



TERMS OF REFERENCE

HAITI: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (JULY 2019 – DECEMBER 2022)

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1. Background

1.1. Introduction

1. These Terms of Reference (TOR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultations with the Country Office. Their purpose is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation.
2. Country Strategic Plan Evaluations (CSPEs) encompass the WFP strategy and 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 (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plans and the WFP Evaluation Policy.

1.2. Context

General Overview

3. Haiti is located on the western side of the island of Hispaniola in the Greater Antilles archipelago of the Caribbean Sea, borders the Dominican Republic to the east and covers 27,750 square kilometres. It has a total population of 11.4 million people (51 percent women). Its under-15 population makes up 33 percent of the total population, while persons above 65 make up only 5 percent of the population¹; 55.3 percent of its population live in urban areas². Life expectancy at birth stood at 63.6 years in 2018 (65.8 years for women and 61.5 years for men)³, with a fertility rate of 2.8⁴ and an adolescence birth rate (females aged 15 – 19 years) at 54.8 percent in 2015⁵, and 50.9 in 2018⁶.
4. Haiti is the poorest country of the Americas with a Human Development Index ranking of 169 out of 189 countries⁷ and a GDP per capita of 754 USD in 2019, dropping from 766 in 2018. Recurrent episodes of political instability have hindered Haiti's socio-economic development⁸ giving an unsteady per capita annual growth rate of -0.14% in 2017, 0.2 in 2018 and -2.17 in 2019. Foreign direct investment is minimal (at 0.88% of GDP⁹), and remittances are very significant (32.5 percent of GDP in 2018¹⁰). Haiti shows an unequal distribution of income among individuals or households with a Gini coefficient of 41.1 in 2012.¹¹ Net ODA received was 10.2 percent of Haiti's GNI in 2018¹².
5. In 2018, 58.5 percent of the population lived below the national poverty line and 25 percent lived below the international poverty line of 1.90 USD a day. In 2019, 18.5 percent of the population were in severe multidimensional poverty, while 21.8 percent were vulnerable to multidimensional poverty.¹³
6. Since its independence in 1804, the political situation in Haiti has never been stable: Haiti has suffered from oppressive dictatorial regimes and numerous coups, haltingly transitioning to a democratic system since the mid-1990. Legislative and local elections are overdue since January 2020, leaving Haiti to be ruled by decree. The current President's term will also come to an end and the President is calling for a

¹ 2019 World Bank <https://data.worldbank.org/country>

² UNDP Human Development Report 2019

³ 2019 World Bank <https://data.worldbank.org/country>

⁴ 2019 UNFPA <https://www.unfpa.org/data/world-population-dashboard>

⁵ WHO <https://apps.who.int/gho/data/view.xgswcah.31-data>

⁶ 2019 World Bank <https://data.worldbank.org/country>

⁷ UNDP Human Development Report

⁸ [Haiti Overview \(worldbank.org\)](https://www.worldbank.org/en/country/haiti/overview)

⁹ World Bank <https://data.worldbank.org/country>

¹⁰ SDG Country Profile <https://country-profiles.unstatshub.org>

¹¹ Most recent estimate by the World Bank [Gini index \(World Bank estimate\) - Haiti | Data](https://data.worldbank.org/indicator/SH.UV.CDVS?locations=SH)

¹² OECD/DAC

¹³ UNDP Human Development Report 2019

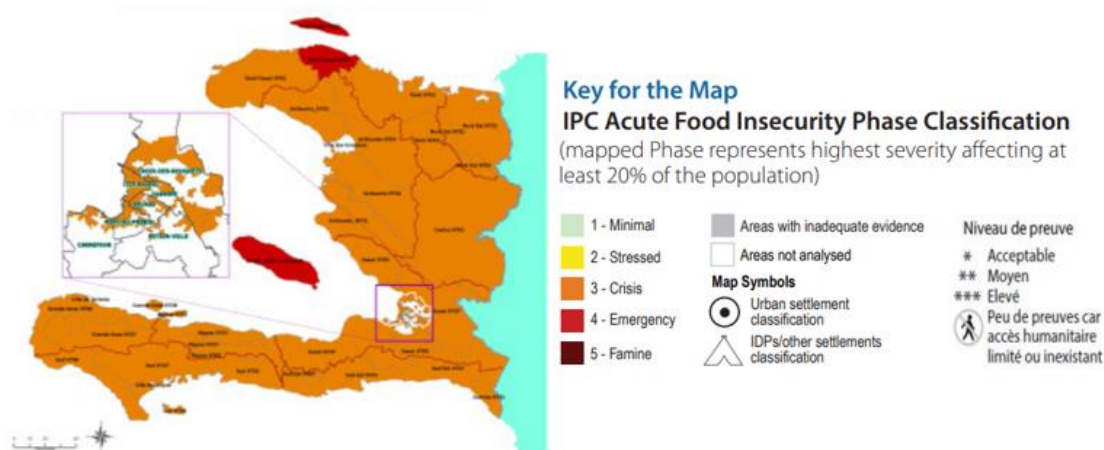
national referendum to adopt a new constitution before elections are held. Hence, in 2021 there will likely be a national referendum and general elections.

7. Haiti's geographical location, combined with its high levels of poverty, poor infrastructure and weak institutions make it particularly vulnerable to natural disasters – in particular recurrent droughts, hurricanes and earthquakes.
8. Since mid-2018 the country has also been plagued by serious civil unrest as a reaction to increased fuel and food prices and corruption in the country. It has affected economic activity, health and education, and resulted in a social, security and economic crisis which further deteriorated Haiti's precarious humanitarian situation. Over the last two years, the security situation has increasingly deteriorated. Violence perpetrated by armed gangs has forced many families to flee. The insecurity also limits the capacity of humanitarian actors to access the 1.3 million Haitians targeted by humanitarian assistance in 2020.¹⁴
9. The COVID-19 pandemic has exacerbated the already weak economy and political instability in Haiti leading to significant economic losses that risk setting back poverty reduction efforts. The pandemic disproportionately affects the poor and most vulnerable populations, including women, reinforcing existing social inequalities. Women were greatly impacted as a result of the confinement, curfew restrictions and reduced functioning of the market days, due to the majority being involved in the informal sector.¹⁵ Economic growth is expected to decline by 3.1 percent in 2020.¹⁶

Food and Nutrition Security

10. Between August 2020 and February 2021, four million people (42 percent of the total population analysed) are estimated to face high acute food insecurity levels needing urgent action. The COVID-19 pandemic and related mitigation measures had a negative impact on the economy and people's livelihoods.

Figure 1: Haiti IPC¹⁷ acute food insecurity situation (August 2020 – February 2021)



11. Between 2018 and 2020 Haiti remained on the threshold between an “alarming” and “serious” level of hunger with a global hunger index of 35.4 in 2018 and 33.5 in 2020.¹⁸ Several hunger gaps and challenges were identified during consultations for the national zero hunger strategic review (Box 1).

¹⁴ [IFRC, Haiti: Civil Unrest \(MDRHT017\) DREF Final Report, April 2020.](#)

¹⁵ Care International and UN Women, Rapid Gender Analysis in Haiti, the Impact of COVID-19, September 2020 (*Analyse Rapide Genre- COVID-19 Haiti*)

¹⁶ [Haiti Overview \(worldbank.org\)](#)

¹⁷ IPC = integrated food security phase classification

¹⁸ The Global Hunger Index ranks countries on a 50-point scale, with 0 being the best score (no hunger) and 50 being the worst, although neither of these extremes is reached in practice. The threshold between alarming and serious is 35. Source: Global Hunger Index Reports 2018 and 2020

Box 1: National policy and strategy for food sovereignty, food security and nutrition

Towards the end of 2017, WFP helped initiate a Zero Hunger Strategic Review, which found that the country is highly affected by: food insecurity and malnutrition, despite a high agriculture potential; high importation and consumption of low-nutrient food; and improper absorption of food. The downward spiral is also fueled by the unstable environment and highly unfavorable fiscal and trade policies.

Its main recommendations were to:

- Prioritize policies aimed at achieving food sovereignty, food security and nutrition;
- Leverage on agriculture and agro-industry as the driving force to revive the Haitian economy and eliminate hunger and malnutrition;
- Invest in social safety nets so that no one is left behind; and
- Improve the availability of and access to quality basic services necessary for achieving nutrition security.

Source: *Haiti's National Policy and Strategy for Food Sovereignty, Food Security and Nutrition (PSNSSANH)*

12. In early 2020, 22.7 percent of Haitian children aged 6 – 59 months were chronically malnourished, while 6 percent of children of this age category suffered from moderate to severe acute malnutrition.¹⁹ In contrast, 30.4 percent of boys and 24.5 percent of girls are overweight. For adults (over 18) these percentages are 51.1 for men and 58.3 for women.²⁰
13. The main drivers of food insecurity and malnutrition are climate shocks, economic shocks, conflict/insecurity, and infectious diseases combined with structural issues such as poor water and sanitation infrastructure, inadequate access to services and sub-optimal infant and young child feeding practices. Only 14 percent of children aged 6–23 months are estimated to receive the Minimum Acceptable Diet for growth and development.²¹

Agriculture

14. Agriculture, forestry and fishing accounted for 19.4 percent of the GDP in 2019.²² Agriculture is responsible for 80 percent of employment in rural areas.²³ Women in particular play a dominant role in the agricultural sector, with 44 percent Haitian women becoming traders.²⁴ Agriculture's contribution to the economy has been declining since the 1980s, and Haiti currently needs to import about 60 percent of the food that it consumes.
15. Agricultural productivity is severely constrained by several factors. Smallholder farmers generally lack access to appropriate technology and key production factors, especially irrigation water. Women smallholder farmers tend to be increasingly affected due to their lower levels of access to capital, training opportunities and decision-making. Post-harvest losses are considerable, often the result of a lack of storage and processing facilities. In addition, the condition of road infrastructure is poor, and smallholder farmers and poor rural households have extremely limited access to credit for productive activities.²⁵

Climate Change and Environmental Vulnerability

16. Haiti ranked third amongst the ten most affected countries in the world by climate change, with a climate risk index of 88.67 in 2018.²⁶ Haiti is highly vulnerable to hurricanes, tropical storms, droughts and floods. Hurricane Matthew, which hit the country in 2016, caused losses and damages estimated at 32% of GDP.

¹⁹ Enquete nationale nutritionnelle et de mortalite (SMART), Haiti, January 2020

²⁰ NCD Risk Factor Collaboration 2017

²¹ Global Report on Food Crises, 2019

²² [Haiti Overview \(worldbank.org\)](https://www.worldbank.org/en/country/haiti/overview)

²³ Strategic Plan for the Development of Haiti, Vision 2030

²⁴ Government of Haiti (2014-2034), Policy on Gender Equality and Women's Empowerment (*Politique Égalité Hommes-Femmes: Autonomisation des Femmes*)

²⁵ [Haiti \(ifad.org\)](https://www.ifad.org/en/haiti)

²⁶ Germanwatch, Global Climate Risk Index 2020

Climate change is expected to increase the frequency, intensity, and impacts of extreme weather events in the country.²⁷

17. The impact of these has been further aggravated by deforestation that has left the urban and rural areas where the poorest segment of the population lives, exposed to landslides following heavy rainfall. Each successive disaster takes a toll on the Haitian economy and further hinders its sustainable development.²⁸

Education

18. Haiti had an adult literacy rate (ages 15 and older) of 48.7 percent in 2016, while only 26.9 percent females and 39.9 males aged 25 and older had secondary education in 2018. Only 63 percent of children, female and male, in 2018 have attended early childhood education with only 31 percent of the poorest attending.²⁹ According to the study of children outside the school system (2017), almost 2 in 10 children aged 6 to 11 do not attend primary school and about 6 out of 10 children, aged 6, enter Grade 1; the net primary school enrolment rate is lower in rural areas (80 per cent) than in urban areas (91 per cent) and significantly lower in some departments.³⁰

Gender

19. Gender inequality in Haiti is very high, with the country ranking 152 out of 162 countries in 2019 with an index of 0.636³¹, despite the principle of gender equality, equal protection and enjoyment of human rights being enshrined in the country's Constitution.³²
20. About 62 percent of females above 15 years participate in the labour force.³³ Women form the majority of street vendors and support agricultural supply chains. Socially reinforced gender roles continue to impact on women's equitable access and benefit from resources to increase their production or expand their enterprises, due to their lack of access to land ownership, agricultural inputs, credits, technologies and equipment and appropriate training.³⁴ Women and girls continue to be disproportionately burdened with domestic roles. Nearly half of Haitian households are women-led.
21. One in three Haitian women, ages 15 to 49, has experienced physical and/or sexual gender-based violence (GBV).³⁵ Gender-based violence incidence rates have reportedly increased as a result of the COVID-19 crisis, from 5% to 40%.³⁶

Internally Displaced People and Immigration

22. Disasters, forced evictions, chronic food and livelihood insecurity, and economic, political and environmental fragility are the main drivers of internal displacement in Haiti. In 2019, there were 51,000 internally displaced people (IDP) due to disasters and 2100 due to conflict. Early figures for 2020 show an increase in displacements associated with conflict and violence.³⁷
23. It is estimated that there are more than 1.2 million Haitian migrants across the world (2017), mostly in the USA, Canada, France, the Bahamas and the Dominican Republic. In 2019 alone, almost 2 million persons emigrated from Haiti (15% of the population).³⁸

²⁷ World Bank <https://data.worldbank.org/country>

²⁸ <https://public.wmo.int/en/resources/bulletin/climate-services-reduce-vulnerability-haiti>

²⁹ Human Development Report 2016, 2019; State of the World's Children Report 2019

³⁰ [Education | UNICEF Haiti](#)

³¹ UNDP Human Development Report 2020

³² Haitian Constitution of 29 March 1987 (Articles 17,18,19,28,32.6,35.2)

³³ 2020 World Bank report, modeled ILO estimate.

³⁴ World Food Programme (WFP) Gender in value chain analysis of the Home-Grown School Feeding Programme, Haiti, 2020

³⁵ [Gender Equity and Women's Empowerment | U.S. Agency for International Development \(usaid.gov\)](#), January 2020 factsheet.

³⁶ Care International and UN Women, Rapid Gender Analysis in Haiti, the Impact of COVID-19, September 2020

³⁷ <https://www.internal-displacement.org/countries/haiti>

³⁸ OIM World Migration Report 2020

Humanitarian Protection

24. Protection challenges remain very present and surpass the State's capacity to respond. Indeed, more than 1.44 million Haitians have direct protection needs. About 58 percent of children between 1 and 14 years and 15 percent of women aged 15 – 49 years are affected by some form of violence.³⁹ Adequate protection and prevention systems fail to exist, with affected populations often finding themselves without access to basic social services, particularly at the rural level.⁴⁰ The movement restrictions put in place as a result of the COVID-19 pandemic contributed to an exacerbation of social inequalities and an increased adoption of negative coping mechanisms, putting vulnerable children including girls at risk of physical violence and sexual exploitation.⁴¹
25. In line with this finding, the Humanitarian Country Team (HCT) reactivated the Protection Coordination Group (PCG) to develop a common Protection Strategy for Haiti 2019-2022 between humanitarian, development and peacebuilding actors.

National Policies and the SDGs

26. Haiti has developed over the years several national policies and development plans to guide its development and resilience, including:
 - The Strategic Plan for the Development of Haiti⁴² which aims at territorial, economic, social and institutional rebuilding of the nation and for Haiti to be an emerging country by 2030. The Political, Economic and Socio-Cultural Reform elaborated in March 2019 outlines the issues, proposed solutions and commitments around these areas.
 - The National Social Protection and Promotion Policy was adopted in June 2020. To support its implementation, the vulnerability database (SIMAST) in which 420,000 Haitians are registered is planned to be strengthened and expanded.
 - The National Disaster Risk Management Plan 2019-2030, in line with the Sendai Framework, aims to improve the knowledge of disaster risk, strengthen governance, mobilize financial mechanisms to build resilience, and improve disaster preparedness.
 - The Agricultural Development Policy 2010-2025 has as long-term vision around key areas on agricultural modernization.
 - The Strategic Plan for Nutrition 2013-2018 has six strategic areas: malnutrition prevention, nutrition support, nutrition in emergencies, nutrition information systems, sector coordination, and applied research and training.
 - The National School Feeding Policy and Strategy aims to provide quality school meals, support the production of local food, and develop national capacities.
 - The Gender Equality Policy 2014 – 2034 aims to promote equal rights and fair justice between men and women, gender-sensitive education, access to sexual and reproductive health with respect for the dignity of women, elimination of all forms of violence towards women and girls, and economic equality and equitable access in employment.
 - The National Education Strategy developed in 2007 seeks to promote greater equity in early childhood development and care, access to education, greater efficiency of the basic education system, and efficient and effective school management. The Ten-year Education and Training Plan 2018 – 2028 is to reinforce the education sector at all levels.

³⁹ Protection Strategy for Haiti 2019 - 2022

⁴⁰ Development of a Common Protection Strategy for Humanitarian and Development Actors in Haiti

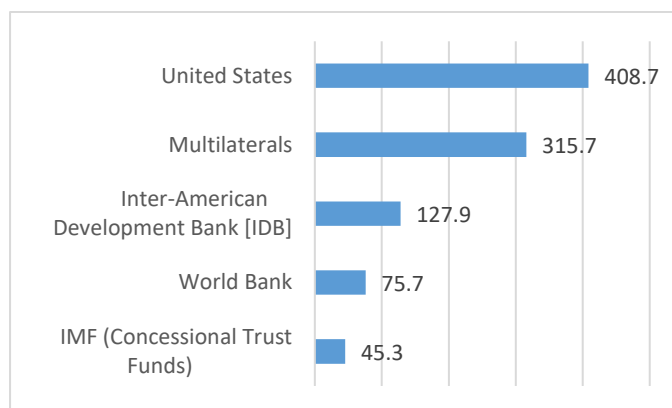
⁴¹ Protection Strategy in response to the global pandemic COVID-19 (*Stratégie de Protection en réponse à la pandémie du COVID-19*), Haiti 2020

⁴² Strategic Plan for the Development of Haiti, Vision 2030

International Development Assistance

27. During the period 2015 – 2018, Haiti received a yearly average US\$ 1,022 million net Official Development Assistance (ODA). The proportion of net ODA per GNI decreased from 13.4% in 2016 to 10.2% in 2018⁴³. The top five average ODA funding sources between 2016-2019 were the United States, multilateral funds, the Inter-American Development Bank (IDB), the World Bank and the IMF (Figure 2). Main humanitarian donors are UNICEF, WFP, and UNDP.

