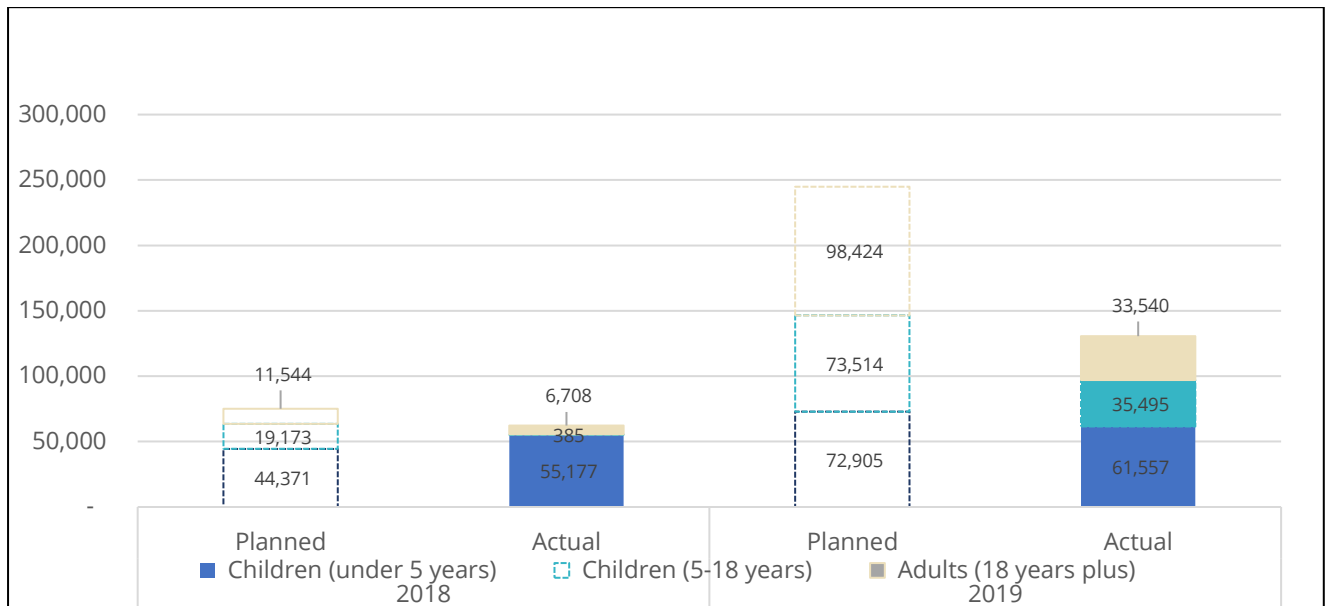
³³ WFP. *Annual Country Report for Eswatini, 2022*.

³⁴ WFP. *ACRS 2020, 2021, 2022*.

³⁵ WFP, Eswatini Country Office, *Annual Country Report for Eswatini, 2022*.

