



World Food Programme

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# Evaluation of Haiti 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

The WFP Country Strategic Plan (CSP) for Haiti (June 2019-December 2023) centres around seven Strategic Outcomes focusing on access to food in emergencies, nutrition, smallholder livelihoods, school feeding, resilience building, capacity strengthening, and humanitarian services. Under the CSP, WFP planned to strengthen its work at the humanitarian-development nexus, further invest in climate change adaptation and increase its support to national policy and capacity strengthening in areas such as social protection and disaster risk management.

The overall budget of the Haiti CSP approved by the Executive Board in June 2019 was USD 199 million for a total of 1.47 million beneficiaries over four and a half years. The most recent budget revision (August 2020) brought the overall estimated cost to approximately USD 271 million. WFP intends to shorten the CSP by one year until December 2022.

The evaluation will assess WFP contributions to the Transitional Interim CSP (T-ICSP from 2018-June 2019) and the 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 analyze the WFP partnership strategy, and 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 and 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 internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary users 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 2022.

### Key evaluation questions

The evaluation will address the following four key questions:

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

The evaluation will assess the extent to which the T-ICSP and CSP are relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the T-ICSP and CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the T-ICSP and CSP in light of changing context, national capacities and needs, in particular in response to the COVID-19 pandemic; and to what extent the T-ICSP and CSP are coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to T-ICSP and CSP strategic outcomes in Haiti?**

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

**QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes in Haiti?**

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

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

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the T-ICSP and CSP. It will also assess the extent to which the T-ICSP and CSP led to the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the T-ICSP and CSP.

### **Scope, methodology and ethical considerations**

The unit of analysis are the T-ICSP and the CSP approved by the WFP Executive Board in 2018 and June 2019 respectively, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2018 to September 2021 (end of the main evaluation mission). The evaluation will look at how the CSP builds on or departs from previous activities (pre-T-ICSP) to assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, direct observation, surveys, and focus group 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 COVID-19 pandemic, the inception phase will be conducted remotely. During the data collection phase, in case of international travel restrictions, national evaluation team members not affected by travel restrictions will conduct the in-country fieldwork. In case no in-person interviews or in-country travel are possible, the main mission might be postponed until these become possible. Should the contextual and security situation allow it, a final learning workshop will be held in Port-au-Prince.

The evaluation will conform 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 does not cause any 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 Haiti T-ICSP and CSP (including humanitarian assistance, food and nutrition security, school-based programmes, nutrition-specific interventions, smallholder farmers support, institutional capacity strengthening, gender equality, humanitarian protection and accountability to affected populations).

**OEV EVALUATION MANAGEMENT:** The evaluation will be managed by Michael Carbon, Senior Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Anne-Claire Luzot, Deputy Director of the WFP Office of Evaluation. The Deputy Director of Evaluation will approve the final versions of all evaluation products.

**INTERNAL REFERENCE GROUP:** This group will be constituted of a cross-section of WFP stakeholders from relevant business areas at different WFP levels who 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 affected populations, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

### **Communication**

To ensure a transparent evaluation process, 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 October 2021 to inform the new CSP design process. A country learning workshop will be held in January 2022 to 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:** May - July 2021

**Data collection:** August - September 2021

**Remote Debriefing:** October 2021

**Reports:** September 2021 – March 2022

**Learning Workshop:** January 2022

**Executive Board:** November 2022