Figure 2: Top five donors of Gross ODA Haiti 2016 – 2019 average, USD million per year



Source: OECD website, data extracted on 24/11/2020

28. While ODA to Haiti remained more or less stable over the last five years, humanitarian assistance fluctuated in response to new disasters and crises (Figure 3). There has been a downward trend in the coverage of humanitarian response plans and appeals (Figure 4).

Figure 3: International Assistance to Haiti (2015-2020)

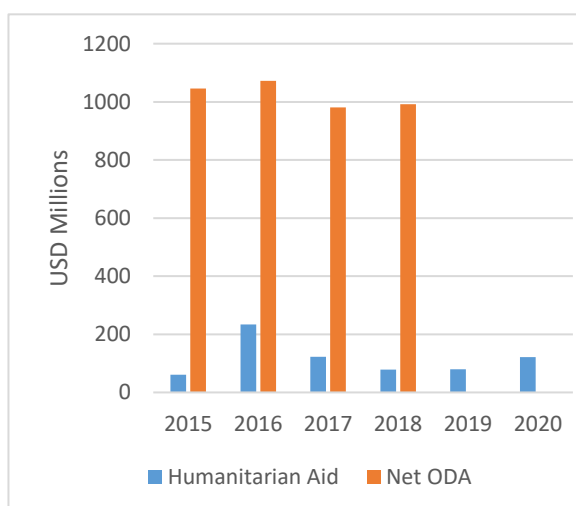
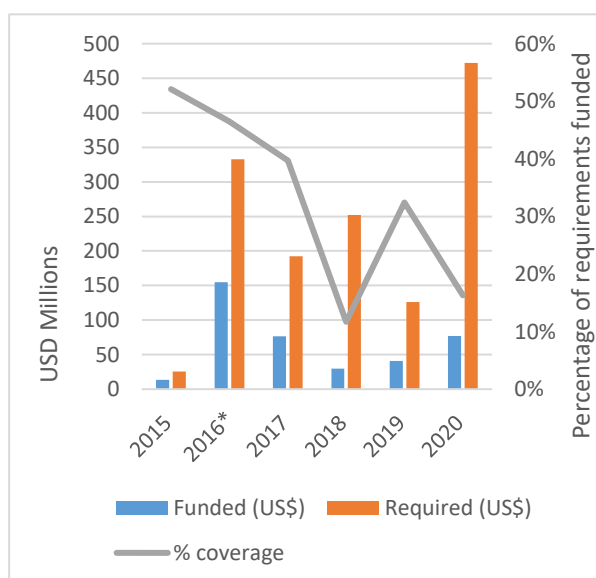


Figure 4: Haiti Funding against humanitarian response plans and appeals (2015-2020)



Notes: Humanitarian Aid figures include assistance received within and outside humanitarian response plans and appeals; no ODA data available for 2019 and 2020.

Source : OECD-DAC, UN OCHA – FTS (Accessed 8.10.2020)

⁴³ OECD/DAC

The United Nations in Haiti

29. Since October 2017, the United Nations Stabilization Mission in Haiti (MINUSTAH) established in 2004 transitioned to a smaller peacekeeping mission called the United Nations Mission for Justice Support in Haiti (MINUJUSTH) to support Government efforts to strengthen rule-of-law institutions and monitor human rights.⁴⁴ MINUJUSTH completed its mandate in October 2019 and the UN family continues supporting Haiti through the United Nations Integrated Office in Haiti (BINUH) and 19 agencies, funds and programmes.
30. The United Nations Development Assistance Framework (UNDAF) covers the period 2017 – 2021 and is aligned with the Strategic Plan for the Development of Haiti. It rests on five strategic pillars: 1) Poverty reduction and promotion of decent employment; 2) Access and use of quality basic social services; 3) Gender equality and protection; 4) Resilience; and 5) Governance.

2. Reasons for the Evaluation

2.1. Rationale

31. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its country strategy and portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new Country Strategic Plan (CSP) for Haiti – scheduled for Executive Board consideration in November 2022.

2.2. Objectives

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

2.3. Stakeholder Analysis

33. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4. The Evaluation Team will further refine the stakeholder analysis during the Inception Phase.
34. Internally, key evaluation stakeholders comprise WFP's Country Office in Haiti, Regional Bureau in Panama (RBP), Headquarters divisions, including the Office of Evaluation (OEV) for synthesis and feeding into other evaluations, and WFP's Executive Board. A selection of WFP staff will be providing inputs on learning needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG). Annex 13 presents the Terms of Reference of the IRG. Its composition will be agreed upon with the Regional Bureau in Panama.
35. Externally, WFP interacts with its target population groups; the Government of Haiti; civil society institutions as relevant; international development actors in the country; and private sector entities. As

⁴⁴ [MINUSTAH | United Nations Peacekeeping](#) and [MINUJUSTH | Mission des Nations Unies pour l'appui à la justice en Haiti \(unmissions.org\)](#)

feasible, OEV and the evaluation team will inform them of the evaluation objectives and process and identify their interests in the evaluation during the inception phase; seek their views and reflections on WFP's strategy and performance in Haiti during the data collection phase; and communicate and discuss evaluation results with them during the reporting and dissemination phase.

36. The CSPE will seek to engage with WFP target population groups, household members, community leaders, teachers, civil protection staff etc. to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups.
37. The Government of Haiti is an important partner and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. Key government stakeholders the evaluation will engage with include the Directorate of Civil Protection (Ministry of Interior and Territorial Communities), Ministry of Agriculture, Natural Resources and Rural Development, Ministry of Health, Ministry of Social Affairs and Labour (MAST), Ministry of National Education and Vocational Training (MENFP), Ministry of the Feminine Condition & the Rights of Women, Ministry of Environment, the National School Feeding Program (PNCS) and the National Coordination for Food Security, among others.
38. WFP is a member of the UN Country Team (UNCT) and Humanitarian Country Team (HCT) and works closely with other United Nations and other humanitarian actors. WFP collaborates in particular with the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), the UN's Food and Agriculture Organization (FAO), the International Organisation for Migration (IOM), the International Fund for Agricultural Development (IFAD), the United Nations Population Fund (UNFPA), and the United Nations Environment Programme (UNEP). WFP has also collaborated with a wide range of Cooperating Partners to facilitate the implementation of activities. These are primarily national and international NGOs (see Annex 4 for a complete list). WFP further collaborates with the World Bank and Interamerican Development Bank.

3. Subject of the Evaluation

3.1. Subject of the evaluation

39. WFP has been working in Haiti since 1969. Prior to 2018, WFP implemented all types of projects: Emergency Operations (EMOP), Protracted Relief and Recovery Operations (PRRO), Development Operations (DEV), Special Operations (SO), and interventions funded by the Immediate Response Account for Preparedness (IR Prep) and Trust funds. WFP operations covered a wide range of intervention areas: immediate emergency response to the prolonged drought and hurricane Matthew in 2016; recovery operations, social safety nets, nutrition and school meals; as well as providing logistics, telecommunications and aviation services to the humanitarian community. This was paired with capacity development and policy support to various ministries and government agencies. Annex 6 provides an overview of WFP projects and programmes between 2016 to 2020.
40. In the course of 2017, WFP developed a **Transitional Interim Country Strategic Plan (T-ICSP)** for Haiti, initially to cover the 6-month period from January to June 2018 and later extended until June 2019. The T-ICSP was informed by two evaluations, conducted in 2014 and 2016 (see Annex 7).
41. The transition to country-level strategic planning was expected to help WFP Haiti consolidate its portfolio and achieve a more integrated and coherent approach, across all interventions. The T-ICSP aimed at five strategic outcomes (SO) with activities broadly in line with the ongoing DEV, PRRO and corporate Trust Fund interventions (Table 3). It was expected to place greater emphasis on the development of a shared vision between the Government and WFP for school feeding, social safety nets, and Emergency Preparedness and Response (EPR) to improve the strategic focus, integration and continuity of activities. The scale and scope of social protection programmes and social safety nets would be increased, and resources would be dedicated to support the Government on defining and implementing public policies on nutrition, food security, school meals, social protection, and local purchases.
42. Further according to the T-ICSP document, nutrition efforts would be reassessed, to help WFP regain a leading role in nutrition. A roadmap was to be developed for the handover to the Government of

mutually agreed activities (e.g. School Meals, national vulnerability database). The T-ICSP would also help reinforce WFP's position as a strategic partner in fields such as resilience, and local purchases.

43. Table 1 in Annex 9 provides an overview of T-ICSP implementation as per the Annual Country Reports.

Table 1: Strategic Outcomes, activities and main interventions under the T-ICSP 2018 – Jun 2019

Strategic Outcomes	Activities
SO1. Households in affected areas have access to sufficient and adequate food to meet their basic food and nutrition needs after a shock.	<i>Activity 1. Provide unconditional food assistance to food insecure households affected by shocks.</i>
SO2. Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season.	<i>Activity 2. Provide nutrition-sensitive, targeted seasonal food assistance to families with PLW/G and/or children aged 6-23 months.</i>
SO3. Pre-primary and primary school-aged children have adequate access to nutritious food all year long.	<i>Activity 3. Provide daily nutritious school meals, and training on hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country.</i>
	<i>Activity 4. Support policy implementation, analysis of school feeding models and provision of tools for the Ministry of Education, including literacy and education materials.</i>
SO4. Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year.	<i>Activity 5. Provide market support for smallholder farmers and organisations to aggregate and sell diversified agricultural products.</i>
	<i>Activity 6. Provide conditional food assistance for productive agriculture assets creation to food insecure households.</i>
SO5. Governmental institutions and other organizations at national and local levels have enhanced capacities to address food insecurity and malnutrition among vulnerable populations by 2030.	<i>Activity 7. Provide technical assistance to the national social protection safety net programme on vulnerability targeting through training and coaching, data management, and systems, policy and organizational development.</i>
	<i>Activity 8. Provide technical assistance to the Government, the Red Cross and local NGOs in Emergency Preparedness and Response (EPR) and assessments.</i>

Source: WFP Haiti T-ICSP

44. The total cost of the T-ICSP was initially estimated at USD 23.9 million and overall, WFP was expected to assist 631,000 beneficiaries. The T-ICSP was extended for one year, until June 2019, through a first budget revision (BR 1) which increased the expected number of beneficiaries from 631,000 to 1,182,000 - mostly for Activity 1 (Table 4) while increasing the total estimated cost of the T-ICSP to USD 85.1 million. Activity 8 was broadened with a focus on logistics. A subsequent budget revision was to expand the coverage of the information system managed by the Ministry of Social Affairs (SIMAST) and brought the total estimated cost of the T-ICSP to USD 87.97 million without changing the planned number of beneficiaries.

Table 2: T-ICSP beneficiary overview (2018 - June 2019)

		Planned			Actual		
		F	M	Total	F	M	Total
2018	Original T-ICSP (Jan - Jun 2018)	323,000	308,000	631,000	296,771	286,277	583,048
2019	BR 1 (Jan 2018 - Jun 2019)	612,000	570,000	1,182,000	250,178	250,522	500,700

Source: Haiti T-ICSP; Budget Revisions 1, 3; ACR (2018) (2019)

45. Table 5 provides a budget overview for the T-ICSP. As can be seen, in the absence of a major crisis, school feeding activities (which are classified under the “Root causes” focus area in Table 6) have received the largest resource allocation. Donor allocations have been predominantly earmarked at the activity level (99.4 percent).

Table 3: Cumulative Financial Overview (USD) as at 30 June 2019

Strategic Outcome	Needs based plan US \$ million (2018-2019)	% of SO needs-based plan on total	Actual allocated resources US\$ Million	% of SO allocated resources on total	Expenditures	% of SO expenditures on allocated
SO1	19,141,240	27%	16,386,011	26%	8,294,704	51%
SO2	4,492,901	6%	714,459	1%	684,300	96%
SO3	28,098,716	40%	27,541,931	44%	14,238,394	52%
SO 4	9,610,486	14%	7,396,148	12%	2,593,584	45%
SO 5	8,755,389	12%	9,820,636	16%	4,383,851	0%
Non SO Specific	0	0%	701,110	1.12%	0	0%
Total Direct Operational Cost	70,098,731	100%	62,560,295	100%	30,194,832	48%

Note: Figures do not include direct and indirect support costs.

Source: IRM (data extracted on 14.12.2020)

Table 4: Haiti T-ICSP CPB (2018-2019) Summary of allocated contribution by focus area

Focus Area	Confirmed Contributions (USD)	% of Total Contributions
Crisis Response	10,154,377	27%
Resilience Building	4,122,310	11%
Root Causes	17,849,384	47%
Not assigned	5,659,332	15%
Sum	37,785,403	100%

Note: Confirmed contributions are the funds committed by the donor as per the agreement and based on the contribution year, while the allocated resources (Table 5) include those earmarked funds plus other kinds of funds like flexible multilaterals, resource transfers, CERF funds, miscellaneous etc.

Source: IRM analytics- CPB Grants Balance Report (data extracted on 14.12.2020)

46. In the course of 2018, WFP designed a 4.5-year **full CSP** for Haiti, initially running from July 2019 to December 2023 and aiming at 6 strategic outcomes (Table 7). The total initial cost was estimated at USD 199 million, targeting 1,471,000 beneficiaries about half of which would benefit from emergency food assistance under SO1 in case of crisis and one third would benefit from school meals under SO2. Strategic outcome 7 / Activities 9 and 10 would only be activated in the event of a large-scale emergency. Table 2 in Annex 9 provides more details on planned activities under each strategic outcome.

47. WFP has decided to shorten the CSP by one year, to align its cycle to the future UN Sustainable Development Cooperation Framework for Haiti. Hence, it intends to present a new CSP to the WFP Executive Board in November 2022.⁴⁵

Table 5: Strategic Outcomes and Activities planned under the CSP 2019-2023

Strategic outcomes	Activities
SO1. Crisis-affected populations in Haiti are able to meet their basic food and nutrition needs in times of crisis.	<i>Activity 1: Provide emergency food assistance and support risk reduction and the recovery of crisis-affected populations.</i>
SO2. Vulnerable populations in Haiti benefit from nutrition-sensitive safety nets to meet their basic needs all year.	<i>Activity 2: Design, implement and strengthen nutrition-sensitive safety nets for vulnerable populations.</i>
	<i>Activity 3: Provide nutritious meals and complementary sensitization and training in targeted schools relying on centralized procurement of commodities.</i>
SO3. Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023.	<i>Activity 4: Develop and improve local production by strengthening smallholder farmers' access to markets.</i>
	<i>Activity 5: Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools.</i>
SO4. Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt, and recover from shocks and manage climate-related risks by 2023.	<i>Activity 6: Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks.</i>
SO5. Centralized and decentralized institutions and national stakeholders have increased capacities to achieve zero hunger by 2030	<i>Activity 7: Provide policy support and technical assistance to national stakeholders in the areas of social protection, disaster risk management, fortification and local production.</i>
SO6. The Government and humanitarian and development actors have access to services on demand all year.	<i>Activity 8: Provide on-demand supply chain, targeting, beneficiary management and CBT delivery services to the Government as well as to humanitarian and development actors.</i>
SO7. The Government as well as humanitarian actors have access to common services to ensure an effective response during times of crisis.	<i>Activity 9: Provide logistics coordination of common services and platforms to humanitarian partners.</i>
	<i>Activity 10: Provide humanitarian air services to partners.</i>

Source: WFP Haiti CSP 2019-2023

48. The national zero hunger strategic review (2017) had identified agricultural decline as a major contributor to food insecurity and rural poverty (Box 1 above), which led WFP to give more emphasis on agricultural development in the new CSP.

49. According to the CSP document, in line with the United Nations' new way of working, WFP would seek to strengthen its work at the humanitarian-development nexus in Haiti through stronger synergies with joint long-term multisector development interventions and, when feasible, by channelling its assistance through shock-responsive social safety nets (SO1, SO2 and SO5). WFP would further invest in climate change adaptation through risk management and livelihoods and resilience initiatives aimed at increasing people's resilience to shocks and stressors. Gender and age analyses (SO4) were to be conducted in order to inform the design of such interventions.

50. WFP would increase its support to policy and capacity strengthening (SO5) in order to build the foundations for sustainable progress towards achieving zero hunger in Haiti. WFP's investments in social

⁴⁵ The current UNDAF for Haiti runs until 2021, but it remains to be confirmed whether the subsequent UNSDCF will start in 2022 or 2023. In case it was to start in 2022, the new WFP CSP will likely run from 2023 to 2026 ending the same year as the UNSDCF and thus achieving full alignment from the third generation CSP onwards.

protection systems (such as the social registry) were expected to progressively strengthen the Government's capacity to ensure food security and nutrition and reach broader development goals.

51. A shift in focus was also foreseen for nutrition activities from treatment to addressing the underlying causes of mother and child malnutrition (SO2). Complementing activities of other agencies, WFP was to adopt a gender-responsive and nutrition-sensitive approach with institutional capacity strengthening, nutrition-focused safety nets and social and behaviour change communication.
52. There are several complementarities and synergies between the SOs and activities under the CSP. For instance, decentralized local purchases under SO3 / Activity 5 would provide diversified nutritious food to the home-grown school feeding programme under SO2 / Activity 3. While SO5 / Activity 7 are specifically focussed on national capacity development, it is in fact part and parcel of all SOs and activities under the CSP. Similarly, gender equality considerations are expected to be mainstreamed throughout all SOs and activities. The Line of Sight diagram accompanying the CSP (reproduced in Annex 8) is not a useful representation of these cross-outcome linkages as it only shows the strictly linear relationships from activities through outputs to strategic outcomes. The CSP document itself, however, presents a useful diagram to show the integrated nature of the CSP (see Figure 1, page 11 of the CSP document). OEV has attempted to reconstruct a tentative Theory of Change (ToC) on the basis of the CSP logframe, which shows more explicitly the linkages between SOs and activities across the strategic plan (see Annex 8). This ToC will be further elaborated and validated with the CO during the inception phase.
53. To implement the activities, WFP would also closely collaborate with numerous partners in Haiti. Detailed lists of national and international partners and their respective roles in CSP implementation are presented in Annex 4.
54. In 2019, a decentralised final evaluation was conducted of WFP Haiti's Food for Education and Child Nutrition Programme funded by two McGovern Dole/USDA grants covering the period September 2016 to June 2019 (Annex 7). The baseline study for the follow-up grant from September 2020 to September 2023 was launched in 2020.
55. The ongoing CSP has known 5 BRs so far, progressively increasing the estimated cost of the CSP. BR 1 in November 2019 allowed for the activation of Strategic Outcome 7 in response to the political crisis and civil unrest since mid-2018, the transition from MINUJUSTH to the Integrated United Nations Bureau in Haiti, and the prevailing instability, deteriorating security situation and fuel shortages in the country. BR 2 allowed for extending the two activities under SO7, as well as a budget increase for on-demand services under Activity 8.
56. In response to the deteriorating food security situation in the country as well as the expected impact of the COVID-19 pandemic and accompanying containment measures, BR 3 foresaw an expansion of WFP's emergency food assistance under SO1 for 2020 by increasing the number of planned beneficiaries by 44% to 2,121,000 people (Table 8). BR 3 also constituted the most important cost increase, bringing the total estimated CSP cost to USD 268.4 million. BR 4 was a technical revision without budget or beneficiary implications and the most recent BR 5 dated August 2020 was for another extension of UNHAS services until the end of 2020 and increased the total estimated cost of the CSP to USD 271.4 million.