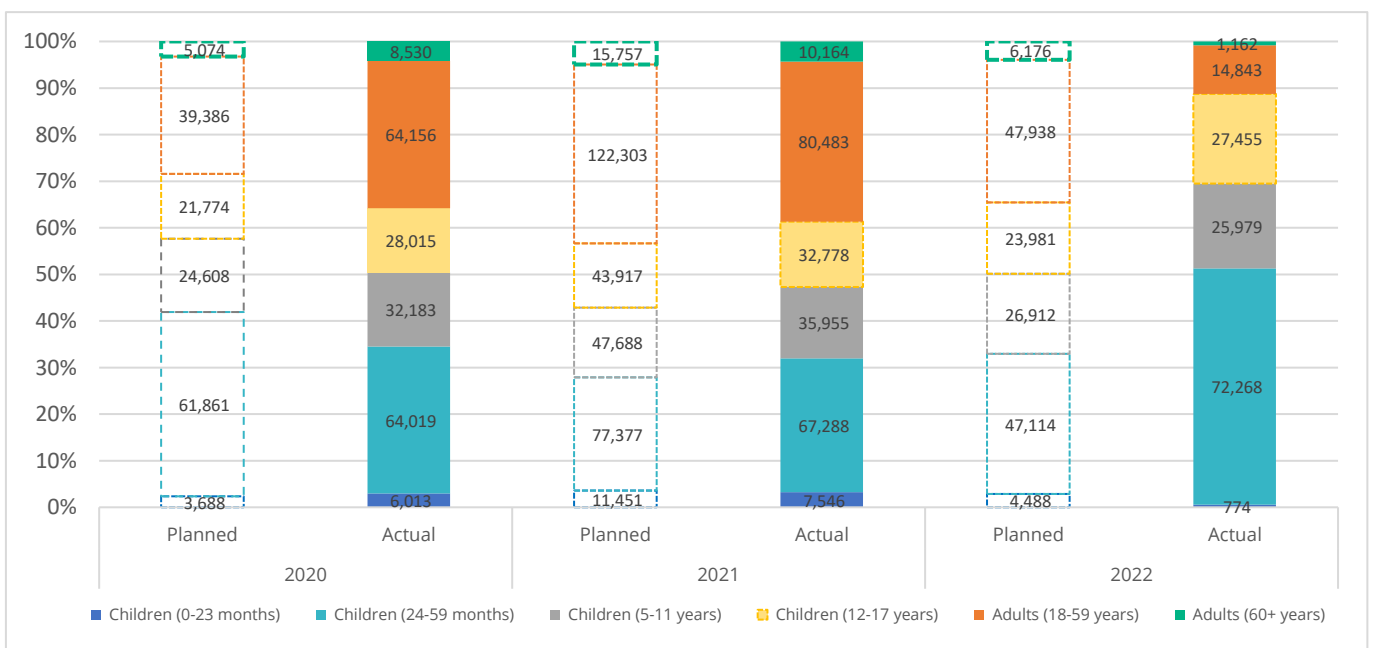
exploring discrepancies between planned and actual beneficiaries by SOs over time. This analysis will contribute to informing the choice of methods for the evaluation of the CSP.

Figure 3 T- ICSP Eswatini 2018 - 2019 beneficiaries, composition by age category



Source: COMET CM-R001b Eswatini, data extracted on 15/09/2023

Figure 4 : CSP Eswatini 2020 - 2025 beneficiaries, composition by age category



Source: COMET CM-R001b Eswatini, data extracted on 15/09/2023

31. As of October 2023, the country office had a total of 37 staff (51% female and 49% male). Most staff is national, with only 1 international staff. Out of those, three are working in the Siphofaneni sub-office.
32. Evaluations and other types of studies have been conducted during the implementation of the current CSP point to a number of critical areas that could be worth further exploring during the CSPE:
33. The joint decentralized evaluation of linking smallholder farmers to homegrown school feeding markets (2023) highlighted the need for: i) a well articulated policy framework that mandates the inclusion of HGSF in the NSFP in Eswatini; ii) adjusting the design of HGSF to set realistic targets for

scaling up; iii) strengthening mainstreaming of gender, disadvantaged groups (people with disabilities) and human rights in the design and implementation of HGSF; iv) strengthening the capacities of all stakeholders at the school and farmer levels; v) enhancing the quality of meals; vi) implementing a robust monitoring and evaluation framework; vii) enhancing the cost efficiency and equity of the HGSF.

³⁶

- The Mid-Term Review of the CSP (April 2023), highlighted a number of areas for improvement of which the following are of relevance to this CSPE:
 - **Strategic Focus:** There is a need to balance policy support and humanitarian assistance to effectively engage both the government as well as the communities that WFP serves.
 - **Partnerships:** the need for a partnership revamping or a better positioning within the United Nations Country Team as well as relevant high level government partners.
 - **Capacity Building:** The capacity building support currently provided to the Government of Eswatini should also cover resource mobilization skills, to better ensure ownership and sustainability of national programmes.³⁷

