



World Food Programme

SAVING LIVES
CHANGING LIVES

Evaluation of Somalia WFP Country Strategic Plan 2022-2025

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

The Somalia CSP 2022-2025 centers around five Strategic Outcomes focusing on crisis response, nutrition and resilience, food systems, capacity strengthening for national institutions and government agencies, and humanitarian common service provision, responding to needs throughout the year. A "corporate scale-up" for the WFP emergency response to famine prevention in Somalia was declared in the first year of CSP implementation and was active between 17 August 2022 and 17 May 2023.

The overall budget of the Somalia CSP approved by the Executive Board in November 2021 was USD 1.9 billion for a total of 4.2 million beneficiaries. The second budget revision (BR) in May 2022 brought the overall budget to USD 4.7 billion to reach 11 million beneficiaries.

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 and inclusion, protection, and accountability to affected populations.

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

Objectives, scope and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The unit of analysis is the CSP (2022 – 2025) and the preceding Interim Country Strategic Plan (ICSP 2019 – 2021).

The temporal scope of the evaluation will cover the period January 2019 to October 2024. It will assess the strategic shift from preceding programmes and from the ICSP to the CSP. Particular attention will be paid to the emergency response to prevent famine in Somalia. In doing so, the evaluation will consider how budget revisions and adaptations of WFP interventions in response to crises have affected other interventions planned under the country strategic plans.

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 is planned to be presented at the Executive Board session in November 2025.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?

The evaluation will assess the extent to which the CSP and consecutive BRs were informed by credible evidence and strategically focused to address the food security and nutrition situation in Somalia; and the extent to which these are aligned with national priorities, the UN cooperation framework, humanitarian response plans, and the SDGs. 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 view of significant contextual changes, and finally, whether the CSP and consecutive BRs provided an adequate framework for the corporate scale-up response.

QUESTION 2: What difference did the CSP make to food and nutrition security in Somalia?

The evaluation will assess the extent to which targeting and prioritization of assistance ensured that the communities and individuals most vulnerable to food insecurity and malnutrition were reached and no one was left behind, despite resource, access and other constraints; the extent to which WFP activities contributed to the expected outcomes of the CSP and caused any unintended positive or negative outcomes. This will further include assessing WFP's adherence to humanitarian principles and its contribution to cross-cutting aims (protection, accountability to affected populations, gender equality and women's empowerment, conflict sensitivity, nutrition integration, generating environmental benefits). It will also assess how well-prepared WFP was to respond to crises in Somalia; and whether the CSP facilitated more strategic linkages between humanitarian action, development cooperation, and contributions to peace, as far as feasible in Somalia, and fostered sustainability of achievements including leveraging more permanent solutions to recurrent food crises in Somali.

QUESTION 3: To what extent has WFP used its resources efficiently?

The evaluation will assess whether outputs were delivered within the intended timeframe; the cost-efficiency of the delivery of assistance; and how effectively WFP anticipated and managed risks to staff and operations.

QUESTION 4: What are the critical internal and external factors that explain performance and results?

The evaluation will assess the extent to which the CSP mobilized adequate, timely, predictable and flexible resources; how well WFP established and leveraged strategic and operational partnerships at national and field level and to what extent these influenced performance and results; and the role of other factors such as: programme integration at design stage and during implementation, adequacy of human resources and well-being of staff; innovation in the design and implementation of activities; availability and use of relevant monitoring data to track progress and inform decision making; and other internal or external factors such as the prolonged drought from 2021 to 2023.

Methodology and ethical considerations

The evaluation will adopt a mixed methods approach using 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.

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 gender-balanced team of independent consultants with a mix of relevant expertise related to the Somalia CSPE.

OEV EVALUATION MANAGER: The evaluation will be managed by Vivien Knips 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 Michael Carbon, Senior Evaluation Officer. The Deputy Director or Director of Evaluation will approve the final versions of all evaluation products.

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.

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 country stakeholder workshop will be held in late 2024 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: June – August 2024

Data collection: September – October 2024

Remote Debriefing: October 2024

Reports: October 2024 - January 2025

Stakeholder Workshop: Late 2024

Executive Board: November 2025