Table 6: CSP beneficiary overview (Jul 2019 – 2023)

		Planned			Actual		
		F	M	Total	F	M	Total
2019	Original CSP (July 2019 - Dec 2023)	741,384	729,616	1,471,000	296,771	286,277	583,048
	CSP Budget Revision 3 (Jul 2019 - Dec 2023)	1,072,884	1,048,116	2,121,000			

Source: Haiti CSP; Budget Revisions 1, 3; ACR (2019)

57. The following tables provide a budget overview for the CSP. They reflect a larger portion of funding dedicated to crisis response (SO1) compared to the T-ICSP period, and a more balanced allocation of

resources over diverse activities under the “root causes” (school feeding under SO2) and “resilience building” (rural livelihoods and resilient food systems under SOs 3 and 4). Donor allocations have still been predominantly earmarked at the activity level (78.7 percent), though earmarking at the SO level has increased significantly (21 percent) – an interesting evolution to be investigated by the CSPE.

Table 7: Cumulative Financial Overview (USD) as at 17 January 2021

Strategic Outcome	Needs based plan US \$ million (2019-2023) ^a	% of SO needs-based plan on total	Actual allocated resources US\$ Million	% of SO allocated resources on total	Expenditures	% of SO expenditures on allocated
SO1	91,120,232	40%	90,661,967	58%	28,208,374	31%
SO2	72,074,727	32%	27,743,453	18%	8,331,623	30%
SO3	16,386,193	7%	13,644,625	9%	1,907,784	14%
SO4	24,817,249	11%	8,214,568	5%	3,388,634	41%
SO5	13,409,056	6%	9,760,291	6%	3,481,102	36%
SO6	3,046,823	1%	1,085,893	1%	507,119	47%
SO7	6,538,677	3%	4,610,673	3%	3,915,153	85%
Total Direct Operational Cost	227,392,957	100%	155,721,470	100%	49,739,789	32%

Note: Figures do not include direct and indirect support costs.

Source: CPB Financial Management - Overview (data extracted on 17.01.2021)

Table 8: Haiti CSP (2019 – 2023) Country Portfolio Budget Summary of contribution revenue by Focus Area

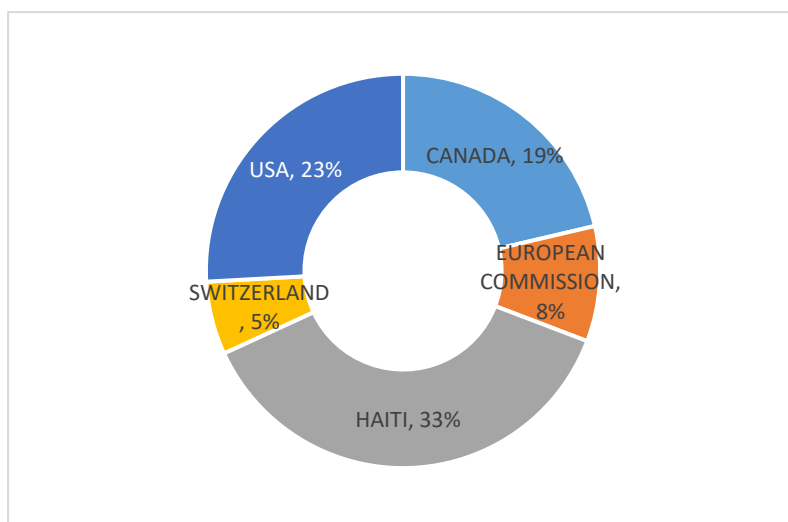
Focus Area	Contribution Revenue (USD)	% of Total Contribution Revenue
Crisis Response	39,524,069	36%
Resilience Building	30,171,381	28%
Root Causes	27,280,348	25%
Not assigned	12,127,107	11%
Total	109,102,905	100%

Note: Confirmed contributions are the funds committed by the donor as per the agreement and based on the contribution year, while the allocated resources (Table 10) include those earmarked funds plus other kinds of funds like flexible multilaterals, resource transfers, CERF funds, miscellaneous etc.

Source: IRM analytics- CPB Grants Balance Report (data extracted on 14.12.2020)

58. The **main donors for the WFP CSP** are the Government of Haiti, the USA, Canada, the European Union and Switzerland (Figure 6).

Figure 5: Haiti CSP top five donors



Source: WFP The FACTory, data extracted on 30.11.2020

59. **WFP offices and staffing in Haiti:** currently (December 2020) there are 198 staff in WFP Haiti, 151 in the Country Office (Port-au-Prince) and the rest based at the Sub-Office in Gonaïves and the Field Offices in Cap-Haïtien, Les Cayes and Jacmel. Approximately 38 percent of the staff are female staff and 83 percent are national staff. Attracting and retaining qualified international staff is recognized as a challenge in the CSP document.

3.2. Scope of the Evaluation

60. The evaluation will cover WFP strategy and activities (including cross cutting results) for the period 2018 to mid-2021, with a cut-off date for performance and financial data at the end of the main evaluation mission (September 2021). The reasons for including the period covered by the T-ICSP are two-fold: it will allow the evaluation to better capture the transition from project-based planning to country-level strategic planning introduced with the Integrated Road Map and it will provide a multi-year timeframe over which it will be possible to see trends on the strategic shifts initiated with the T-ICSP and to make comparisons between years for learning purposes. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities (pre-T-ICSP) and assess if the envisaged strategic shift has taken place and what its consequences are. The main unit of analysis of the evaluation is the T-ICSP followed by the current CSP as approved by WFP Executive Board, as well as any subsequent approved budget revisions, assuming that these strategic documents cover all WFP strategic and cross-cutting outcomes, outputs, activities and inputs related to Haiti during the period covered by the evaluation. The evaluation will also assess WFP activities not explicitly included in the T-ICSP or CSP documents which concern Haiti during the period covered by the evaluation, if any.

61. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly in relations with national governments and the international community.

4. Evaluation Approach, Methodology and Ethical Considerations

4.1. Evaluation questions and criteria

62. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions and corresponding lines of enquiry as relevant and appropriate to the CSP and country context, including as relates to assessing the consequences and response to the COVID-19 crisis.

EQ1 – 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?	
1.1	<i>To what extent was the T-ICSP and is the current CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</i>
1.2	<i>To what extent did the T-ICSP and current CSP address the needs of the most vulnerable men, women, girls and boys to food insecurity and malnutrition in Haiti ensuring that no one is left behind?</i>
1.3	<i>To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the T-ICSP and CSP considering changing context, national capacities and needs in Haiti – in particular in response to the COVID-19 pandemic?</i>
1.4	<i>To what extent are the T-ICSP and the current CSP coherent and aligned with the wider UN and humanitarian sector, and do they include appropriate strategic partnerships based on the comparative advantage of WFP in Haiti?</i>
EQ2 – What is the extent and quality of WFP’s specific contribution to T-ICSP and CSP strategic outcomes in Haiti?	
2.1	<i>To what extent did WFP deliver expected outputs and contribute to the expected T-ICSP and CSP strategic outcomes?</i>
2.2	<i>To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</i>
2.3	<i>To what extent are the achievements under the T-ICSP and CSP likely to be sustainable – in particular from an institutional, environmental and socio-cultural point of view?</i>
2.4	<i>To what extent did the T-ICSP and CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?</i>
EQ3: To what extent has WFP’s used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes in Haiti?	
3.1	<i>To what extent were outputs delivered within the intended timeframe?</i>
3.2	<i>To what extent was coverage and targeting of interventions appropriate?</i>
3.3	<i>To what extent were WFP’s activities cost-efficient in delivery of its assistance⁴⁶?</i>
3.4	<i>To what extent were alternative, more cost-effective measures (e.g. transfer modalities) considered?</i>
EQ4 – 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?	
4.1	<i>To what extent did WFP use existing evidence on food security and nutrition issues in Haiti as well as evidence from evaluation to develop the T-ICSP and consecutive CSP?</i>

⁴⁶ When assessing efficiency, it is important to consider potential trade-offs with gender equality, protection and other cross-cutting aims considered under evaluation sub-question 2.2.

4.2	<i>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the T-ICSP and subsequent CSP?</i>
4.3	<i>To what extent did the T-ICSP and CSP lead to partnerships and collaborations with other actors, and how did these partnerships influence performance and results?</i>
4.4	<i>To what extent did country-level strategic planning affect flexibility and results in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?</i>
4.5	<i>What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the T-ICSP and CSP?</i>

63. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness and sustainability as well as connectedness and coverage. Moreover, it will give due attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response.
64. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should be of special interest for learning purposes and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions. Findings on the themes and their interconnection will be reflected in the conclusions of the evaluation as relevant.
65. Themes / lines of enquiry which could be of particular interest to this CSPE identified at TOR stage are:
- How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the CSP? (This is a compulsory theme across all 2021 CSPEs)
 - How effective are the targeting mechanisms in identifying and reaching the most vulnerable people?
 - How does WFP cope and adapt to the fragile and volatile context in the country? Is there a plausible link between WFP's assistance and a reduction of social unrest and insecurity?
 - Has the anticipated shift to mainstreaming nutrition sensitive programming throughout WFP's portfolio been successful? Are the nutrition needs of the most vulnerable groups met with a special focus on the "double burden" of malnutrition? To what extent and how effectively did WFP support national nutrition-related policy processes and systems?
 - How relevant and effective is the planned strategic shift to increased support to environmentally sustainable food systems and resilient livelihoods?
 - How relevant and effective are transfer mechanisms and modalities implemented in Haiti?
 - How relevant and effective is WFP's support to national social protection policies and systems?
 - To what extent has WFP's response contributed to a positive and/or negative transformation of gender equality and relations amongst men, women, boys and girls of affected populations?
 - How well are the different interventions under the CSPE integrated with each other e.g. support to small holder farmers and school feeding?
 - How is WFP perceived by the Government and by other humanitarian and development partners? How do they perceive WFP's comparative advantage and strategic positioning in Haiti?

4.2. Evaluation approach and methodology

66. The Agenda 2030 conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected 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 assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus

on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian-development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

67. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is 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 would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
68. In line with this approach, data should be collected through a mix of methods from primary and secondary sources. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. Data collection methods proposed for this CSPE include:
 - Desk review of UNDAF and Humanitarian Response Plan; relevant documentation on the evolving country context over the evaluation period; WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases and other relevant documents; Government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners; etc. Annex 14 contains a tentative list of documents available at WFP HQ and online, which will be complemented during the inception phase including with documentation obtained from the CO.
 - Semi-structured interviews with key informants, including WFP CO management and relevant staff including in the sub- and field offices; Government decision makers and technical staff at national and local level; UN, INGO and IFI representatives and technical staff; Managers and technical staff from cooperating partners; etc.
 - Surveys and group interviews with affected populations. The evaluation will conduct a mini-survey in-person with affected population groups – targeting around 300 men and women – in as far as the Covid-19 and security situation allows. In addition, focus group discussions will be held with target population groups in particular traditionally marginalised population groups, such as women, people with disabilities and the extremely poor.
 - Direct observation: the evaluation team will visit all sub- and field offices and a minimum of 8 WFP distribution and intervention sites, covering an as diverse as possible range of WFP interventions and target population groups.
 - Other appropriate data collection approaches may be proposed by the evaluation team based on the evaluability assessment and data needs identified during the inception phase. Evaluation firms are encouraged to propose possible innovative data collection and analysis methods in their proposal.
69. During the inception phase, the evaluation team will develop a detailed methodological design, in line with the approach proposed in this TOR and based on a thorough evaluability assessment.
70. Considering the ongoing COVID-19 pandemic, the inception phase will be conducted remotely, whereby briefings and interviews will be held virtually. However, because of the complexity of the situation, the nature of WFP's programme in Haiti and likely significant connectivity issues with national stakeholders, in-country fieldwork during the main data collection phase is considered indispensable. In case of international travel restrictions, at a minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations. In case no in-person interviews or in-country travel are possible, the main mission might be postponed until these become possible, up to when it becomes unrealistic to deliver a quality evaluation in time for the preparation of the new CSP. Hence field work should be completed latest by the end of September 2021.
71. In light of the above, technical and financial offers for this evaluation should consider two scenarios for the main data collection phase: a) a minimum 3-week in-country mission conducted by the full team; b) a mixed approach the national consultants conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly

checking-in with the in-country team. In any case, should the contextual and security situation allow it, the aim would be to hold the final learning workshop in Port-au-Prince not later than January 2022.

72. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation question and sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 11). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions.
73. The methodology should aim at beneficiary data disaggregation by sex, age, nationality or ethnicity 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 sampling.
74. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - the quality of the gender analysis that was undertaken before the CSP was designed.
 - whether the results of the gender analysis were properly integrated into the CSP implementation.
75. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.
76. The evaluation will give due attention to assessing adherence to humanitarian principles, protection issues, accountability to affected populations and environmental impact in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. Evaluability assessment

***Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (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 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 met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).*

77. Several issues and challenges may have implications for the conduct of the CSP evaluation, such as:
 - COVID-19 travel restrictions and the volatile security situation in the country and their implications for the coverage of field visits during the main mission. In 2021, Haiti will likely hold a national referendum to reform the constitution and/or organize general elections which may worsen an already highly volatile situation with serious social unrest and insecurity in the country. The evaluation will therefore need to follow a "security-sensitive" approach in all its dimensions.
 - The time frame covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP performance during the last year or so of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes. Even though the main data collection phase will be completed by end of September, the evaluation team will make critical updates to the draft report with information up to the end of 2021 – in particular on the basis of the 2021 Annual Country Report which should be available by end of January 2022;

- The absence of credible counterfactuals (how the situation would evolve without WFP intervention) and, in many cases even the absence of baselines;
- The meaningfulness and reliability of measurement of certain indicators in particular at the outcome level and for cross-cutting objectives;
- Missing targets, baseline and follow-up data for some indicators (Annex 5);
- Multiple logframe updates, and the introduction of new indicators in the course of T-ICSP and CSP implementation (Annex 5);
- The definition and causal relationship between SOs, outputs and activities in the Line of Sight and Logical Framework of the CSP are in some cases confusing, with certain outputs and SOs seemingly pitched at the wrong results level (e.g. SOs 6 and 7 and their respective outputs); certain activities in fact regrouping more than one activity; and at least two missing outcome-level results as can be seen when comparing the Line of Sight with the draft reconstructed ToC (Annex 8). These issues make it challenging to draw theory-based conclusions on WFP's contribution to higher-level results and will require a careful discussion of the reconstructed ToC implicit in the CSP.

78. During the inception phase, the evaluation team will be expected to perform a more in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. The latter should be based on desk review of key programming, monitoring and reporting documents and on selected scoping interviews with the programme managers. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.

4.4. Ethical considerations

79. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. 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 do no harm to participants or their communities.

80. **Conflict of interest.** The team and EM will not have been involved in the design, implementation or monitoring of the WFP Haiti T-ICSP or CSP, nor have any other potential or perceived conflicts of interest⁴⁷. Proposals should indicate any potential conflict of interest and propose an adequate mitigation strategy.

81. 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.

4.5. Quality assurance

82. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance 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.

⁴⁷ There are no restriction on former WFP staff being part of the evaluation team, as long as they comply to this condition and have not been dismissed by WFP.

83. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company⁴⁸ in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.
84. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on WFP website alongside the final evaluation report.

5. Organization of the Evaluation

5.1. Phases and deliverables

85. The evaluation is structured in five phases summarized in the table below. the evaluation team will be involved in phases 2 to 4 of the CSPE. Annex 3 presents a more detailed timeline.
86. To take into account possible delays in the main data collection mission due to the COVID-19 situation and possible unrest and insecurity around the referendum/elections planned in 2021, OEV has set an optimal timeline with the possibility to delay by maximum one month. *The CO and RB will be consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively, but also to ensure minimum disruption of CO activities.*

Table 9: Summary timeline – key evaluation milestones

Main Phases	Timeline (optimal)	Tasks and Deliverables
1.Preparatory	18 Dec 2020 28 Feb 2021	TORs shared with IRG and LTA firms Firm selection & contract
2. Inception	17-28 May 27 Jun 30 Jul	Remote inception briefings (IRG & national partners) Draft inception report Final inception report
3. Evaluation, including fieldwork	30 Aug – 20 Sep 20 Sep 1 Oct	Evaluation mission & data collection ⁴⁹ Exit debriefing with CO Detailed debrief with IRG
4. Reporting	21 Sep – 19 Oct 20 Oct – 28 Nov 10 Dec 12-13 Jan 2022 6 Feb 31 Mar	Report Drafting Comments Process Draft report shared with IRG Learning Workshop Final evaluation report Summary Evaluation Report ⁵⁰
5. Dissemination	Jun 2022 Nov 2022 Dec 2022-Feb 2023	Management Response and EB preparation EB presentation Wider dissemination

⁴⁸ The quality assurance function in the evaluation company should be separate from the evaluation team. Hence, a team member involved in data collection and analysis cannot fulfil this function.

⁴⁹ Desk review for the inception phase can be initiated as soon as the evaluation team has been contracted by the evaluation company, and has signed the UNEG pledge of ethical conduct, and the confidentiality, internet and data security statement. However, inception briefings and interviews are planned to start at the earliest mid-May 2021.

⁵⁰ The Summary Evaluation Report is drafted by the evaluation manager.

5.2. Evaluation team composition

87. The CSPE will be conducted by a gender balanced team of 3-4 International⁵¹ (including a junior evaluator/researcher) and 2-3 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (French, Haitian Creole and English) who can effectively cover the areas of evaluation. The team leader should have excellent analytical, synthesis and evaluation report writing skills in French and English. The evaluation team will have solid methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, and prior knowledge of the WFP food and technical assistance modalities.