4. Evaluation scope, criteria and questions

34. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the WFP Executive Board (EB), as well as any subsequent budget revisions. In order to assess any shift in strategic positioning the T_ICSP is included in the temporal scope. The evaluation will focus on assessing progress towards the expected outcomes in the CSP and cross cutting results, including any unintended consequences, positive or negative. The evaluation team should also explore the extent to which the T-ICSP can be used to do any longer-term trend analysis of data.
35. The primary focus of the CSP is the provision of technical support to assist the Government in achieving transformative social protection.³⁸ Specifically WFP technical assistance was intended to contribute to strengthening the systems and capacities of government institutions and other partners for refining the design and implementation of nutrition- and HIV-sensitive, shock – and gender -responsive social safety nets interventions. In practice the deteriorating food security situation in Eswatini led to an expansion of emergency response under SO1 with less attention to upstream assistance than initially foreseen. The evaluation will assess achievements in strengthening country capacity and the effects of increased focus on direct delivery of food and cash on the rest of the CSP.
36. A fundamental pillar of the CSP was inclusion of gender transformative activities in particular in relation to linking women to markets. The evaluation will assess the extent to which transformative approaches were realistic and achieved. The evaluation will also explore whether targeted groups such as orphans and HIV/AIDS sufferers were reached and whether other groups such as youth and people with disabilities were sufficiently considered. The evaluation will analyse the WFP partnership strategy, including WFP strategic positioning in Eswatini, particularly as relates to relations with national government. Particular attention will be paid to assessing the sustainability of WFP contributions to the Eswatini social protection system and the scalability of the pilot on homegrown school-feeding which aimed to demonstrate the benefits of the model for government scale up.
37. The evaluation will look at how the current CSP builds on, or departs from, the previous interventions included in the T-ICSP and assess if the envisaged strategic shifts have taken place and, if so, what the consequences are. Where there has been continuity of outcomes the CSP will include the T-ICSP in the assessment so the temporal scope of the evaluation will be from January 2018 to May 2024. The CSPE

³⁶ WFP, *Joint Decentralised Evaluation of Linking Smallholder Farmers to Homegrown School Feeding Markets (2023)*

³⁷ WFP, *Mid Term Review of the Eswatini Country Strategic Plan 2020 – 2025*. 2023

³⁸ WFP, *Eswatini country strategic Plan (2020-2024)*. Page 46.2019

will build on the Joint Evaluation of linking Smallholder Farmers to the Home-Grown School feeding market in Eswatini 2019-2021 as well as other evaluative evidence.

38. The evaluation will address four main questions common to all WFP CSPEs. The sub-questions have been tailored to the Eswatini context and will be validated and refined during the inception phase, as relevant and appropriate, including as they relate to assessing the response to any unforeseen crisis.
39. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage. The latter criteria will be applied to all of the CSP whereas connectedness will apply mainly to the emergency activities. Moreover, it will give attention to assessing adherence to Accountability to Affected Population standards, and the environmental impacts of relevant WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.
40. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; they may also be informed by the recommendations of previous evaluations. The learning themes identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
41. At this ToR stage, the following learning themes have been tentatively identified and mainstreamed into evaluation sub-questions:
 - **Partnerships:** the evaluation will cover different types of partnerships, but particular attention will be paid to the partnership with the Government of the Kingdom of Eswatini (GoKE) taking into consideration strategic shifts over the past years. The evaluation should explore WFP's ability to mobilize domestic resources; advocate and strengthen country capacity.
 - **Targeting:** The evaluation will assess whether the CSP prioritized the right target groups, including youth, and the effectiveness of the targeting strategy.
 - **Short term versus long term planning:** the evaluation will explore how the CSP as a tool affected WFPs ability to plan and budget to achieve longer term outcomes.

Table 4 : Evaluation Questions

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?	
1.1	To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence on the food security and nutrition situation in the country?
1.2	To what extent is the CSP aligned to national priorities, the UN cooperation framework and the SDGs?
1.3	To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?
1.4	To what extent did the CSP adapt and respond to evolving needs and priorities (including the deteriorating food security situation) to ensure continued relevance during implementation?
1.5	Did the CSP prioritize and target the most vulnerable groups, including youth?
EQ2 – What difference did the CSP make to food security and nutrition in the country ?	

