

# Evaluation of Peru WFP Country Strategic Plan 2018-2022

## Summary Terms of Reference



SAVING  
LIVES  
CHANGING  
LIVES

*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

WFP has been present in Peru since 1968; the current CSP (2018-2022) marked a strategic shift in WFP's interventions in Peru, moving from providing relief assistance in times of emergency to supporting the Government's own response capacities at national, regional and community levels, in the areas of food security and nutrition, and emergency preparedness and response.

WFP assistance is provided through five strategic outcomes and five activities focusing on root causes, resilience building and crisis response that contribute to the achievement of the Sustainable Goal 2 and 17. Implemented through capacity strengthening and service delivery modalities, activities seek to: build a multi-stakeholders alliance to achieve SDG 2; implement innovative, inclusive nutrition intervention models adapted to the regional/cultural context; improve integration and efficiency of social protection and disaster risk management programmes; support the most vulnerable populations during the COVID-19 pandemic; and provide support the government's humanitarian supply chain.

The CSP has a total budget of USD 56,725,446, of which as January 2021, 53% has been funded.

Cash-based Transfers for a value of USD 14,373,894 are planned to reach 186,510 direct beneficiaries. WFP technical assistance to the Government is estimated to impact indirectly 16.4 million beneficiaries; policy support in nutrition and disaster preparedness and response is expected to benefit 2.2 million malnourished children and 7.1 million people at risk of food insecurity and natural disasters.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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

### Objectives and Stakeholders of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of 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 2022**.

### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution 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 - in particular in response to the COVID-19 pandemic; 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 Peru?**

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 - in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges. 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 November 2017, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2017 to mid-2021. This includes activities prior to the Country Strategic Plan (2018-2022) 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 to the Peru' CSPE (i.e. evaluation of country strategic plans, evaluation of capacity strengthening activities, nutrition and health, food security and social protection, disaster risk management and emergency response).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Ms. Ramona Desole in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by 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.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in **July 2021** to inform the new CSP design process. A country learning workshop will be held in **October 2021** to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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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:** February-April 2021

**Remote Data collection:** June 2021

**Remote Debriefing:** July 2021

**Reports:** August-December 2021

**Learning Workshop:** October 2021

**Executive Board:** November 2022