Table 10: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in evaluating design and implementation of strategic plans, organisational positioning and partnerships • Strong experience with evaluations in countries with fragile situations, preferably in Haiti or similar contexts • Relevant knowledge and experience, both in humanitarian and development contexts • Strong presentation skills and ability to deliver on time • Fluency and excellent writing skills in either French or English, fluency in the other language • Prior experience in WFP evaluations is strongly preferred
Humanitarian assistance	<ul style="list-style-type: none"> • Unconditional transfers • Food security and nutrition information systems (including early warning and nutrition surveillance) • Inter-agency coordination and service/platforms provisions • Technical expertise in cash-based transfer programmes
School meals	Experience with evaluating school based programmes
Nutrition-specific interventions, policies and systems	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition as well as support to nutrition-related national processes and policies
Smallholder farmers support	Technical expertise in Food for Assets, smallholder farmer support, farmer organisations, market access, food systems, natural resource management and climate change adaptation, and a proven track record of evaluating such activities
Institutional capacity strengthening	Experience with evaluating institutional capacity strengthening activities in the areas of public policies, social safety nets, emergency preparedness and response/disaster risk management, school feeding programs, smallholders' productivity support, and national data and information systems

⁵¹ This does not include the person(s) involved in quality assurance who should be separate from the evaluation team.

Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis and assess of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<p>Additional important areas of expertise requested are:</p> <ul style="list-style-type: none"> • Humanitarian operations in highly insecure areas • Programme efficiency • Gender equality and empowerment of women • Humanitarian Principles and Protection • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. Roles and responsibilities

88. This evaluation is managed by the WFP Office of Evaluation (OEV). Michael Carbon, Senior Evaluation Officer, has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the internal reference group; organizing the team briefings and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the Summary Evaluation Report; conducting 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Aboh Anyangwe, Evaluation Analyst OEV, will support WFP-level data collection and analysis, organization of briefings and meetings, and review and finalization of evaluation deliverables. Anne-Claire Luzot, Deputy Director OEV, will provide second level quality assurance. She will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

89. An internal reference group (IRG) composed of selected WFP stakeholders at CO, RB and HQ 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. The CO will facilitate the evaluation team's contacts with stakeholders in Haiti; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Antonio Battista has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate 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.

5.4. Security considerations

90. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the Evaluation Manager will ensure that the WFP CO 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.

5.5. 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 consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

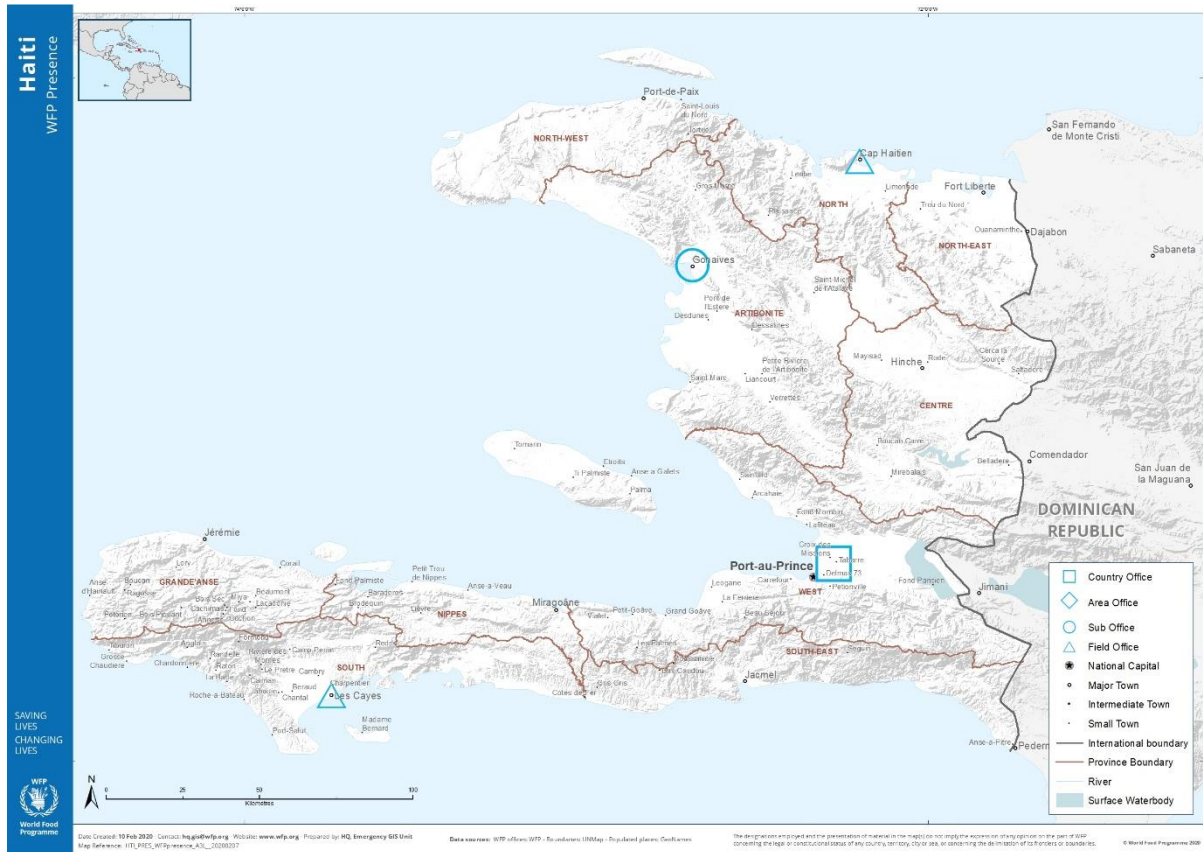
91. While the inception report may be produced in French or English, the main evaluation report will be produced in French and translated in English by the evaluation firm. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.
92. A Communication and Knowledge Management Plan (see Annex 10) will be refined by the evaluation team in consultation with the EM during the inception phase. The plan will provide details on how to communicate evaluation results back to different stakeholders in Haiti, as feasible. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.

5.6. Budget

The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Haiti Map with WFP Offices in 2020



Source: OPWeb

A more detailed online map with all WFP activities in Haiti between November 2019 and October 2020 is available following this [link](#).

Annex 2: Haiti Fact Sheet

Indicator (source)	2017	2020	Data source	Link
General				
Human Development Index (1)	0.498	0.503 (2018) (169 out of 189 countries)	UNDP Human Development Report 2017 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Asylum-seekers (pending cases) (5)	0	0 (2019)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Refugees (incl. refugee-like situations) (5)	0	5 (2019)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Returned refugees (5)	0	0 (2018)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Internally displaced persons (IDPs)	0	0 (2019)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Returned IDPs (5)	0	0 (2018)	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography				
Population total (millions) (2)	10,982,366	11,263,077 (2019)	World Bank	https://data.worldbank.org/country
Population, female (% of total population) (2)	50.65	50.64 (2019)	World Bank	https://data.worldbank.org/country
% of urban population (1)	54.3	55.3 (2018)	UNDP Human Development Report 2015 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Total population by age (1-4) (millions) (6)	2008:2017 : 1,263,322	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
Total population by age (5-9) (millions) (6)	2008:2017 : 1,195,479	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
Total population by age (10-14) (millions) (6)	2008:2017 : 1,158,478	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics

Adolescent birth rate (births per 1,000 women ages 15-19)	2.8	2.8	UNFPA	https://www.unfpa.org/data/world-population-dashboard
Economy				
GDP per capita (current USD) (2)	766	754 (2019)	World Bank	https://data.worldbank.org/country
Income inequality: Gini Coefficient (1)	41.1 (2017)	41.1 (2017)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Foreign direct investment net inflows (% of GDP) (2)	4.46	0.88 (2018)	World Bank	https://data.worldbank.org/country
Net official development assistance received (% of GNI) (4)	11.6	10.2 (2018)	OECD/DAC	https://public.tableau.com/views/OECDACaidatag glancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	32.3	32.5 (2018)	SDG Country Profile	https://country-profiles.unstatshub.org
Agriculture, forestry, and fishing, value added (% of GDP) (2)	17.93	19.49 (2019)	World Bank	https://data.worldbank.org/country
Poverty				
Population near multidimensional poverty (%) (1)	20.4 (2018)	21.8 (2019)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Population in severe multidimensional poverty (%) (1)	22.5 (2018)	18.5 (2019)	UNDP Human Development Report 2015 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health				
Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	90 (2015)	67 (2017)	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
Healthy life expectancy at birth (2)	63.29	63.66 (2018)	World Bank	https://data.worldbank.org/country
Prevalence of HIV, total (% of population ages 15-49) (2)	2.0	1.9 (2018)	World Bank	https://data.worldbank.org/country
Current health expenditure (% of GDP) (2)	8.04	not reported	World Bank	https://data.worldbank.org/country

Gender				
Gender Inequality Index (1)	144 (2017)	150 (2018)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Proportion of seats held by women in national parliaments (%) (2)	2.54	2.54	World Bank	https://data.worldbank.org/country
Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	61.50	62.08	World Bank	https://data.worldbank.org/country
Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	13.64	12.68	World Bank	https://data.worldbank.org/country
Nutrition				
Prevalence of moderate or severe food insecurity in the total population (%) (7)	not reported	not reported	The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/
Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	5 (2011-2016)	2013–2018: 4	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	22 (2011-2016)	2013–2018: 22	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	4 (2011-2016)	2013–2018: 3	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
Mortality rate, under-5 (per 1,000 live births) (2)	66.6	62.8 (2018)	World Bank	https://data.worldbank.org/country
Education				
Adult literacy rate (% ages 15 and older) (1)	48.7 (2016)	60.7 (2019)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Population with at least secondary education (% ages 25 and older) (1)	33.2	33.2 (2018)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Adjusted primary school enrolment, net percent of primary school-age children (2)	Not reported	Not reported	World Bank	https://data.worldbank.org/country

Secondary school enrolment, net percent of secondary school-age children (2)	Not reported	Not reported	World Bank	https://data.worldbank.org/country
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Source: (1) UNDP Human Development Report - 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Detailed Evaluation Timeline

Phase 1 - Preparation			
	Draft TOR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	18 Dec 2020
	Comments on draft TOR received	CO	20 Jan 2021
	Proposal Deadline based on the Draft TOR	LTA	31 Jan 2021
	LTA Proposal Review	EM	12 Feb 2021
	Final revised TOR sent to WFP Stakeholders	EM	31 Jan 2021
	Contracting evaluation team/firm	EM	28 Feb 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	1-16 May 2021
	HQ & RB Inception Briefing	EM & Team	17-19 May
	Inception Briefings	EM + TL	20-28 May
	Submit draft Inception Report (IR)	TL	27 Jun 2021
	OEV quality assurance and feedback	EM	28 Jun – 30 Jun 2021
	Submit revised IR	TL	11 Jul
	IR QA2 review	QA2	19-21 Jul
	IR DDoE Clearance	DDoE	22-28 Jul
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	30 Jul 2021
Phase 3 - Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	30 Aug – 20 Sep 2021
	Exit Debrief (ppt)	TL	20 Sep
	Preliminary Findings Debrief	Team	1 Oct 2021
Phase 4 - Reporting			
D r a f t 0	Submit high quality draft ER to OEV (after the company's quality check) (D0)	TL	19 Oct 2021
	OEV quality feedback sent to TL	EM	22 Oct 2021
D r a f t 1	Submit revised draft ER to OEV (D1)	TL	31 Oct 2021
	ER QA2 review	QA2	15-19 Nov 2021
	Submit revised draft ER to OEV	TL	28 Nov 2021
	Draft ER clearance by DDoE	DDoE	1-7 Dec 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	10 Dec 2021
	Learning workshop (Port-au-Prince)		12-13 Jan 2022
	Consolidate WFP comments and share with Team	EM	7 Jan 2022
D r a f t 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	16 Jan 2022
	Review D2	EM	17-21 Jan 2022
D r	Submit final draft ER to OEV (d3)	TL	30 Jan 2022
	Review D3	EM	31 Jan – 4 Feb 2022

a ft 3	Seek final approval by DDoE	DoE/DDoE	7-11 Feb 2022
S E R	Draft Summary Evaluation Report	EM	2 Mar 2022
	SER QA2 review	QA2	5-9 Mar 2022
	Seek DDoE clearance to send SER	DDoE	16-18 Mar 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	31 Mar 2022
	Phase 5 - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	15 April 2022
	Tail end actions, OEV websites posting etc.	EM	30 April 2022
	Presentation and discussion of SER at EB Round Table	DDoE & EM	Oct 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	Nov 2022
	Presentation of management response to the EB	RD RBP	Nov 2022

Annex 4: Preliminary Stakeholder Analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	As primary stakeholder and being responsible for country level planning and implementation of the CSP, the CO has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO management and staff will be involved in planning, briefing and feedback sessions. They will be key informants during the main mission and have an opportunity to review and comment on the draft evaluation report. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Director, Deputy Director, Head of Programmes and Heads of sub and field offices, Heads of Units including Security Team</i> <i>CO, sub and field office staff</i>
Regional Bureau in Panama and HQ Divisions	RBP and HQ Divisions are expected to have an interest in the evaluation results because of the relative size of the country programme (second in the region), uniqueness of the challenges encountered in Haiti, and the particular fragility and vulnerability of the country. The CSPE is expected to strengthen RB and HQ Division's strategic guidance and technical support to the Haiti CO, and to provide lessons with broader applicability across the region and globally.	As part of the IRG, relevant RBP staff will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RB and HQ staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations..	<i>Senior advisors at RB level or, if not available, at HQ level in the following areas: Senior Regional Programme Advisor, Supply Chain, VAM, EPR, Gender, Protection, Monitoring, Nutrition, School Based Programming, Partnerships, CBT, Social Protection, Resilience and Risk Management.</i>
WFP Senior Management	WFP Senior management is expected to have an interest in	WFP Senior Management will have an opportunity to review the SER and will	

	learning from the evaluation results because of the importance and uniqueness of the Haiti programme in the region.	provide a Management Response to the CSPE.	
Executive Board (EB)	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the Haiti programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during an informal round-table session preceding the EB.2 2021 meeting, as well as at the EB.2 2021 meeting itself.	
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new CSP during the .	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected communities		The CSPE will seek to engage with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support. Special attention will be given in hearing the voices of women and girls of diverse groups, and other potentially marginalised population groups. During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO, evaluation findings will be reported back to	WFP target population groups: vulnerable households, school children (ensuring that consent forms are in place!), community leaders, teachers, civil protection staff etc.

		target population groups through appropriate media (posters, radio etc.)	
Government at central and decentralized level	The Government of Haiti has major influence on how WFP operates and engages in the country, and will be interested in CSPE findings and recommendations to help it give direction to WFP in terms of policy, strategy and operations.	Key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Haiti. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	High-level decision makers in the Directorate of Civil Protection (Ministry of Interior and Territorial Communities); Ministry of Agriculture, Natural Resources and Rural Development; Ministry of Health; Ministry of Social Affairs and Labour; Ministry of National Education and Vocational Training; Ministry of the Feminine Condition & the Rights of Women; the National School Feeding Programme; the National Coordination for Food Security; Scaling Up Nutrition (SUN) network
UN Country Team, Humanitarian Country Team (including Food Security Cluster and Protection Coordination Group)	WFP works closely with other United Nations and humanitarian actors. These organizations might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.	Key international partners will be briefed and consulted during the inception phase, so that their particular interests could potentially be covered by the evaluation. All relevant international partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Haiti. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	UN agencies: UNICEF, UNDP, FAO, IOM, IFAD, UNFPA and UNEP Other humanitarian partners: CARE, World Vision International, Action Against Hunger, Mercy Corps IFIs: World Bank, Inter-American Development Bank, French Development Bank
Cooperating partners	Cooperating partners are critical for supporting the implementation of WFP activities. They might be interested in evaluation findings, lessons and recommendations related to the management of technical partnerships. Their views	A selection of cooperating partners will be met during the main data collection phase to seek their perspectives on their collaboration with WFP in Haiti. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	See list in table below

	will be valued in shaping the new CSP.		
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WFP Haiti Strategic partners and areas of collaboration

	Organization	Areas of collaboration with WFP in Haiti
UN	FAO	Joint food and seeds distributions, crop and food security assessments, reinforcing the capacity of local institutions to accompany smallholders in increasing and diversifying their production.
	OCHA	Joint assessments, coordination of humanitarian activities
	UNICEF	Malnutrition treatment programme, WASH activities, school-based interventions on health, hygiene and nutrition whereby WFP delivers complementary modules on broader food quality, safety and preparation.
	IOM	Shelter and disaster risk reduction initiatives
	UNFPA	Sexual and reproductive health and initiatives for combatting gender-based violence
	IFAD	Facilitating access to microcredit for smallholder farmers and improve production inputs and techniques
	UNDP	Post-Matthew Recovery Programme resilience activities (building and restoring assets)
	UNEP	Mitigate the environmental impact of school feeding by sensitizing communities to sustainable practices.
	ILO, IOM, WHO, UNICEF, UNDP, ECLAC, World Bank	Providing upstream and system-level technical assistance in social protection programmes
INGOs		

Source: ACR, T-ICSP/CSP document

WFP Haiti List of Cooperating Partners

NGO/INGO	Activity domain
ACTED	Emergency response, school feeding, resilience activities and nutrition
Action Against Hunger (ACF)	Emergency response, resilience activities and nutrition; Kore Lavi Programme
Action Aid Haiti (AAH)	Emergency response and nutrition
Adventist Development and Relief Agency (ADRA)	Emergency response, school feeding, resilience activities and nutrition
Alianza por la Solidaridad	Emergency response, resilience activities and nutrition
AMURT	Emergency response, school feeding, resilience activities and nutrition
AVSI	Emergency response and resilience activities
Bureau de Nutrition et Développement (BND)	School feeding, resilience activities and nutrition
Bureau Diocésain de l'Éducation (BDE)	School feeding, resilience activities and nutrition
CAPAC HAITI	Emergency response
Care International	Kore Lavi Programme
CARITAS Diocésaine des Gonaives (CDG)	Emergency response and nutrition

Catholic Relief Services (CRS)	Emergency response, school feeding, resilience activities and nutrition
CESAL	Emergency response, school feeding, resilience activities and nutrition
CECI	Emergency response and resilience activities
CESVI	Emergency response and resilience activities
COOPI	Emergency response, school feeding, resilience activities and nutrition
CONCERN WORLDWIDE	Emergency response and school feeding
Croix Rouge Suisse	Emergency response and nutrition
Diakonie Katastophenhilfe	Emergency response and resilience activities
Fondation Mission de l'Espoir (FOME)	Emergency response, school feeding, resilience activities and nutrition
Fondation Haitienne pour le Relevement et le Developpement (FHRD)	Emergency response, school feeding, resilience activities and nutrition
FONKOZE	Emergency response, school feeding, resilience activities and nutrition
FOSREF	Emergency response, school feeding, resilience activities and nutrition
Federation des ecoles Protestantes (FEPH)	School feeding, resilience activities and nutrition
GIRADEL	Emergency response, school feeding, resilience activities and nutrition
GOAL INTERNATIONAL	Emergency response, school feeding, resilience activities and nutrition
Heifer International	Resilience activities
MALTESER INTERNATIONAL HAITI	Emergency response, school feeding, resilience activities and nutrition
Mercy Corps	Emergency response, school feeding, resilience activities and nutrition
Mission of Hope (Fondation Mission de l'Espoir FOME)	Emergency response, school feeding, resilience activities and nutrition
MOFKA	Emergency response, school feeding, resilience activities and nutrition