2.1	To what extent did WFP achieve its coverage and outcome targets and in what ways did it contribute to enhanced government capacities to design and implement evidence based social protection systems? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims including protection, the humanitarian principles as applicable to the emergency response with focus on humanity, impartiality and independence ; AAP; GEWE; nutrition integration; environment?
2.3	To what extent are achievements under the CSP likely to be sustainable, in particular from a financial, social and institutional perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently?	
3.1	To what extent were the CSP outputs and related budget delivered within the intended timeframe?
3.2	To what extent and in what ways did the CO reprioritize its interventions to optimize limited resources and ensure continued relevance and effectiveness in view of eventual funding gaps?
3.3	To what extent was the CSP delivered in a cost-efficient manner?
EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources (including domestic) to finance the CSP in a context of a lower middle-income country with limited donor presence?
4.2	How well and in what ways did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness, and sustainability, particularly that with GoE?
4.3	To what extent and in what ways did the introduction of the CSP framework allow for consistent long-term planning and budgeting?
4.4	<p>What role, if any, have the following factors played:</p> <ul style="list-style-type: none"> - Programme integration at design stage and during implementation - Adequacy of Human resources with particular emphasis to applying the “triple B” approach of building capacity, buying competencies and borrowing skills from partners - Innovation in the CSP design and implementation leading to greater efficiency and effectiveness. - Adequate availability and use of monitoring data to track progress and inform decision making.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

42. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
43. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
44. The CSPE will use a **theory-based approach**. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
45. The CSPE will adopt a mixed methods approach, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn will eventually lead to capturing unintended outcomes of WFP operations, negative or positive. Data will be collected through a mix of primary and secondary sources with options for different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation as per Table 5 below. Proposals should indicate the intended methods to be used.

Table 5: Options for data collection methods

Desk review of relevant documentation and datasets	<p>WFP MoUs, strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases.</p> <p>UN system and government policies, strategies, and reports, such as (for government) country strategies and reports from strategic partners, donors and cooperating partners.</p> <p>Other relevant documentation as identified during the inception phase.</p>
Semi-structured interviews	<p>with key informants, both remote and in-person where possible, including WFP CO management and relevant staff including in the sub office; relevant WFP HQ and RBJ staff; Government partners, cooperating partners, UN, NGOs etc.</p>
Interviews, focus group, surveys, direct field observation	<p>different options should be explored to ensure that the evaluation seeks perspectives from affected populations (from both assisted members and non-assisted members of the community if possible), and marginalized population groups (e.g. women, orphans; persons with HIV/AIDS, persons with disabilities) . This may include some or a combination of in-person interviews, focus group discussions, case studies, direct field observation, to the extent possible.</p>

46. Data analysis methods for this evaluation will include the following:

- a. **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to contribute to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the (T-I)/CSP designs and to identify any logical and/or information gaps that they contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.
 - b. **Content analysis:** to analyse data from documents, interviews, and focus group notes and qualitative data from case studies to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
 - c. **Quantitative analysis** and descriptive statistics: to interpret quantitative data collected by WFP Eswatini for reporting and monitoring purposes over the course of the (T-I) / CSPs. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g. longitudinal analysis, cross-tabulations, etc.)
47. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
 48. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#) in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic data collection and analysis methods in their proposal, and innovative approaches are welcomed. In particular the evaluation team will be expected to develop methodologies for evaluating capacity strengthening, partnerships and women's empowerment and inclusion more broadly.
 49. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform.
 50. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.³⁹ The final evaluation report should highlight differences by gender and relevant excluded groups in the findings, results, factors, conclusions, and where appropriate, recommendations.

5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. It necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges

³⁹ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

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

51. This CSPE will be able to build on several sources of secondary evidence, Annex 4 provides a list of previous evaluations and covering the evaluation period. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality, and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
52. At this stage, a rapid evaluability analysis of both the T-ICSP and CSP identified the following evaluability assessment considerations: The T-ICSP includes a total of 10 outcome indicators and 18 output indicators to be reported on three outcomes and three cross-cutting results. A rapid analysis of the outcome indicators for the T-ICSP identified that during its first year of implementation, there was limited baseline and follow up CSP target values which were reported for 2 out of 6 indicators only. The situation is slightly better for the final year of implementation of the T-ICSP, where follow up, baseline and end year target values are available for almost all output indicators. Finally, the log frame analysis conducted for the T-ICSP identifies five revisions during which several indicators have been discontinued from one version to another.
53. The CSP includes 36 outcome indicators and 41 output indicators to be reported over three strategic outcomes and three cross-cutting results. Compared to the T-ICSP, the rapid analysis conducted for outcome indicators, show almost full coverage of baseline, follow up and target values for the listed indicators in each monitoring year. In addition, the analysis shows that most outcome indicators from the T-ICSP have remained in the CSP (6 out of 10), and they can potentially be compared over time. However, some new indicators were added between 2021 and 2022. Table 6 below provides a brief overview of the indicators that appeared in both programming cycles.

