

Evaluation

Summary Terms of Reference



El Salvador: An Evaluation of WFP's Country Strategic Plan (2017-2021)

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

Subject and Focus of the Evaluation

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. An important area of focus will be the contribution of WFP to capacity strengthening at national and local level. It will also focus on adherence to humanitarian principles, gender and protection issues and accountability to affected populations.

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

The CSP articulates WFP's proposed support to improve food security and nutrition in El Salvador between 2017 and 2021. It is designed to assist the Government and partners in achieving the following outcomes:

- Strategic outcome 1: The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021.
- Strategic outcome 2: Food-insecure smallholder farmers and their organizations in El Salvador sustainably increase their productivity and income by 2021.
- Strategic outcome 3: Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021.
- Strategic outcome 4: Targeted people affected by rapid- and slow-onset disasters have access to food all year.
- Strategic outcome 5: National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021.

The CSP marks a shift in WFP's interventions in El Salvador, moving from direct food assistance to policy and planning advice, and capacity development. The strategic outcomes are aligned with the Government's plans, the United Nations Development Assistance Framework and Sustainable Development Goals 2 and 17.

The CSP has a total budget of USD 88, 811. 554. It planned to reach a total of 1,071,896 beneficiaries of whom 574.038 are women/girls and 497.858 are men/boys.

Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2021.

Key Evaluation Questions

The evaluation will address the following four key questions:

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

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in El Salvador?

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

Question 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?

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

Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

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

Scope, Methodology and Ethical Considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in February 2017, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities in El Salvador (including cross-cutting results) from 2016 to 2020. This includes activities prior to the Country Strategic Plan (2017-2021) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

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

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related

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For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

to the El Salvador CSPE (i.e. evaluation of country strategic plans, government capacity strengthening, food security and nutrition, resilience and livelihood, emergency preparedness and response).

OEV Evaluation Manager: The evaluation will be managed by Ms. Giulia Pappalepore, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. Second level quality assurance will be provided by Mr. Sergio Lenci, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products

The Director of Evaluation will approve the final versions of all evaluation products.

Stakeholders: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communications

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A country learning workshop will be held in March 2021 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and Key Milestones

Inception Phase: October/December 2020

Remote Data collection: early December 2020

Remote Debriefing: late December 2020

Reports: February 2021 – May 2021

Learning Workshop: mid-March 2021

Executive Board: November 2021