PADF	Emergency response, school feeding and resilience activities
Plan Internationale	School feeding, resilience activities and nutrition
REMODEL	Emergency response, resilience activities and nutrition
Save the Children	Emergency response, school feeding, resilience activities and nutrition
Societe en communication sociale et Economique (SIKSE)	Emergency response, school feeding and resilience activities
Societe Nationale de la Croix-Rouge Haitienne (SNCRH)	Emergency response, school feeding, resilience activities and nutrition
Solidarites Internationales	Nutrition
VIVA RIO	Emergency response, school feeding, resilience activities and nutrition
WeltHungerHilfe	Emergency response, school feeding, resilience activities and nutrition
World Concern	Emergency response, resilience activities and nutrition
World Vision International (WVI)	Emergency response, school feeding, resilience activities and nutrition

Source: WFP Haiti CO; CSP document

Annex 5: Evaluability Assessment

Table 1: T-ICSP/CSP Haiti [2017-2019] logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
T-ICSP v 1.0 May 2017	Total nr. of indicators	19	7	22
T-ICSP v 2.0 March 2018	New indicators	3	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	22	7	22
T-ICSP v 3.0 April 2019	New indicators	6	3	15
	Discontinued indicators	0	0	1
	Total nr. of indicators	28	10	36
Total number of indicators that were included across all logframe versions [T-ICSP]		19	10	21
CSP v 1.0 Nov 2018	Total nr. of indicators	36	7	68
CSP v 2.0 Nov 2019	New indicators	3	0	5
	Discontinued indicators	0	0	0
	Total nr. of indicators	39	7	73
Total number of indicators that were included across all logframe versions [CSP]		36	7	68

Source: COMET report CM-L010 (Date of Extraction: 22.10.2020)

Table 2: Analysis of results reporting in Haiti Annual Country Reports [2018-2019]

		ACR 2018 T-ICSP	ACR 2019 T-ICSP	ACR 2019 CSP
Outcome indicators				
	Total number of indicators in applicable logframe	22	28	39
Baselines	Nr. of indicators with any baselines reported	22	25	16

	<i>Total nr. of baselines reported</i>	95	143	120
Year-end targets	Nr. of indicators with any year-end targets set	11	25	16
	<i>Total nr. of year-end targets set</i>	57	143	120
CSP-end targets	Nr. of indicators with any CSP-end targets set	10	25	0
	<i>Total nr. of CSP-end targets set</i>	69	143	0
Follow-up	Nr. of indicators with any follow-up values reported	14	17	11
	<i>Total nr. of follow-up values reported</i>	67	97	108
Cross-cutting indicators				
	Total number of indicators in applicable logframe	7	10	7
Baselines	Nr. of indicators with any baselines reported	4	4	6
	<i>Total nr. of baselines reported</i>	31	38	24
Year-end targets	Nr. of indicators with any year-end targets reported	4	4	6
	<i>Total nr. of year-end targets reported</i>	25	38	24
CSP-end targets	Nr. of indicators with any CSP-end targets reported	4	4	0
	<i>Total nr. of CSP-end targets reported</i>	19	38	0
Follow-up	Nr. of indicators with any follow-up values reported	4	4	6
	<i>Total nr. of follow-up values reported</i>	22	20	24
Output indicators				
	Total number of indicators in applicable logframe	22	36	68
Targets	Nr. of indicators with any targets reported	10	23	24
	<i>Total nr. of targets reported</i>	40	71	72
Actual values	Nr. of indicators with any actual values reported	10	22	17
	<i>Total nr. of actual values reported</i>	39	62	47

Source: ACR Haiti [2018-2019]

Annex 6: WFP presence in Haiti prior to the T-ICSP

		2015	2016	2017	2018	2019	2020
Humanitarian crises in Haiti		Third consecutive year of drought exacerbated by El Nino phenomenon.	Drought severely affecting food production Hurricane Matthew (category 4), the worst registered in the last 10 years	Two major hurricanes—Irma and Maria—skirted Haiti's northern coast, causing some flooding and crop destruction	5.9 magnitude earthquake in North-West department, affecting more than 10,000 households. Social unrest and increased insecurity since July 2018 with severe impact on economy, health and education as well as on humanitarian access.	Drought and further deterioration of living standards for the most vulnerable people, particularly those whose livelihoods were linked to agriculture. Nationwide protests and civil unrest leading to internal displacements and socioeconomic downturn.	New displacements associated with conflict and violence. COVID-19 pandemic
WFP Interventions	DEV [Support for the National School Meals Programme, 2012 - 2017]	School Feeding					
		Total requirements: 127,985,909 USD Total contributions received: 83,311,249 USD Funding: 65.1%					
	PRRO [Strengthening Emergency Preparedness and Resilience in Haiti, 2014 - 2017]	<ul style="list-style-type: none"> a) Unconditional transfers b) Treatment of moderate acute malnutrition Children 6-59 months, PLW c) Preventive First 1000 days - Children 6-23 months, PLW d) Preventive Family rations e) Assistance to PLHIV/TB households f) FFA/cash 					
		Total requirements: 199,556,442 USD Total contributions received: 99,461,429 USD Funding: 49.8%					
EMOP [Emergency Response to Drought, March - Dec 2016]			<ul style="list-style-type: none"> a) GFD Cash and Food b) CFA Cash c) Nutrition PLW d) Nutrition 6 to 59 months 				
			Total requirements: 84,735,574 USD				

		2015	2016	2017	2018	2019	2020
			Total contributions received: 19,374,210 USD Funding: 22.9%				
	Special Operation [Logistics and Telecommunications Augmentation and Coordination in Response to the Hurricane Matthew in Haiti, Oct - Dec 2016]		Total requirements: 10,300,287 USD Total contributions received: 9,112,229 USD Funding: 88.5%				
	IR-EMOP [Immediate Response Emergency Operation for Hurricane Irma, Sep - Dec 2017]			General distribution of HEB			
	T-ICSP [Jan 2018 - June 2019]				<ul style="list-style-type: none"> a) General Food Distribution b) Prevention of stunting c) School feeding (on-site) d) Food assistance for asset e) Smallholder farmer activities f) Assistance to the national social protection safety net programmes g) Provide technical assistance in EPR Assessments 		
					Total requirements: 87,971,340 USD Total contributions received: 62,419,730 USD Funding: 70.9%		
	CSP (July 2019 - December 2023)					Total requirements: 271,426,928 USD Total contributions received: 181,571,830 USD Funding: 66.9%	
						a) Unconditional resource transfers	

2019 - 20

		2015	2016	2017	2018	2019	2020
							b) School meal activities c) Asset creation and livelihood activities d) Institutional capacity strengthening activities e) Service provision and platforms activities f) Smallholder agricultural market support activities
	Food distributed (MT)	15,968	26,669	19,116	6,840	5,533	6,369 ⁵²
	Cash distributed (USD)	-	12,455,613	7,566,974	2,680,434	2,606,671	9,030,071 ⁵³
	Actual beneficiaries (number)	768,694	1,629,929	1,190,059	583,048	500,700	TBC
Outputs at Country Office Level							

Source: WFP the FACTor- data compiled on 21.10.2020, ACR, [WFP Operations](#).

⁵² Final figures to be obtained from 2020 ACR

⁵³ Idem

Annex 7: Summary of recent evaluation evidence

Evaluations informing the Haiti T-ICSP 2018⁵⁴

Two evaluations, conducted in 2014 and 2016 respectively, informed the transitional strategic plan:

- A mid-term evaluation of Haiti PRRO 200618, Strengthening Emergency Preparedness and Resilience (2014- 2017) conducted in 2016
- An evaluation of Haiti DEV 200150 « Projet d'appui au programme national de cantines scolaires » conducted in 2014

At the strategic level, the 2016 PRRO evaluation called out the need for WFP to strengthen and conduct an in depth review of its strategic positioning in Haiti. It recommended reviewing WFP's approach to fight food and nutrition insecurity in Haiti, revisiting the approach to resilience building through the application of the 3 Pronged Approach, and the development of a nutrition strategy with focus on its institutional anchoring in Haiti. It also recommended pursuing the transfer to Government of the safety nets targeting system.

The 2014 DEV evaluation (focussing on the school feeding programme) recommended revisiting partnerships for increased synergies and effectiveness, developing a handover strategy for the school feeding programme and enhancing policy work to reach a legal framework for the National Plan for School Feeding and a School Feeding Policy.

At the operational level, the evaluations called for enhancing the CO's operational capacities, including staffing, procedures, decision making, procurement, monitoring and evaluation systems and communications. They further recommended to improve targeting, gender mainstreaming and composition of food rations.

Final evaluation of WFP Haiti's Food for Education and Child Nutrition Programme (2016-2019)⁵⁵

The evaluation concluded that the programme was highly relevant to food insecure and vulnerable school children and families, but that there were risks of exclusion of the most vulnerable children. The evaluation recommended to include vulnerability as a key criterion in school suspension processes and to provide additional support to schools struggling to comply with programme rules.

The programme achieved most planned outputs but it was not possible to make a direct connection between school feeding activities and academic performance. The evaluation found no significant differences between school type, location, model (traditional, homegrown) or complementary activities such as WASH, school gardens. In schools which benefited from the literacy component, children exhibited better reading abilities.

The involvement of principals, parents and school feeding committees contributed to the achievements of results but often the contributions from parents were insufficient to meet the canteen's daily needs and ensure long-term sustainability.

Support to local purchases and other homegrown models, may have helped improve community engagement and supported the local economy, including women. The evaluation recommended to further increase local purchases and to support local producer organizations, using gender transformative approaches. WFP should seek to promote complementary activities related to nutrition and food growing, and explore the possibility of turning schools into hubs to provide community services.

Women contributed disproportionately more to school feeding, particularly as cooks, and frequently used wood for cooking school meals, which was detrimental for their health and the environment. The evaluation

⁵⁴ WFP, Summary of Evaluation Evidence - Haiti 2010-2018, November 2018

⁵⁵ Source: Decentralized Evaluation of WFP Haiti's Food for Education and Child Nutrition Programme (2016-2019): [Final Evaluation Report](#)

recommended to develop a gender-transformative strategy for community engagement as well as a comprehensive cook stove strategy.

Support to the Government of Haiti at the national, decentralized and school level had increased capacity to manage school feeding. However, while a policy framework is in place, the Government did not have the institutional or financial capacity to manage the programme independently. The evaluation recommended to continue to support the adoption and application of normative documents and governance structures, while putting more emphasis on capacity building for decentralized government.

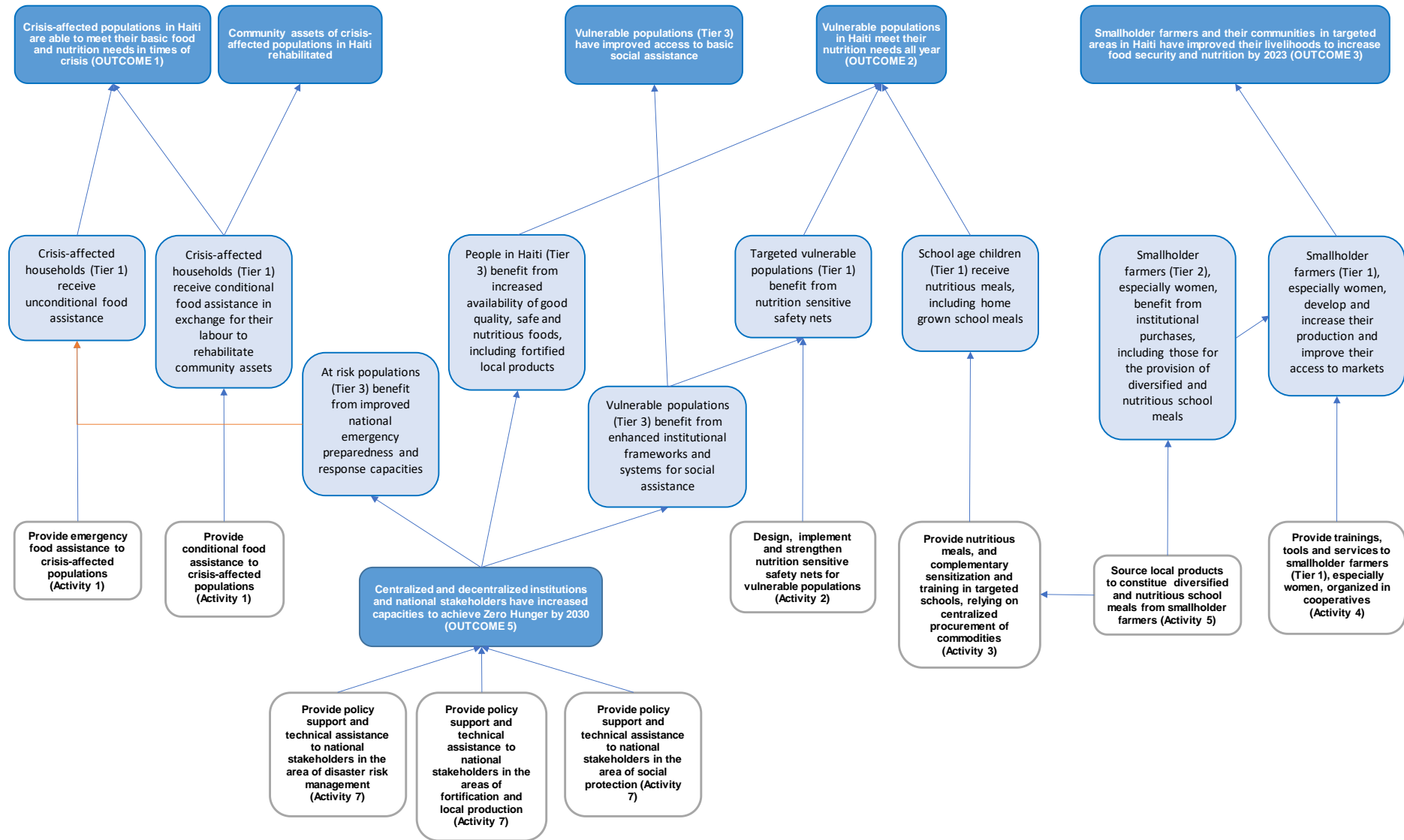
Annex 8: Line of Sight and Draft Reconstructed Theory of change