Table 6: Common outcome indicators between T-ICSP and CSP

Outcome Indicator	T-ICSP (2018 - 2019)	CSP (2020 - 2025)
Attendance rate (new)	✓	✓
Consumption-based Coping Strategy Index (Average)	✓	✓
Food Consumption Score	✓	✓
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	✓	✓
Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)	✓	✓
Retention rate / Drop-out rate (new)	✓	✓
Food Consumption Score – Nutrition	✓	✗
MAM Treatment Default rate	✓	✗
MAM Treatment Recovery rate	✓	✗
Minimum Dietary Diversity – Women	✓	✗

Source: OEV Elaboration based on ACR data and CML005 Report. Data extracted on October 12th 2023

54. Annex 1: Overview of performance data availability provides a more detailed overview on results reporting and evaluability assessment for both the CSP and T-ICSP in each monitoring year.
55. In terms of the validity of the indicators the team will be expected to provide a comprehensive analysis of this and if necessary, provide mitigating measure to assess WFP performance. A preliminary assessment of, in particular, the capacity strengthening indicators applied for SO2 and SO3, has highlighted some challenges for assessing performance. Specifically output and some outcome indicators focus on quantitative measure such as numbers of trainings conducted, number of people/institutions receiving technical assistance (TA) and “ number of people assisted integrated into national social protection systems as a result of WFP capacity strengthening”. These indicators provide limited information on the quality of the systems and people supported and how WFP has contributed to this.
56. While there are no particular security considerations in Eswatini, there a few issues that could limit access to sites such as climate related events which may affect road conditions.
57. The time frame covered by the evaluation. CSPEs are conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes.
58. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. ETHICAL CONSIDERATIONS

59. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.⁴⁰ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).⁴¹ 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 and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
60. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Eswatini Country Strategic Plan, have no vested interest, nor have any other potential or perceived conflicts of interest.⁴²
61. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.⁴³
62. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP

⁴⁰ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-000003179/download/>).

⁴¹ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

⁴² "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

⁴³ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. QUALITY ASSURANCE

63. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
64. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.
65. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.
66. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

67. The evaluation is structured in five phases summarized in Table 1 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 7: Evaluation Timeline

Table 7: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1. Preparation	January 2024 January 2024 February/March 2024	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	March 2024 March/April 2024 June 2024	HQ briefing Inception mission Inception report
3. Data collection	July 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	August 2024 October 2024 December 2024 December 2024 February 2025	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	November 2025	Management response and Executive Board preparation Wider dissemination

6.1. EVALUATION TEAM COMPOSITION

68. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of approximately 2 international (including a researcher) 2 regional/national consultants (female and male) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Siswati) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. In addition, the team members

should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 8: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems and deliver on time. • Strong experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning, and nexus dynamics, including with UN organizations. • Experience with applying theory-based evaluation approaches, reconstruction, and use of theories of change in evaluations covering one or more subsequent programmes. • Experience facilitating in-person and hybrid meetings and workshops. • Strong ability to navigate political sensitivities, and strong understanding of the complexity of the relation between UN and member states • Experience in humanitarian and/or development contexts. • Fluency and excellent writing skills in English. • Expertise in one or more of the technical areas below. <p>DESIRABLE REQUIREMENTS</p> <ul style="list-style-type: none"> • Relevant knowledge and experience of Eswatini or similar context. • First-hand experience in emergency response and/or recovery programmes, preferably with WFP or other UN organizations. • Previous experience leading or conducting WFP evaluation(s).
Thematic expertise	
Thematic expertise Senior Level Expert (regional/local)	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Fluency and excellent writing skills in English. • Experience in humanitarian and/or development contexts. • Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas: <ul style="list-style-type: none"> • Shock responsive safety nets (food and cash based transfers) • Capacity strengthening and technical assistance of national and sub-national government institutions in relation to food security and nutrition programmes, shock responsive safety nets, and home grown school based feeding • Food security, agriculture and nutrition (e.g. smallholders access to markets, including schools, climate smart agriculture, cooperatives, access to financing and reduction of post-harvest losses, social and behaviour change communication). • Gender and inclusion related to small holder agriculture and integrated social protection systems that are shock, nutrition and HIV responsive • Partnerships with government, UN, private sector and others • Humanitarian principles and cross-cutting themes including accountability to affected populations, protection, environment, and nutrition. • Cost effectiveness analysis <p>DESIRABLE REQUIREMENTS</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience leading or conducting WFP evaluation(s). • Good knowledge of country or regional context, • First-hand experience in emergency response and/or recovery programmes.

Areas of CSPE	Expertise required
National Senior Evaluator	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> In-depth knowledge of the political, economic and social context at country level, Extensive previous experience conducting data collection (including interviews and focus group discussions) for evaluation and or research studies. Demonstrable analytical skills. Fluency in English and Swazi/Zulu or other local language Administrative and logistical experience Expertise in at least one of the above mentioned thematic areas <p>DESIRABLE REQUIREMENTS</p> <ul style="list-style-type: none"> Experience with UN
Research Assistance	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> Relevant understanding of evaluation and research and knowledge of food assistance, Ability to provide qualitative and quantitative research support to the evaluation team before, during and after fieldwork (e.g. data search, storage, cleaning and analysis, mobile phone/online survey design, focus group set up). Sound writing and presentation skills, including data visualization. document formatting, proofreading, and note taking. <p>DESIRABLE REQUIREMENTS</p> <ul style="list-style-type: none"> Familiarity with WFP programmes and modalities of intervention. Previous experience with WFP evaluation(s).

6.2. ROLES AND RESPONSIBILITIES

69. This evaluation is managed by the WFP Office of Evaluation. Catrina Perch has been appointed as evaluation manager (EM) and Silvia Penazzi Catalani has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in [November 2025].
70. An [internal reference group](#) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
71. The country office will facilitate the evaluation team’s contacts with stakeholders in Eswatini; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Bindza Ginindza has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.3. SECURITY CONSIDERATIONS

72. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager

will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

6.4. 6.4. COMMUNICATION

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

73. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
74. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.5. THE PROPOSAL

75. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., COVID-19 restrictions or flare-up of civil unrest / conflict.

Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.

76. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
77. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

Annex 1: Overview of performance data availability

Table 9: T-ICSP Eswatini 2018-2019 logframe analysis				
Logframe version		Outcome indicators	Output Indicators	Cross-Cutting Indicators
v 1.0	Total nr. of indicators	6	11	4
v 2.0	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	6	11	4
v 3.0	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	6	11	4
V 4.0	New indicators	0	2	4
	Discontinued indicators	0		0
	Total nr. of indicators	6	13	4
V 5.0	New indicators	4	5	4
	Discontinued indicators	0	-	0

	Total nr. of indicators	10	18	8
Total number of indicators that were included across all logframe versions		6	11	4

Table 10: CSP Eswatini 2020-2025 logframe analysis					
Logframe version		Outcome indicators	Output Indicators	Cross-Cutting Indicators	
v 1.0	Total nr. of indicators	35	38	23	
v 2.0	New indicators	2	3	0	
	Discontinued indicators	1	0	1	
	Total nr. of indicators	36	41	22	
Total number of indicators that were included across all logframe versions		32	38	21	

Table 11: Analysis of results reporting in Eswatini annual country reports 2018 -2019			
		ACR 2018	ACR 2019
Outcome indicators			
	Total number of indicators in applicable logframe	6	10
Baselines	Nr. of indicators with any baselines reported	2	7

Year-end targets	Nr. of indicators with any year-end targets reported	2	7
CSP-end targets	Nr. of indicators with any CSP-end targets reported	2	7
Follow-up	Nr. of indicators with any follow-up values reported	2	7
Cross-cutting indicators			
	Total number of indicators in applicable logframe	4	8
Baselines	Nr. of indicators with any baselines reported	6	8
Year-end targets	Nr. of indicators with any year-end targets reported	0	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	6	8
Follow-up	Nr. of indicators with any follow-up values reported		
Output indicators			
	Total number of indicators in applicable logframe	11	13
Targets	Nr. of indicators with any targets reported	13	17