CSP Haiti [2019-2023], Line of Sight

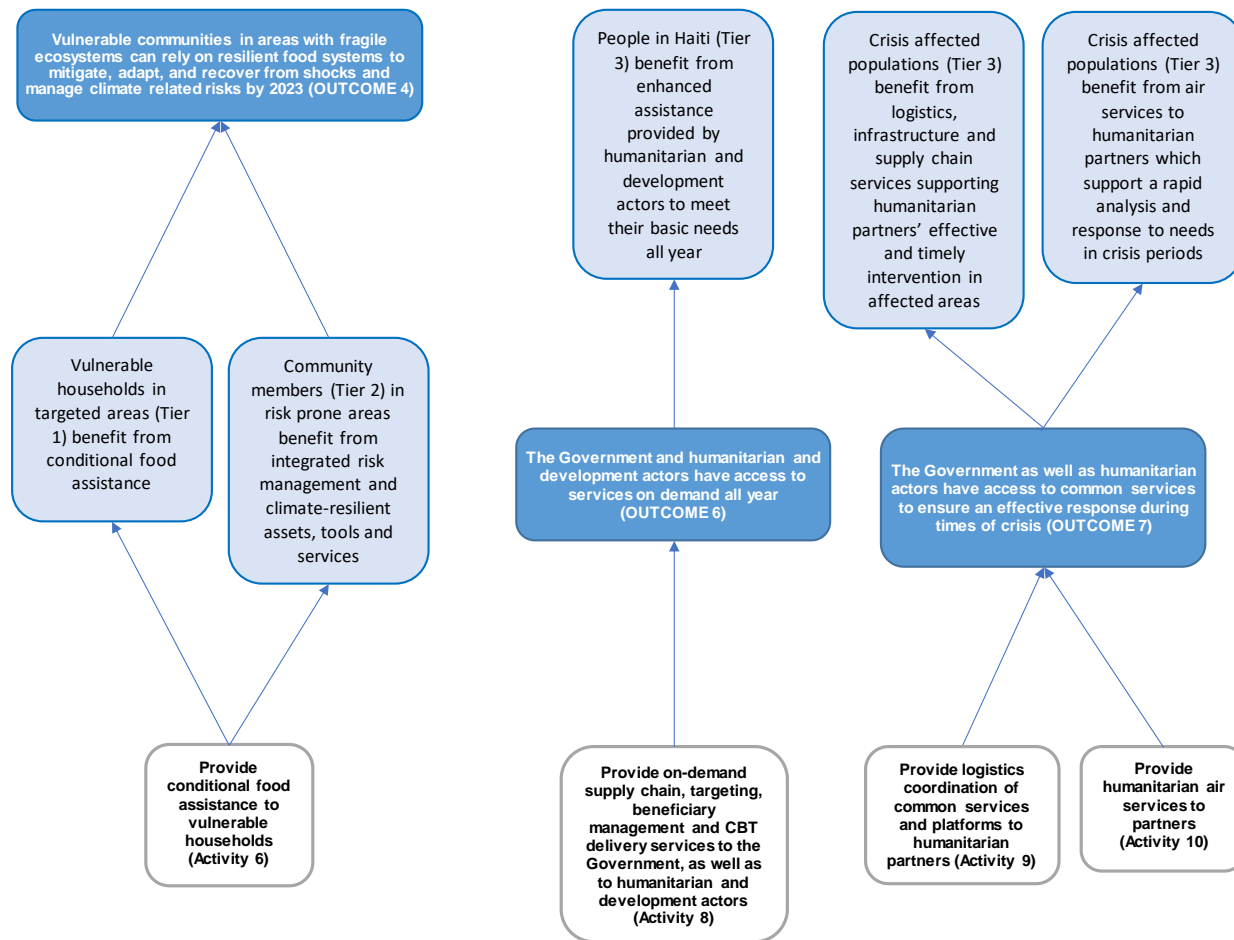
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 1 – Everyone has access to food (SDG Target 2.1)	SR 3 – Smallholder productivity and livelihoods (SDG Target 2.3)	SR 4 – Sustainable Food Systems (SDG Target 2.4)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING
OUTCOME 1: Crisis-affected populations in Haiti are able to meet their basic food and nutrition needs in times of crisis	OUTCOME 2: Vulnerable populations in Haiti benefit from nutrition sensitive safety nets to meet their basic needs all year	OUTCOME 3: Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023	OUTCOME 4: Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt, and recover from shocks and manage climate related risks by 2023	OUTCOME 5: Centralized and decentralized institutions and national stakeholders have increased capacities to achieve Zero Hunger by 2030	OUTCOME 6: The Government and humanitarian and development actors have access to services on demand all year
BUDGETSO 1: \$ 40,978,730	BUDGETSO 2: \$ 88,630,742	BUDGETSO 3: \$ 20,142,004	BUDGETSO 4: \$ 30,500,499	BUDGETSO 5: \$ 16,485,287	BUDGETSO 6: \$ 2,418,267
OUTPUTS: <ul style="list-style-type: none"> ➢ Crisis-affected households (Tier 1) receive unconditional food assistance (Category Output A1) to meet their basic food and nutrition needs (SR 1) ➢ Crisis-affected households (Tier 1) receive conditional food assistance to rehabilitate community assets (Category Output A2) and meet their basic food and nutrition needs (SR 1) 	OUTPUTS: <ul style="list-style-type: none"> ➢ Targeted vulnerable populations (Tier 1) benefit from nutrition sensitive safety nets (Category Output A2) to improve their food security and nutrition status (SR 1, SR 2) ➢ School age children (Tier 1) receive nutritious meals (Category Output A2) to improve their food security (SR1) 	OUTPUTS: <ul style="list-style-type: none"> ➢ Smallholder farmers (Tier 1), especially women, organized in cooperatives benefit from trainings, tools and services (Category output C) that increase their access to markets and improve their livelihoods (SR 3) and nutrition (SR 2) ➢ Smallholder farmers (Tier 2), especially women, benefit from institutional purchases (Category output F), including those for the provision of diversified and nutritious school meals, to improve their livelihoods (SR 3) ➢ School age children (Tier 1) benefit from home grown school meals (Category Output A2) to improve their food security (SR1) and nutrition (SR 2) 	OUTPUTS: <ul style="list-style-type: none"> ➢ Vulnerable households in targeted areas (Tier 1) benefit from conditional food assistance (Category output A2) to maintain and strengthen their food security (SR 1) and nutrition (SR 2) ➢ Community members (Tier 2) in risk prone areas benefit from integrated risk management and climate-resilient assets, tools and services (Output category D) which contribute to their food security (SR 1), nutrition (SR 2) and reduce exposure to shocks (SR 4) 	OUTPUTS: <ul style="list-style-type: none"> ➢ At risk populations (Tier 3) benefit from improved national emergency preparedness and response capacities (Category output C) to meet their basic needs in times of crisis (SR 1) ➢ Vulnerable populations (Tier 3) benefit from enhanced institutional frameworks (Category output C) and systems to improve access to basic social assistance (SR 1) ➢ People in Haiti (Tier 3) benefit from increased availability of good quality, safe and nutritious foods, including fortified local products (Category output C), to improve their health and nutrition (SR 2) 	OUTPUTS: <ul style="list-style-type: none"> ➢ People in Haiti (Tier 3) benefit from enhanced assistance provided by humanitarian and development actors (Category output H) to meet their basic needs all year (SR 8)
ACTIVITY 1: Provide emergency food assistance, and support risk reduction and the recovery of crisis-affected populations (Food, CBT; Category 1)	ACTIVITY 2: Design, implement and strengthen nutrition sensitive safety nets for vulnerable populations (Food, CBT, CS; Category 1)	ACTIVITY 4 : Develop and improve local production by strengthening smallholder farmers' access to markets (CS; Category 7)	ACTIVITY 6: Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks (CBT; Category 2)	ACTIVITY 7: Provide policy support and technical assistance to national stakeholders in the areas of social protection, disaster risk management, fortification and local production (CS; Category 9)	ACTIVITY 8: Provide on-demand supply chain, targeting, beneficiary management and CBT delivery services to the Government, as well as to humanitarian and development actors (Service Provision; Category 10)
USAID, Canada, EU, Switzerland, UN CERF	ACTIVITY 3 : Provide nutritious meals, and complementary sensitization and training in targeted schools, relying on centralized procurement of commodities (Food and CS; Category 4)	ACTIVITY 5 : Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools (Food,CBT, CS; Category 4)	Switzerland, Germany, EU, Adaptation Fund (AF), Green Climate Fund (GCF)	USAID, EU, Germany, Switzerland	Additional ICT, logistics, and UNHAS activities may be added in a new SO 7 if needed at time of emergency (see Slide 2)
	USDA-McGovern Dole, USAID, Canada, EU	Canada, France, Japan			
				Total budget: \$ 199,155,529	DRAFT

Source: WFP SPA website

Draft Reconstructed Theory of change (Part 1)



Draft Reconstructed Theory of change (Part 2)



Source: Haiti CSP 2019-2023 and OEV interpretation

Annex 9: Key information on T-ICSP and CSP implementation, beneficiaries and transfers

Table 1: Strategic Outcomes, activities and main interventions under the T-ICSP 2018 – Jun 2019

Strategic Outcomes	Activities and main interventions
OS1. Households in affected areas have access to sufficient and adequate food to meet their basic food and nutrition needs after a shock.	<i>Activity 1. Provide unconditional food assistance to food insecure households affected by shocks.</i> WFP prepositioned food contingency stocks for the hurricane season and provided cash-based food assistance to vulnerable households in selected regions. In 2019, WFP distributed a portion of the contingency stock in areas most affected by droughts caused by El Niño, using beneficiary lists produced by the Information System on Vulnerability from the MAST (SIMAST). This activity also entailed market assessments, food availability and price monitoring and Social and Behaviour Change Communication (SBCC) activities on healthy diets and hygiene. In 2019, WFP also designed a new SBCC strategy.
OS2. Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season.	<i>Activity 2. Provide nutrition-sensitive, targeted seasonal food assistance to families with PLW/G and/or children aged 6-23 months.</i> This activity focused on nutrition-specific and nutrition-sensitive programmes to improve the nutritional status of pregnant and lactating women and girls (PLW/G), young children and their families. WFP provided nutritional supplements to prevent acute malnutrition in young children and in PLW/Gs. WFP piloted a new approach combining cash transfers and awareness sessions on nutrition, for food-insecure households with children that had been treated for moderate or acute malnutrition.
OS3. Pre-primary and primary school-aged children have adequate access to nutritious food all year long.	<i>Activity 3. Provide daily nutritious school meals, and training on hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country:</i> WFP provided daily hot meals to school girls and boys from pre-primary to grade 6 in targeted schools across Haiti, in cooperation with the MENFP and the National School Feeding Programme (PNCS). As complementary activities, WFP provided trainings to teachers, learning materials, hygiene products and deworming tablets to schools. WFP procured part of the food products locally, including through an expanding Home-Grown School Feeding (HGSF) programme.
	<i>Activity 4. Support policy implementation, analysis of school feeding models and provision of tools for the Ministry of Education, including literacy and education materials:</i> Building on the National School Feeding Policy and Strategy developed with WFP's

	technical support and approved in 2016, WFP supported the elaboration of the first National School Feeding Operational Manual for the PNCS in 2018.
OS4. Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year.	<i>Activity 5: Provide market support for smallholder farmers and organisations to aggregate and sell diversified agricultural products:</i> This included purchases from local producers, including local women’s producers by WFP’s School Feeding programmes and some capacity strengthening for Smallholder Agricultural Producers’ Organizations via the Ministry of Agriculture’s Local Agricultural Products Facilitation Unit (UFAPAL).
	<i>Activity 6. Provide conditional food assistance for productive agriculture assets creation to food insecure households:</i> In collaboration with the Departmental Directorates of Agriculture, WFP cash-for-assets supported the rehabilitation of irrigation canals, watershed management and conservation works, winter season farming and school rehabilitation, amongst others, targeting geographical areas with the most fragile ecosystems and using a consultative approach. Moreover, WFP supported capacity building activities related to the assets, to reinforce smallholders’ capacities to be more resilient to natural hazards.
OS5. Governmental institutions and other organizations at national and local levels have enhanced capacities to address food insecurity and malnutrition among vulnerable populations by 2030.	<i>Activity 7. Provide technical assistance to the national social protection safety net programme on vulnerability targeting through training and coaching, data management, and systems, policy and organizational development:</i> WFP facilitated the development of the National Social Protection and Promotion Policy (NSPPP). WFP also supported hand-over of the Kore Lavi social protection programme (implemented in consortium with CARE, World Vision and Action Against Hunger) to MAST. WFP continued to strengthen the MAST beneficiary targeting system used for social protection and food security interventions.
	<i>Activity 8; Provide technical assistance to the Government, the Red Cross and local NGOs in Emergency Preparedness and Response (EPR) and assessments:</i> To support EPR, WFP continued to implement its Forecast Based Financing (FbF) initiative in cooperation with the governments of Cuba and the Dominican Republic. Activities mainly focused on capacity building in the Directorate of Civil Protection (DPC) and other institutions of the national risk and disaster management system. WFP helped strengthen the national Hydro Meteorological risk monitoring system and develop flood preparation Standard Operating Procedures (SOPs) based on the forecast for heavy rain. WFP also led the CBT Working Group co-led by Mercy Corps and MAST, which organizes trainings on CBT and coordinates the CBT response during emergencies.

Table 2: Strategic Outcomes and activities planned under the CSP 2019-2023

Strategic outcomes	Activities and planned interventions
SO1. Crisis-affected populations in Haiti are able to meet their basic food and	<i>Activity 1: Provide emergency food assistance and support risk reduction and the recovery of crisis-affected populations.</i> During the crisis and its immediate aftermath, the focus would be on delivering unconditional food or cash-based assistance, transitioning

<p>nutrition needs in times of crisis.</p>	<p>wherever feasible WFP into conditional assistance to support early recovery efforts by stimulating markets and helping restore basic infrastructure.</p>
<p>SO2. Vulnerable populations in Haiti benefit from nutrition-sensitive safety nets to meet their basic needs all year.</p>	<p><i>Activity 2: Design, implement and strengthen nutrition-sensitive safety nets for vulnerable populations.</i> WFP will expand its support for safety nets, targeting vulnerable populations in departments with the highest prevalence of chronic malnutrition and PLW/G who are receiving anti-retroviral treatment across the country with a combination of unconditional CBTs with SBCC. The activity also includes nutrition studies to inform the adaptation of WFP's approach to conditions in Haiti.</p> <p><i>Activity 3: Provide nutritious meals and complementary sensitization and training in targeted schools relying on centralized procurement of commodities.</i> WFP will expand its school feeding programme, delivering integrated school feeding packages for targeted schools in vulnerable areas, including daily nutritious rations, literacy activities, community-level social and behaviour change activities to transform gender norms, improve hygiene and nutritional practices, as well as put in place environmental impact mitigation measures etc. A guide to the gender dimensions of school feeding will be integrated into the national school feeding policy. WFP will increase its centralized purchases of national and local products for the school feeding programme, promoting HGSP when feasible.</p>
<p>SO3. Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023.</p>	<p><i>Activity 4: Develop and improve local production by strengthening smallholder farmers' access to markets.</i> WFP will support smallholder cooperatives along value chains, including women's smallholder cooperatives in developing their capacity to respond to tenders, negotiate contracts, meet quality standards, prevent post-harvest losses and store, transport, process and commercialize products, and piloting insurance against disasters and shocks. WFP will carry out studies focusing on gender issues in relation to land ownership, participation in producer associations, access to credit and division of labour in domestic work.</p> <p><i>Activity 5: Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools.</i> WFP will scale up its HGSP programme and increase decentralized local purchases from local agricultural producer organisations and smallholder farmers including women's local agricultural producer organisations and women smallholder farmers, in order to support local economies and to provide school children with a culturally adapted, locally sourced and nutritious food basket.</p>
<p>SO4. Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt, and recover from shocks and manage climate-related risks by 2023.</p>	<p><i>Activity 6: Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks.</i> WFP will use conditional assistance to promote productive drought-resistant agriculture, land management practices, environmental conservation measures and agricultural value chains. The activity will also include risk mapping and community-based planning. WFP will seek to progressively include insurance coverage and other mechanisms for building the resilience of food systems to climate hazards and other shocks.</p>

<p>SO5. Centralized and decentralized institutions and national stakeholders have increased capacities to achieve zero hunger by 2030</p>	<p><i>Activity 7: Provide policy support and technical assistance to national stakeholders in the areas of social protection, disaster risk management, fortification and local production.</i> WFP will support the development of national social protection systems, including multi-dimensional social protection policies and programmes, and targeting and delivery mechanisms. This will include shock-responsive social protection mechanisms that can be implemented in response to emergencies. WFP will also strengthen national disaster risk management systems. Response and recovery will be further promoted through South-South cooperation initiatives on innovative mechanisms such as climate analysis and forecast-based financing. WFP will further strengthen food systems, nutrition policies and institutional capacities, and promote policy reforms for sustainably increasing agricultural production while guaranteeing the quality, safety and nutritional value of food. Following WHO guidelines, WFP will also support in-country fortification and the transformation of diversified nutritious local products.</p>
<p>SO6. The Government and humanitarian and development actors have access to services on demand all year.</p>	<p><i>Activity 8: Provide on-demand supply chain, targeting, beneficiary management and CBT delivery services to the Government as well as to humanitarian and development actors.</i> WFP will offer transportation and warehousing services on a cost-recovery basis throughout the year. WFP will also provide integrated assistance to partners, initially focusing on support for beneficiary targeting and gradually introducing services for beneficiary identification and integrated data management via SCOPE while facilitating CBT modalities adapted to partners' interventions.</p>
<p>SO7. The Government as well as humanitarian actors have access to common services to ensure an effective response during times of crisis.</p>	<p><i>Activity 9: Provide logistics coordination of common services and platforms to humanitarian partners.</i> This will entail improving information management and coordination among actors of the logistics sector (co-leadership of the Logistics Working Group with the Directorate of Civil Protection)</p> <p><i>Activity 10: Provide humanitarian air services to partners.</i> This is in order to overcome current gaps related to in-country aviation capacity, and as relevant for evolving delivery needs in a deteriorating scenario</p>

Source: WFP Haiti CSP 2019-2023

Table 3: Actual beneficiaries versus planned [2018-2019] by year, strategic outcome, activity category and gender

Strategic Objective (SO)	Activity	2018 Planned beneficiaries [T-ICSP]		2018 Actual beneficiaries [T-ICSP]		2018 Actuals as a % of planned beneficiaries		2019 Planned beneficiaries [T-ICSP]		2019 Actual beneficiaries [T-ICSP]		2019 Actuals as a % of planned beneficiaries [T-ICSP]	
		M	F	M	F	M	F	M	F	M	F	M	F
		M	F	M	F	M	F	M	F	M	F	M	F

SO1: End hunger by protecting access to food	Act 1. Unconditional food assistance	136,046	163,955	27,498	37,643	20.2%	23.0%	137,743	162,260	63,020	68,271	45.8%	42.1%
	Act 2. Prevention of nutrition	19,844	21,156	1,991	2,123	10.0%	10.0%	20,090	20,910	4,243	4,415	21.1%	21.1%
	Act 3. School Feeding	211,225	213,775	-	-	0.0%	0.0%	216,750	208,250	165,569	159,076	76.4%	76.4%
Subtotal SO 1		353,510	382,491	26,739	36,002	7.6%	9.4%						
SO3: Achieve food security	Act 6. Food Assistance for Assets	38,479	41,023	35,113	37,736	91.3%	92.0%	38,955	40,545	17,690	18,412	45.4%	45.4%
Total without overlap ⁵⁶		391,989	423,514	61,852	73,738	16%	17%	399,764	415,739	244,220	243,347	61%	59%

Source: COMET report CM-R020, data extracted on [12/10/2020], ACR

Strategic Objective (SO)	Activity	2019 Planned beneficiaries [CSP]		2019 Actual beneficiaries [CSP]		2019 Actuals as a % of planned beneficiaries [CSP]	
		M	F	M	F	M	F
		M	F	M	F	M	F

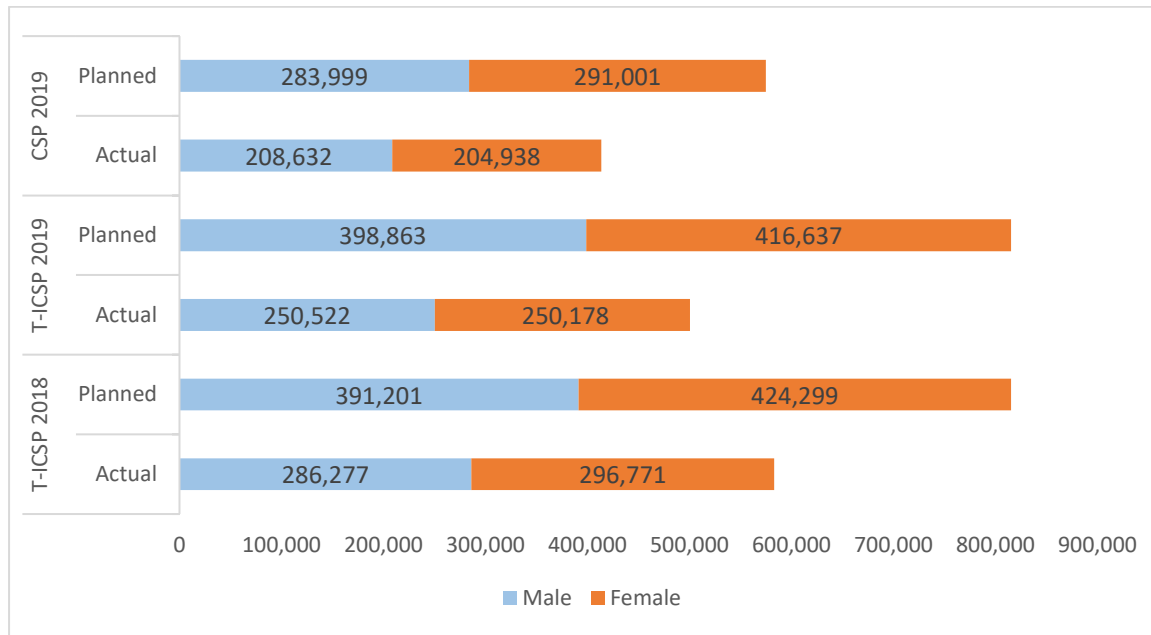
⁵⁶ According to the T-ICSP and CSP document, 10% of the planned and actual beneficiaries have been subtracted from strategic outcome 1 to remove overlaps.