Actual values	Nr. of indicators with any actual values reported	8	17

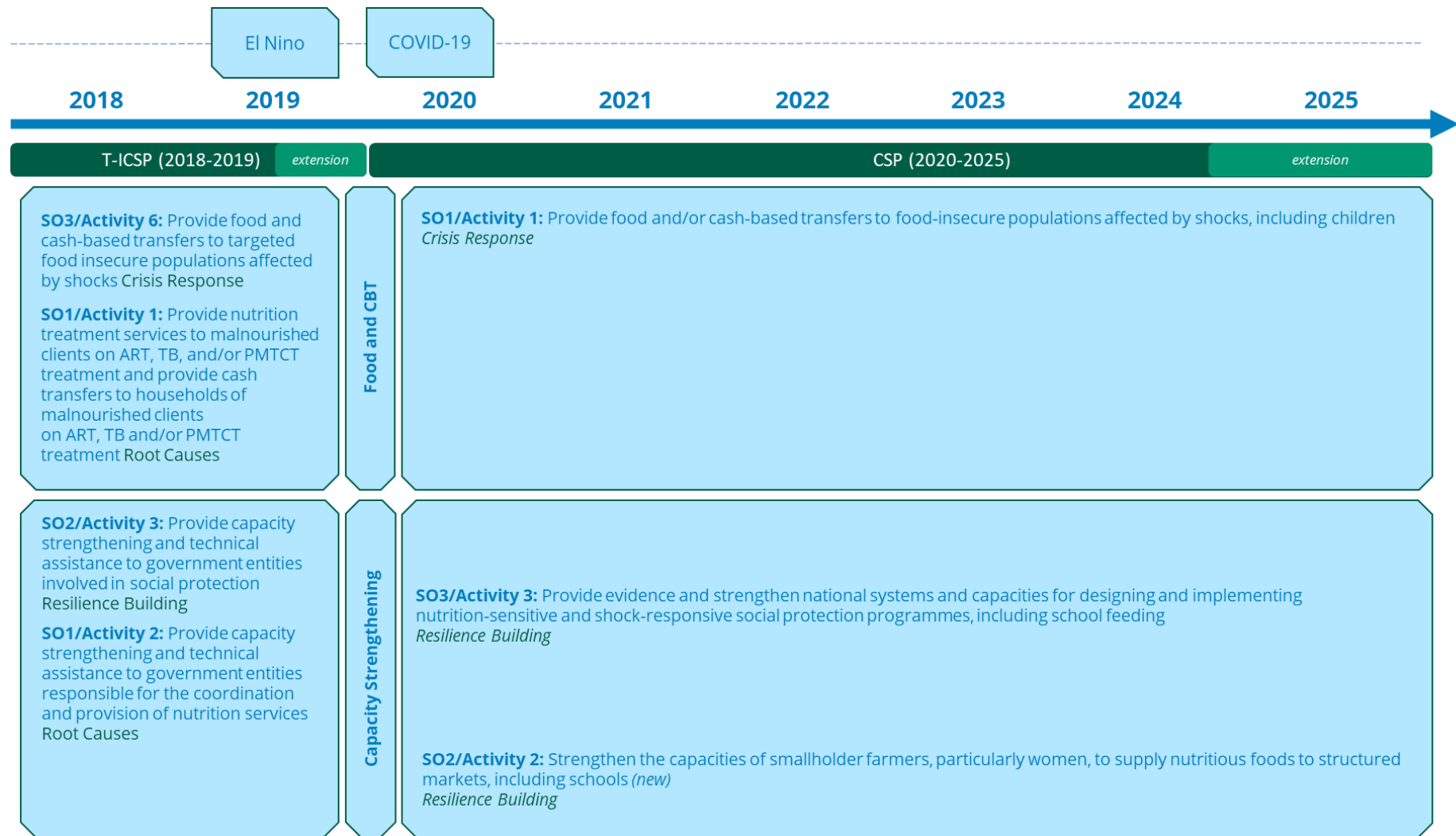
Table 12: Analysis of results reporting in Eswatini annual country reports 2020 -2022				
		ACR 2020	ACR 2021	ACR 2022
Outcome indicators				
	Total number of indicators in applicable logframe	35	36	36
Baselines	Nr. of indicators with any baselines reported	10	14	14
Year-end targets	Nr. of indicators with any year-end targets reported	9	14	15
CSP-end targets	Nr. of indicators with any CSP-end targets reported	10	14	12
Follow-up	Nr. of indicators with any follow-up values reported	10	13	15
Cross-cutting indicators				
	Total number of indicators in applicable logframe	23	23	22
Baselines	Nr. of indicators with any baselines reported	6	8	8
Year-end targets	Nr. of indicators with any year-end targets reported	6	8	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	6	8	8
Follow-up	Nr. of indicators with any follow-up values reported	6	8	8