SO1: End hunger by protecting access to food	Act 1. Emergency food assistance	372,000	378,000	121,730	131,874	32.7%	34.9%
	Act 3. School Feeding	264,963	269,237	80,002	76,865	30.2%	28.5%
Subtotal SO 1		599,763	609,437	189,559	195,552	31.6%	32.1%
SO3: Achieve food security	Act 5. School Feeding	56,445	57,355	10,560	10,145	18.7%	17.7%
	Act 6. Food Assistance for Assets	38,688	39,312	7,912	8,572	20.5%	21.8%
Subtotal SO 3		95,133	96,667	18,472	18,717	19.4%	19.4%
Total without overlap ⁵⁷		694,896	706,104	208,031	214,269	29.9%	30.3%

Source: COMET report CM-R020, data extracted on [12/10/2020], ACR

⁵⁷ Idem

Figure 1: Actual versus planned beneficiaries by gender in Haiti [2018-2019]



Source: COMET report CM-R001b, data extracted on [13/10/2020], ACR

Table 4: T-ICSP HT01 Actual beneficiaries by transfer modality in Haiti, 2018 by strategic outcome

Strategic Objective	Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2018	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
SO1: End hunger by protecting access to food	Strategic Outcome 1: Households in affected areas have access to sufficient and adequate food to meet their basic food needs after a shock	Act 1. Provide unconditional food assistance to food insecure households affected by shocks	41,962	14%	23,180	16%
	Strategic Outcome 2: Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season	Act 2. Provide nutrition sensitive, targeted seasonal food assistance to families with PLW and/or children aged 6-23 months.	-	N/A ⁵⁸	4,115	10%
	Strategic Outcome 3: Pre-primary and primary school-aged children have adequate access to nutritious food all year long	Act 3. Provide daily nutritious school meals, and training on hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country	-	0%	-	0%
Subtotal SO1			41,962	10%	24,977	38%
SO3: Achieve food security	Strategic Outcome 4: Food insecure vulnerable smallholders have more resilient livelihoods to meet their food	Act 6. Provide conditional food assistance for productive agriculture assets creation to food insecure households	-	0%	72,850	242.8%

⁵⁸ Beneficiaries were not planned under this category.

	security and nutrition needs throughout the year.					
Total without overlaps			41,962	9%	97,827	102%

Source: COMET report CM-R002b, data extracted on [13/10/2020]

Table 5: T-ICSP HT01 Actual beneficiaries by transfer modality in Haiti, 2019 by strategic outcome

Strategic Objective	Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2019	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
SO1: End hunger by protecting access to food	Strategic Outcome 1: Households in affected areas have access to sufficient and adequate food to meet their basic food needs after a shock	Act 1. Provide unconditional food assistance to food insecure households affected by shocks	73,100	24%	58,190	39%
	Strategic Outcome 2: Nutritionally vulnerable households in areas with a high prevalence of chronic food insecurity have access to nutritious food during the lean season	Act 2. Provide nutrition sensitive, targeted seasonal food assistance to families with PLW and/or children aged 6-23 months.	-	N/A ⁵⁹	8,660	21%
	Strategic Outcome 3: Pre-primary and primary school-aged children have adequate access to nutritious food all year long	Act 3. Provide daily nutritious school meals, and training on hygiene, health and dietary practices to children of school age in targeted public schools in nine departments of the country	292,652	69%	33,379	134%

⁵⁹ Idem

Subtotal SO1			358,442	52%	94,410	47%
SO3: Achieve food security	Strategic Outcome 4: Food insecure vulnerable smallholders have more resilient livelihoods to meet their food security and nutrition needs throughout the year.	Act 6. Provide conditional food assistance for productive agriculture assets creation to food insecure households	-	0%	36,105	120%
Total without overlaps			358,442	48%	130,515	57%

Source: COMET report CM-R002b, data extracted on [18/08/2020], ACR 2018

Table 6: CSP HT02 Actual beneficiaries by transfer modality in Haiti, 2019 by strategic outcome

Strategic Objective	Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2019	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
SO1: End hunger by protecting access to food	Strategic Outcome 1: Crisis-affected populations in Haiti are able to meet their basic food and nutrition needs in times of crisis	Act 1. Provide emergency food assistance and support risk reduction and the recovery of crisis-affected populations.	77,505	36.8%	176,100	176.1%
	Strategic Outcome 2: Vulnerable populations in Haiti benefit from nutrition-sensitive safety nets to meet their basic needs all year	Act 2. Design, implement and strengthen nutrition sensitive safety nets for vulnerable populations	-	-	-	-
		Act 3. Provide nutritious meals and complementary sensitization and training in targeted schools relying	143,480	39.9%	26,294	N/A ⁶⁰

⁶⁰ Idem

		on centralized procurement of commodities.				
Subtotal SO1			213,235	38.8%	184,784	1.85
SO3: Achieve food security	Strategic Outcome 3: Smallholder farmers and their communities in targeted areas in Haiti have improved their livelihoods to increase food security and nutrition by 2023	Act 5. Provide diversified and nutritious meals locally sourced from smallholder farmers, in targeted schools.	20,705	51.8%	-	0%
	Strategic Outcome 4: Vulnerable communities in areas with fragile ecosystems can rely on resilient food systems to mitigate, adapt and recover from shocks and manage climate related risks by 2023	Act 6. Provide food assistance to vulnerable households for the creation and rehabilitation of assets to build resilience to shocks and introduce integrated risk management in communities exposed to climate risks	-	N/A ⁶¹	16,485	55%
Total by SO			20,705	51.8%	16,485	24%
Total without overlaps			233,940	39.7%	201,269	118%

Source: COMET report CM-R002b, data extracted on [13/10/2020]

⁶¹ Idem

Annex 10: Communication & Knowledge Management Plan

Phase	What	Which	How & Where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Summary TOR and TOR	<ul style="list-style-type: none"> WFP Technical Staff/Programmers/Practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo; WFP.org 	EM		31 Jan 2021	28 Feb 2021
Inception	Inception report	<ul style="list-style-type: none"> WFP Technical Staff//Programmers Practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo 	EM		30 Jul 2021	15 Aug 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> CO staff & stakeholders 	<ul style="list-style-type: none"> PPT, meeting support 	EM/ET			20 Sep 2021
Reporting	Preliminary Findings Debrief	<ul style="list-style-type: none"> Co staff, IRG 	<ul style="list-style-type: none"> PPT, meeting support 	EM/ET			1 Oct 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> WFP Technical Staff//Programmers Practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM		12-13 Jan 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> WFP EB/Governance/Management WFP country/regional office/local stakeholders WFP Technical Staff//Programmers Practitioners Donors/Countries Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> Executive Board website (for SERs and MRs) 	EM/EB	CM	31 Mar	15 Apr 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> WFP EB/Governance/Management WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email Web and social media, KM channels 	EM	CM	11 Feb 2022	30 Apr 2022

		<ul style="list-style-type: none"> • WFP Technical Staff/Programmers/Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> (WFP.org, WFPgo, Twitter) • Evaluation Network platforms (UNEG, ALNAP) • Newsflash 				
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	CPP	EM	Jun 2022	Oct 2022
Dissemination	Talking Points/Key messages	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP Technical Staff/Programmers /Practitioners • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Sep 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP Technical Staff/Programmers /Practitioners • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Sep 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Evaluation management Group (EMG) • Division Directors, Country Offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE		Dec 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Email 	CM	EM		Dec 2022
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Cards 	CM			Dec 2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Web and social media, KM channels 	EM	CM		Dec 2022

		<ul style="list-style-type: none"> • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks 	<p>(WFP.org, WFPgo, Twitter)</p> <ul style="list-style-type: none"> • Evaluation Networks (UNEG, ALNAP, EvalForward) 				
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP Technical Staff/Programmers /Practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM			2023
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • WFP Evaluation 	Presentation	EM			2023
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> • WFP Technical Staff/Programmers /Practitioners • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	CM	EM		2023
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/Countries • Partners/Civil society /Peers/Networks • CAM/Media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM		2023
Dissemination	Blog	<ul style="list-style-type: none"> • Partners/Civil society /Peers/Networks • CAM/Media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	EM	CM		2022

Dissemination	Story pitch for local media	<ul style="list-style-type: none"> • WFP country/regional office • CAM/media • Affected populations 	<ul style="list-style-type: none"> • Email 	CM	CAM/CO		Jan 2022
Dissemination	Poster/public announcement/c artoon/radio/dra ma/video	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/Countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	EM/CM	CO		Jan 2022

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 11: Template for evaluation matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation 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?					
1.1 To what extent was the T-ICSP and is the current CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?					
<p>EXAMPLE TEXT</p> <p>1.1.1 Alignment of strategic objectives to national policies, strategies and plans</p>	<p>EXAMPLE TEXT</p> <p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans</p>	<p>EXAMPLE TEXT</p> <ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national objectives outlined in Government policies, strategies and plans • Degree of matching of CSP activities and proposed interventions set out in Government policies, strategies and plans • Degree of involvement of Government in the preparation of the CSP • Perception of senior Government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<p>EXAMPLE TEXT</p> <ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Zero Hunger Review • Government policies, plans and programmes including, among others: i) ... • ... <p>Senior Government officials</p>	<p>EXAMPLE TEXT</p> <p>Document review</p> <p>Semi-structured interviews</p>	
EXAMPLE TEXT	EXAMPLE TEXT	EXAMPLE TEXT	EXAMPLE TEXT	EXAMPLE TEXT	

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with Government SDG goals and targets	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national SDG goals and targets • Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • National SDG Framework 	Document review	
<p>EXAMPLE TEXT</p> <p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans</p> <p>EXAMPLE TEXT</p> <p>1.1.1 Alignment of strategic objectives to subnational strategies and plans</p>	<p>EXAMPLE TEXT</p> <p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans</p>	<p>EXAMPLE TEXT</p> <ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational Government strategies and plans • Degree of matching of CSP activities and priority interventions set out in subnational Government strategies and plans • Degree of involvement of subnational Governments in the preparation of the CSP • Perception of senior subnational Government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<p>EXAMPLE TEXT</p> <ul style="list-style-type: none"> • WFP CSP and consecutive Budget Revision documents • Zero Hunger Review • Subnational Government strategies, plans and programmes including, among others: i) ... • ... • Senior sub-national Government officials 	<p>EXAMPLE TEXT</p> <p>Document review</p> <p>Semi-structured interviews</p>	
1.2 To what extent did the T-ICSP and current CSP address the needs of the most vulnerable men, women, girls and boys to food insecurity and malnutrition in Haiti ensuring that no one is left behind?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the T-ICSP and CSP considering changing context, national capacities and needs in Haiti – in particular in response to the COVID-19 pandemic?					
1.4 To what extent are the T-ICSP and the current CSP coherent and aligned with the wider UN and humanitarian sector, and do they include appropriate strategic partnerships based on the comparative advantage of WFP in Haiti?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to T-ICSP and CSP strategic outcomes in Haiti?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected T-ICSP and CSP strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements under the T-ICSP and CSP likely to be sustainable – in particular from an institutional, environmental and socio-cultural point of view?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
2.4 To what extent did the T-ICSP and CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?					
Evaluation 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?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance taking into consideration gender and protection concerns??					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
Evaluation 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?					
4.1 To what extent did WFP use existing evidence on food security and nutrition issues in Haiti as well as evidence from evaluation to develop the T-ICSP and consecutive CSP?					
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the T-ICSP and subsequent CSP?					
4.3 To what extent did the T-ICSP and CSP lead to partnerships and collaborations with other actors, and how did these partnerships influence performance and results?					
4.4 To what extent did country-level strategic planning affect flexibility and results in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 crisis?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the T-ICSP and CSP?					

Annex 12: Approved T-ICSP and CSP Documents

[Haiti Transitional ICSP \(January - June 2019\) | World Food Programme \(wfp.org\)](#)

[Haiti Country Strategic Plan \(2019 - 2023\) | World Food Programme \(wfp.org\)](#)

Annex 13: Terms of Reference for the CSPE's Internal Reference Group (IRG)

1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.
- Suggest key references and data sources in their area of expertise.
- Participate in field debriefings (optional).
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in national learning workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may

also be included in the IRG, depending on the CSPE context and the availability of expertise at RB level⁶² (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country Office	Regional Bureau	Head Quarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation focal point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core Members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional EPR Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol.</p>

5. Approach for engaging the IRG:

The OEV Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

⁶² An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

The final version of the CSPE TORs will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in section 3 of this ToR, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 14: Bibliography

1. Evaluation process		
1.1 CSPE Evaluation Quality Assurance Guidance		
Technical notes		
CSPE Evaluation, Inception Report quality checklist	WFP	2019-12
CSPE Guidance for Process and Content	WFP	
Quality Checklist for CSPE SER, ToR	WFP	2019-12
Quick guide for Integrating Gender in WFP	WFP	
TN on country-specific evaluation planning and budgeting	WFP	
TN on Integrating Gender in WFP Evaluations	WFP	
TN on Recommendations	WFP	
TN Glossary of terms		2020-10
Templates		
CSPE Inception Report template	WFP	2020-11
CSPE Summary Evaluation Report template	WFP	2020-11
CSPE summary TOR	WFP	2020-11
CSPE TOR template	WFP	2020-11
Evaluation Matrix Template	WFP	2019-12
Evaluation Report template CSPE	WFP	2020-11
IRG Approach	WFP	2019-12
2. WFP interventions in Haiti		
2.1 CSP related documents		
Haiti CSP 2019 – 2023: ENG, FRE, SPA	WFP	2019
CSP concept note	WFP	
Haiti T-ICSP Jan - June 2018.pdf	WFP	2018
Strategic Programme Review Process (SPRP) - NFR.docx	WFP	2018
CSP - EB comments matrix RD approved .docx	WFP	2019
CSP Line of Sight.pptx	WFP	2019
Annual Country Reports	WFP	2018,19, 20
T-ICSP Budget revisions 1, 4	WFP	2018
CSP Budget Revisions 1, 2, 3, 5	WFP	2019,20

Country Operations Management Plan 2019 & 2020	WFP	2019,20
CSP Resource Situation.pdf	WFP	2019
T-ICSP Resource Situation (Jan 2018 - June 2019).pdf	WFP	2019
CSP - Budget Explanation.docx	WFP	2019
2.2 Assessment reports		
Evaluation de la Securite Alimentaire En Haiti.pdf	WFP	2016-04
Analyse de marchés post-ouragan Matthew.pdf	WFP	2016-10
Haiti Urban Food Security Assessment.pdf	WFP	2016-11
Emergency Food Security Assessment.pdf	WFP	2017-01
Post- "Matthew" Emergency food Security Assessment.pdf	WFP	2017-01
Analyse Intégrée du Contexte (AIC).pdf	WFP	2017-04
EFSA 72-hours.pdf	WFP	2018-06
Enquête Nationale d'Urgence sur la SECAL et nutritionnelle.pdf	WFP	2019
Macro Financial Assessment.pdf	WFP	2020
Early Warning Watch List	WFP	2018,19,20
2.3 CO Human Resources		
Haiti Emergency Reporting Flow	WFP	
2.4 CO Maps		
Concept of Operations.pdf	WFP	2019-11
General logistics planning map.pdf	WFP	2019-11
Physical access constraints.png	WFP	2020-07
Contraintes d'accès physique.pdf	WFP	2020-11
Haiti WFP presence.jpg	WFP	
2.5 Pre-CSP		
DEV: National School Meals Programme, Jan 2012 – Dec 2014	WFP	2011-09
EMOP: Emergency Response to Drought, March – Sep 2016	WFP	2016
PRRO April 2014 – March 2017	WFP	
IR-PREP - Emergency Preparedness Activities for Hurricane Matthew	WFP	2016-10

IR-EMOP Immediate Response Emergency Operation for Hurricane Irma	WFP	2017-09
IR-EMOP Assistance to Victims of Hurricane Matthew in the Caribbean	WFP	2016-10
Standard Project Report	WFP	2015,16,17
2.6 COVID-19		
Economic and food security implications of COVID-19.pdf	WFP	2020-04
Global Response to COVID-19.pdf	WFP	2020-09
Effects of COVID-19 pandemic on WFP operations.pdf	WFP	2020-06
Food availability and market assessment during COVID-19.pdf	WFP	2020
External SitReps	WFP	2020
Internal SitReps	WFP	2020
2.7 Evaluations, Reviews, Audits		
Operation Evaluations 2016 - 2017.pdf	WFP	2017-10
Thematic Evaluation - Renewed Efforts Against Child Hunger and undernutrition.pdf	WFP	2017-12
Summary of evaluation evidence Haiti 2010-2018.pdf	WFP	2018
Final evaluation of WFP Haiti's Food for Education and Child Protection Programme (2016-2019).pdf	WFP	2019
Dec.Ev. WFP Haiti's Food for Education and Child Nutrition Programme 2016 - 2019 Mgt Response.pdf	WFP	2019-10
Dec.Ev. WFP Haiti's Food for Education and Child Nutrition Programme 2016 - 2019.pdf	WFP	2019-10
Strategic Evaluation of Funding WFP work.pdf	WFP	2020-05
TOR baseline and endline evaluation of USDA McGovern-Dole Sep 2020 - 2023.pdf	WFP	
Evaluation report of the WFP Gender Policy (2015-2020)	WFP	2020-05
2.8 Monitoring and Reporting		
Shock-Responsive Social Protection in the Caribbean.pdf	WFP	2019-11
Security Analysis Report.pdf	WFP	2017-05
WFP & Social Protection, Haiti Case Study.pdf	WFP	2017-10
Home-Grown School Feeding in Haiti.pdf	WFP	2019-04
WFP Global Hotspots 2020.pdf	WFP	2020-03

Food Assistance for Assets (FFA).pdf	WFP	2020-06
Executive Briefs	WFP	2018
Internal situation reports	WFP	2018,19
Country Briefs	WFP	2017-2020
3. WFP Policy and Strategy documents		
3.1 WFP Strategic Plan (2017-2021) (IRM) and related docs		
Corporate Results Framework 2017-2021	WFP	2016
Financial Framework Review 2017-2021	WFP	2016
Policy on Country Strategic Plans	WFP	2016
WFP Advocacy Framework	WFP	2016
WFP Strategic Plan 2017-2021	WFP	2016
IRM CO Organisational Readiness toolkit	WFP	2017
Corporate Results Framework 2017–2021 Revised	WFP	2018
CRF Indicator Compendium	WFP	2018
Strategic Evaluation of the Pilot CSPs (evaluation report)	WFP	2018
Strategic Evaluation of the Pilot CSPs (management response)	WFP	2018
CRF Indicator Compendium Revised	WFP	2019
Review of methodologies for linking resources to results	WFP	2019
WFP's Contribution to Improving the Prospects for Peace	SIPRI, WFP	2019
CSP Guidance	WFP	
IRM briefs and summaries	WFP	
3.2 WFP Strategic Plan (2014-2017) and related docs		
Fit for Purpose Organizational Design	WFP	2012
WFP Strategic Plan 2014-2017	WFP	2013
SRF 2014-2017 Indicator Compendium	WFP	2015
Evaluability Assessment of SP 2014-2017	WFP	2016
Mid-Term Review WFP Strategic Plan 2014–2017	WFP	2016
WFP's Contribution to Improving the Prospects for Peace	SIPRI, WFP	2019
Management Results Framework (2014-2017)	WFP	
Strategic Results Framework 2014-2017	WFP	
3.3 Emergencies and Transition		
WFP's role in Peacebuilding in Transition Settings Policy	WFP	2013

3.4 Protection & AAP		
Accountability to Affected Populations (brief)	WFP	2011
Protection and Accountability Policy 2020	WFP	2020
WFP Humanitarian Protection Policy	WFP	2012
Fact Sheet on PSEA	WFP	2014
Update on WFP Humanitarian Protection Policy	WFP	2014
Accountability to Affected Populations Theory of Change	WFP	2015
Guide to Personal Data Protection and Privacy	WFP	2015
Minimum Standards for Implementing a CFM	WFP	2015
OSZPH AAP - WFP Baseline Survey (full report)	WFP	2015
OSZPH Protection Guidance Manual	WFP	2016
WFP's AAP Strategy (brief)	WFP	2016
OSZPH AAP Guidance Manual	WFP	2017
COVID-19 PD Immediate Guidance Protection, AAP, Inclusion	WFP	2020
COVID-19 Key Considerations on PSEA	WFP	2020
Recomendaciones Clave para PEAS	WFP	2020
3.5 Gender		
WFP Gender policy	WFP	2015
GBV Manual	WFP	2016
WFP Gender Transformation Programme	WFP	
EB Update on Gender Policy	WFP	2017
Gender Action Plan, Revised	WFP	2017
WFP Gender Tip Sheet	WFP	2018
PD Immediate Guidance Gender	WFP	
Gender Toolkit	WFP	
3.6 Anti-fraud and anti-corruption		
WFP anti-fraud and anti-corruption policy	WFP	2015
3.7 Cash & Voucher		
Setting the transfer value for CBT interventions	WFP	2020-07
Cash and Food Transfers - A Primer	WFP	2007
Vouchers and Cash Transfers as Food Assistance (Cash and Voucher Policy)	WFP	2008

Accounting Procedures on the Use of Vouchers and Cash Transfers	WFP	2009
WFP C&V Manual Edition 1	WFP	2009
Update on the Implementation of C&V Policy	WFP	2011
WFP Cash for Change Initiative Distribution Models	WFP	2012
Policy Evaluation of Cash and Voucher Policy (eval. report)	WFP	2014
WFP C&V Manual Edition 2	WFP	2014
Guide to Personal Data Protection and Privacy	WFP	2016
Interim Guidance for CBT Reconciliation & Transaction Monitoring	WFP	2017
COVID-19 Guidance CBT	WFP	2020
3.8 Partnerships		
How to Work with WFP Handbook	WFP	2005
WFP Corporate Partnership Strategy 2014 -2017	WFP	2014
PG Partnership - Tools and Guidelines Booklet	WFP	2015
WFP and Stand by partners report	WFP	2015
Annexes - UNHCR-WFP Addendum on Data Sharing	WFP	2018
UNHCR-WFP Addendum on Data Sharing	WFP	2018
COVID-19 Guidance Partnerships and Governments	WFP	2020
3.10 Risk Management		
Circular on Corporate Risk register	WFP	2012
Paper Linking Risk Register and EPR	WFP	2012
Enterprise Risk Management Policy	WFP	2015
Risk management definitions	WFP	2015
Circular Critical Incident & Crisis management	WFP	2016
EB Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Risk appetite statement	WFP	2016
Corporate Risk Register	WFP	2017
EB Informal Consultation on Oversight Matters	WFP	2017
3.11 Security		
Guidelines for Security Reporting	WFP	2011
UN Security Risk Management (SRM) Manual	WFP	2015

Brief - WFP Field Security	WFP	2016
EB Report - WFP Field Security	WFP	2017
3.12 Resilience & Safety Net		
WFP's Social Net Policy- the Role of Food Assistance in Protection - Update	WFP	2012
WFP Policy on Building Resilience for FS & Nutrition	WFP	2015
Food Assistance for Asset Guidance Manual	WFP	2016
Lessons on Better Connecting Humanitarian. Assistance and Social Protection	WFP	2018
3.13 Audit		
Internal Audit of WFP's Country Capacity Strengthening	WFP	2016
Desk Review of the Implementation of Agreed Actions from the 2016 Internal Audit	WFP	2018
Internal Audit of the IRM Pilot Phase Management Comments	WFP	2018
Internal Audit of the IRM Pilot Phase	WFP	2018
Internal Audit of Food procurement in WFP	WFP	2019
3.14 School Feeding		
WFP School Feeding Strategy (2020-2030)	WFP	2020-01
School Feeding Policy	WFP	2009
Revised School Feeding Policy	WFP	2013
School Feeding Handbook	WFP	2017
School Feeding Strategy (1st draft)	WFP	2019
School Feeding Strategy (final draft for external comments)	WFP	2019
COVID-19 Guidance School Feeding	WFP	2020
Mitigating the effects of the COVID-19 pandemic on food and nutrition of school children	WFP	2020-04
3.15 COVID-19 (2)		
COVID19 and climate final	WFP	2020
WFP COVID medium-term programme framework	WFP	2020
WFP COVID medium-term programme framework-summary note	WFP	2020
Covid19 gender equality for food security	WFP	2020
Gender and COVID-19	WFP	2020
March 2020 cash-based transfers essential needs approach	WFP	2020

March 2020 climate change disaster risk reduction	WFP	2020
March 2020 Guidance - targeting and prioritization	WFP	2020
Protection, AAP, Disability, Conflict sensitivity	WFP	2020
3.16 ZHC Advocacy Frameworks		
WFP ZHC Advocacy Framework - February 2016	WFP	
WFP ZHC Advocacy Framework - July 2016	WFP	
3.17 WFP Management Plans		
WFP Management Plan 2016-2018	WFP	2015
WFP Management Plan 2017-2019	WFP	2016
WFP Management Plan 2018-2020	WFP	2017
WFP Management Plan 2019-2021	WFP	2018
3.18 Annual Performance Reports		
Annual Performance Report 2015 - 2019	WFP	2015
3.19 Monitoring & Third-Party Monitoring		
Guidance Note on Beneficiary Definition and Counting	WFP	2002
SOPs for ME Final	WFP	2013
Third Party Monitoring Guidelines	WFP	2014
Corporate Monitoring Strategy 2015-2017	WFP	2015
Minimum Monitoring Requirements	WFP	2016
Corporate monitoring strategy 2017-2021	WFP	2018
Guidance Note on Estimating and Counting Beneficiaries	WFP	2019
Beneficiaries, Targeting and Distribution Guidance	WFP	
Beneficiary counting in COMET	WFP	
Comet and Integrated Road Map Notes	WFP	
Comet and Integrated Road Map PPT	WFP	
COMET Design Modules - logframes design & results	WFP	
COMET Map and integration with other systems	WFP	
COVID-19 Guidance Monitoring	WFP	
COVID-19 Adjusted Minimum Monitoring Requirements	WFP	2020
Monitoring recommendations for COVID-19 response	WFP	2020-05
Monitoring and Evaluation Guidance		
3.20 Nutrition		

Management Response to Policy Evaluation WFP Nutrition Policy	WFP	2014
Policy Evaluation WFP Nutrition Policy (SER)	WFP	2014
Policy Evaluation WFP Nutrition Policy	WFP	2014
Evaluation of REACH Initiative 2011-2015 (SER)	WFP	2015
Management Response of the Evaluation of REACH Initiative 2011-2015	WFP	2015
Food and Nutrition Handbook	WFP	2005
Guidelines for selective feeding	WFP	2011
Programming for nutrition specific interventions	WFP	2012
Measuring Nutrition Indicators in the SRF	WFP	2014
Fill the Nutrient Gap Tool	WFP	2016
Guidance for nutrition-sensitive programming	WFP	2017
Increasing the nutrition sensitivity of FFA Programmes	WFP	2017
Moderate Acute malnutrition - A decision Tool for Emergencies	WFP	2017
Nutrition-Sensitive short presentation	WFP	2017
Food and Nutrition Handbook	WFP	2018
Acute Malnutrition Exploring Simplified Protocols	WFP	2019
Guidance Substitution of SNF in situations of temp. commodity shortfalls	WFP	2019
COVID-19 Nutrition Guidance	WFP	2020
Nutrition Monitoring and Evaluation Guidance	WFP	
Overview of key nutrition supplements	WFP	
Technical workshop on nutrition	WFP	
Implementation Plan of the Nutrition Policy	WFP	2017
Nutrition Policy	WFP	2017
3.21 Country Capacity Strengthening (CCS)		
Regional Country Capacity Strengthening Roadmap	WFP	
Building Country and Regional Capacities (Capacity Development Policy)	WFP	2004
Capacity Development Policy - An Update on Implementation	WFP	2009
Operational Guide to Strengthen Capacity of Nations to Reduce Hunger	WFP	2010
National Capacity Index (NCI)	WFP	2014

ARI (Abilities and Readiness Index)	WFP	2015
Guidelines on Technical Assistance and Capacity Development	WFP	2015
Supply Chain Capacity Enhancement	WFP	2016
Capacity Development Policy 2009 Management Response	WFP	2017
Capacity Development Policy Evaluation Annexes	WFP	2017
Capacity Development Policy Evaluation	WFP	2017
Guidance on Capacity Strengthening of Civil Society	WFP	2017
M&E for CCS - Indicator listing	WFP	2018
Strengthening CCS Strategy Basic Steps	WFP	2019
COVID-19 PD Immediate Guidance CCS	WFP	2020
CCS Framework and Toolkit	WFP	2020
TOC for CCS	WFP	
WFP Capacity Needs Mapping (CNM)	WFP	
WFP CCS Activity Matrix	WFP	
WFP Corporate Framework for CCS	WFP	
3.22 VAM		
Comprehensive Food Security & Vulnerability Analysis (CFSVA) Guidelines	WFP	2009
Market Analysis Framework Tools and Applications for FS Analysis and Decision Making	WFP	2011
VAM factsheet	WFP	2011-11
VAM Presentation FS Assessment Team	WFP	2016
COVID-19 Guidance Monitoring	WFP	2020
3.23 Access & Principles		
WFP Humanitarian Principles	WFP	2004
OSZ Advisory Group on Access TOR	WFP	2015
COVID-19 Guidance	WFP	2020
2015 WFP Evaluation Policy 2016-2021	WFP	
3.24 Asset creation and livelihood support activities		
FFA Annexes manual	WFP	2016
FFA core manual	WFP	2016
FFA Guidance Updates	WFP	2017

FFA Key Aspects to Consider when evaluating FFA Programmes	WFP	2017
Infobit - FFA women's empowerment and nutrition	WFP	2017
Pro-Smallholder Food Assistance Background Paper	WFP	2017
Pro-Smallholder Food Assistance Paper	WFP	2017
The potential of FFA to empower women and improve women's nutrition	WFP	2017
the potential of FFA to empower women and nutrition page summary	WFP	2017
brief on resilience v150519	OSZPR	2019
Toward Systemic Food Assistance	WFP	2016
SysFOOD—The Systemic Food Assistance Initiative	WFP	
Systemic Food Assistance - Interim Strategic and Operational Guidance for WFP	WFP	
4. External documents		
Global Hunger Index.pdf	Welt Hunger Hilfe	2018
Global Report on Food Crisis Full Report.pdf	Food Security Information Network	
Suppy and Market Outlook.pdf	FEWSNET	2019-09
Haiti Food Security Outlook 2020.pdf	FEWSNET	2020
Internal displacement Mid-year update.pdf	IDMC	2020
Gender Equality and Women's Empowerment FactSheet.pdf	USAID	
Haiti Strategic Framework 2018-2020	USAID	
Nutrition Smart Agriculture in Haiti.pdf	FAO et al	2020-01
IPC Haiti Acute Food Sec 2020 Aug-2021 June.pdf	WFP et al	2020-06
Analyse IPC Oct 2017 - Fev 2018.pdf	WFP et al	2017
Analyse IPC Dec 2018.pdf	WFP et al	2018-12
Analyse IPC Oct 2019 - June 2020.pdf	WFP et al	2019-10
Presentation de IPC aigue.pdf	WFP et al	2020-08
Analyse IPC Aug 2020 - June 2021.pdf	WFP et al	2020-09
IPC Haiti Acute Food Insecurity analysis Aug2020 - June2021 English Summary.pdf	WFP et al	2020-09
4.1 UN Documents		
UNDAF 2017 - 2021 ENG, FRE		2017
Cadre De Développement Durable d'Haiti.pdf		2017-06

Cholera situation in Haiti FactSheet	UN Haiti	2017
UN response against cholera annual factsheet 2017.pdf	UN Haiti	2018
Country programme document for Haiti (2017-2021).pdf	UNDP, UNFPA, UNOPS	2016-11
Bilan de sept mois de reponse a l'ouragan Matthew Oct 2016 - April 2017.pdf	OCHA	2017
Humanitarian bulletins	OCHA	2017
Humanitarian Snapshot.pdf	OCHA	2017-03
Humanitarian Response Plans	OCHA	2016 - 2020
Humanitarian funding overview.pdf	OCHA	2020-08
Rapport de suivi periodique	OCHA	2019
Haiti Poverty Reduction Strategy Paper.pdf	IMF	2014-06
Rapport du Secrétaire général.pdf		2018
Evaluation rapide situation alimentaire	CNSA, WFP, FAO	2016
Crop and Food Security Assessment.pdf	FAO, WFP	2017-12
Monitoring food security in countries with conflict situations.pdf	FAO, WFP	2018-08
Relance du Secteur Semencier en Haïti. Pdf	FAO	2019
Renforcement de la Sécurité Alimentaire et Nutritionnelle.Pdf	FAO	2019
Stratégie de réponse Jan - Dec 2020.pdf	FAO	2019
Srenghening school feeding programmes.pdf	WFP, FAO	2019
World Migration Report.pdf	IOM	2020
Monitoring food security in countries with conflict situations.pdf	FAO, WFP	2020-01
Response overview.pdf	FAO	2020-01
Humanitarian Action for Children 2021.pdf	UNICEF	
Evaluation Besoin Post Catastrophe Cyclone Mathieu.pdf	UNDP	
Haiti Rebuilds.pdf	UNDP	
Agricultural Financing in Haiti.pdf	World Bank	
Investing in people to fight poverty in Haiti.pdf	World Bank	
4.2 National Government		
School Feeding Policy.pdf		2013
Enquête Mortalité, Morbidité et Utilisation des Services VI Juillet 2016 - 2017.pdf	Ministère de la Santé Publique et de la Population (MSPP)	2018-07
Haiti SAN Mapping - National.pdf		2018-04

Gouvernance politique economique socioculturelle.pdf		2019-04
Early childhood development policy.pdf		
National Health Policy 2012 - 2021.pdf		
Plan national de gestion des risques de desastre.pdf		
Plan Stratégique de developpement d'Haiti.pdf		
Politique de développement agricole 2010 - 2025.pdf		
Politique d'Egalite femmes hommes 2014 - 2034.pdf		
Strategic Plan for Nutrition 2013 – 2018.pdf		
Enquête nationale nutritionnelle et de mortalité, Haïti, Janvier 2020	Ministère de la Santé Publique et de la Population (MSPP)	2020
Plan Strategique National pour la Sante Integrale de l'enfant en Haiti 2014-2019	Ministère de la Santé Publique	2013
Plan strategique de la sante infantile 2014 - 2019	Ministère de la Santé Publique	2013
Haiti education strategy	Ministère de l'Education Nationale et de la Formation Professionnelle (MENFP)	2007
Plan Décennal d'éducation et de Formation (PDEF) 2018 - 2028	Ministère de l'Education Nationale et de la Formation Professionnelle (MENFP)	2018
Politique et Strategie Nationales D'alimentation Scolaire (PSNAS)		2016
Politique Nationale de Protection et de Promotion Sociales		2020
4.3 Clusters		
Réponse au tremblement de terre.pdf	WASH/Education Cluster: UNICEF, CERF, MinEdu	2019-01
Réponse au tremblement de terre.pdf	Shelter/NFI Cluster: OIM	2019-05
Syntheses IPC.pdf	Food Security Cluster: CNSA	2017-10
Évaluation des Récoltes et la Sec Alimentaire.pdf	Food Security Cluster: FAO, WFP	2017-12
Bulletin sur Panier alimentaire et conditions de sécurité alimentaire.pdf	Food Security Cluster: CNSA	2018-01
Alerte sur les besoins prioritaires en 2019.pdf	Food Security Cluster	2019-03
Analyse des besoins lies a l'insecurite alimentaire.pdf	Food Security Cluster	2020-07
Situation de la réponse à l'insécurité alimentaire.pdf	Food Security Cluster	2020-08
Evaluation de l'impact COVID-19 sur la sec.alimentaire.pdf	Food Security Cluster: WFP, SECAL, FAO	2020-08

Presentation sur le panier alimentaire.pdf	Food Security Cluster	2020-10
Directrices GBV.pdf	Protection Cluster: IASC	2015
Normes minimales pour la prevention et la reponse au GBV.pdf	Protection Cluster: UNFPA	
Stratégie Nationale de Protection 2018 - 2021.pdf	Protection Cluster	2018
Développement d'une Stratégie de Protection Commune.pdf	Protection Cluster	2018-04
Strategie de Protection d'Haiti 2018 - 2021.pdf	Protection Cluster	2018-12
Mise en place d'un Mécanisme de Plaintes, Référencement et Feedback.pdf	Protection Cluster	2019
Strategie de Protection d'Haiti 2019 - 2022	Protection Cluster	2019
Evaluation Multisectorielle.pdf	WASH cluster: Premiere Urgence	2017-01

Annex 15: Acronyms

AAP	Accountability to Affected Persons
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance
BR	Budget Revision
COMET	Country Office Tool for Managing Programmes Effectively
CSP	Country Strategic Plan
DEV	Development Operation
DEVCO	European Commission's Directorate General for International Cooperation and Development
DPC	Directorate of Civil Protection
EB	Executive Board
EMOP	Emergency Operation
EMG	Evaluation Management Group
EPR	Emergency Preparedness and Response
FAO	Food and Agriculture Organization
GIEWS	Global Information and Early Warning System
GNI	Gross National Income
HCT	Humanitarian Country Team
IDB	Inter-American Development Bank
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IR-EMOP	Immediate Response Emergency Operation
IYCF	Infant and Young Child Feeding
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
PNCS	National School Feeding Program (PNCS)
PCG	Protection Coordination Group
PRRO	Protracted Relief and Recovery Operation
RBP	Regional Bureau Panama
SER	Summary Evaluation Report
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VAM	Vulnerability Assessment and Mapping
WASH	Water Sanitation and Hygiene
WHO	World Health Organization