Output indicators				
	Total number of indicators in applicable logframe	38	38	41
Targets	Nr. of indicators with any targets reported	22	24	27
Actual values	Nr. of indicators with any actual values reported	23	24	27

		Table 13: Outcomes indicator checklist 2020-2022								
		2020			2021			2022		
		Baseline	Target	Follow-up	Baseline	Target	Follow-up	Baseline	Target	Follow-up
SO1	Food consumption score	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Consumption-based Coping Strategy Index (Average)	✓	✓	✓	✓	✓	✓	✓	✓	✓
SO2	Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Food purchased from regional and local suppliers and smallholder farmers, as a percentage of food distributed by WFP in country	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	✓	✓	✓	✓	✓	✓	✓	✗	✓
SO3	Attendance rate	✓	✓	✗	✓	✓	✗	✓	✗	✗
	Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening (new)	✗	✗	✓	✗	✗	✓	✓	✓	✓
	Partnerships Index (new)	✗	✗	✗	✗	✗	✗	✓	✓	✓
	SABER School Feeding National Capacity (new)	✗	✗	✗	✗	✗	✗	✓	✓	✓

Source: COMET. CM-L008b report and ACRs 2020 – 2022. Data extracted on November 10th 2023.

Annex 2: Comparison of T-ICSP and CSP activities



Annex 3: List of relevant Previous Evaluations

Title	Year	Type
Joint Evaluation of linking Smallholder Farmers to the Home-Grown School feeding market in Eswatini 2019-2021	2023	Joint with Government/Decentralised
Joint Final Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme [March 2017 to March 2022]	2022	Joint with Government/Decentralised
Synthesis of evidence and lessons on country capacity strengthening from decentralised evaluations	2021	Centralised
Strategic Evaluation of WFP's Work on Nutrition and HIV/AIDS	2021	Centralized
Evaluation of National School Feeding Programme in Eswatini 2010-2018	2019	Decentralized
Eswatini: Summary of evaluation evidence 2011 - 2018	2018	Centralized
Swaziland Development Programme 200353 (2012-2017): Food by Prescription: an evaluation of WFP's operation	2016	Centralized
Operations Evaluation of Swaziland - Development Programme 200422:	2014	Centralized

Annex 4: Acronyms

Acronym	Description
AAP	Accountability to Affected Population
ACR	Annual Country Report
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
BR	Budget revision
BSAFE	Be – Safe (security training)
CCA	Common Country Analysis
CCA	Common Country Assessment
CO	Country Office
COMET	Corporate Monitoring and Evaluation Tool
COVID-19	Corona Virus Disease 2019
CRPD	United Nations Convention on the Rights of Persons with Disabilities
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
EB	Executive Board
EM	Evaluation Manager
EZHSR	Eswatini Zero Hunger Strategic Review
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GHI	Global Hunger Index
GoKE	Government of the Kingdom of Eswatini
HGSF	Home Grown School Feeding
HIV	Human Immunodeficiency Virus

Acronym	Description
HQ	Headquarters
HR	Human Resources
ICSP	Interim Country Strategic Plan
IPC	Integrated Food Security Phase Classification
IRM	Resource Management Analytics Platform
ISC	Indirect Support Cost
MAM	Management of Moderate Acute Malnutrition
NBP	Needs Based Plan
NGOs	Non-Governmental Organization
NSFP	National School Feeding Program
OECD	Organization for Economic Cooperation and Development
OEV	Office of Evaluation
OEV	Office of Evaluation
OIGI	Office of Inspection and Investigation
PHQA	Post Hoc Quality Assessment
PMCTC	Prevention of Mother to Child Transmission
RBJ	Regional Bureau in Johannesburg
RVAA	Regional Vulnerability Assessment and Analysis
SABER	System Approach for Better Education Results
SADC	Southern Africa Development Community
SDG	Sustainable Development Goals
SO	Strategic Outcome
SPA	System for Program Approval
SSAFE	Security-Safe
TA	Technical Assistance
TB	Tuberculosis
T-ICSP	Transitional Interim Country Strategic Plan

Acronym	Description
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNEP	United Nations Program on Environment
UNICEF	United Nations Children Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollars
WFP	World Food Program

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