



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

ECUADOR

AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2017 – 2021)

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1. Background

1. These Terms of Reference (TOR) have been prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. 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. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

2. 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 (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 CSPs and WFP's Evaluation Policy.

1.2. CONTEXT

General Overview

3. The Republic of Ecuador in South America borders Colombia to the north and Peru to the east and south. Ecuador has a land area of 256,370 square kilometres divided into four geographic regions: the Highlands, the Pacific coast, the Amazon and the Galapagos Islands Archipelago. Guayaquil is the most important city in terms of trade and production, yet its capital is Quito. Administratively, the country is subdivided in 24 provinces. The majority of the population speaks the country's official language, Spanish, though 13 native languages are also recognized, including Quechua and Shuar.
4. The President of Ecuador, Lenin Moreno, took office in 2017. The first round of new presidential elections will take place on 7 February 2021 and the second round, if necessary, in April 2021. The new government will be appointed in May 2021.
5. Ecuador has a steadily increasing population size of around 17,613,233 million people, out of which 50.4% are female¹. Around 36.2 %² of people live in rural areas. Life expectancy at birth is of 76.9 with a maternal mortality ratio of 640 in 2017³. In 2010, disability prevalence stood at 6.6%. The total fertility rate in 2017 stood at 2.4 per woman⁴, while the country ranks second in the region for its teenage pregnancy rate (71.1)⁵. Around 27.7% of the population are children from 0-14 years while 7.3% is above 65 years⁶. In terms of ethnic groups, 71.9% of the Ecuadorian population is mestizo (mixed Amerindian and white) 7.4% Montubio, 6.1% white, 7.2% Afroecuadorian and 7% Indigenous⁷.
6. Ecuador is one of the Latin American countries most heavily affected by the Covid-19 pandemic, counting by 20 January 2021 an overall number of 250,828 confirmed cases and 14,322 deaths.⁸ Commerce, industry, tourism, transport and health sectors have been most heavily affected. Despite the rapid pace of increasing COVID 19 cases, officially the national health emergency has come to an end on 13 September, and the

¹ [Censo de Población y Vivienda](#), INEC, 2010

² Human Development Report, UNDP, 2019

³ The State of World's Children, UNICEF, 2019

⁴ [UNFPA World Population dashboard](#)

⁵ [WHO website](#)

⁶ [World Bank website](#)

⁷ [Censo de Población y Vivienda](#), INEC, 2010.

⁸ [WHO website – COVID-19](#)

government has introduced a new plan called "I Take Care of Myself" (*Yo Me Cuido* in Spanish language), that eliminates restrictions that had been established.

Macroeconomic and Poverty Indicators

7. Ecuador is an upper middle-income country, ranking 85 of 189 countries in the Human Development Index⁹. The economy of Ecuador is largely driven by the export of oil (33.46% out of total exports), banana (13.93%), crustaceans (10.59%), and other agricultural products.¹⁰ The services sector accounts for 51.9% of the GDP, followed by industry and construction (32.3%), manufacturing (14%) and agriculture, forestry and fishing (9%)¹¹. With about 1.4 million of Ecuadorans living abroad¹², remittances accounted for close to 3%¹³ of the GDP in 2019.
8. In the rural areas, 69.4% the employed population works in the informal sector, compared to the 34.2% in urban settings¹⁴. In terms of economic growth, the country experienced an unprecedented period of prosperity between 2004 and 2014, however after a 2016 earthquake, the appreciation of the US dollar and a decrease in prices of oil (the country's main export revenue), the percentage of the (mostly rural) population in severe multidimensional poverty increased with 3 percent between 2016 and 2019¹⁵.
9. Latest figures demonstrate that inequality is intensifying in Ecuador, going from an already high national Gini coefficient of 0.459 to 0.473, respectively, between 2017 and 2019¹⁶. The incidence of poverty is highest among migrants and indigenous populations¹⁷.
10. The Covid-19 pandemic is further exacerbating the country's economic challenges. The country's GDP decreased by 8.8% in the third trimester of 2020, rising from the previous three months (-12.4%)¹⁸. The unemployment rate increased from 4.9% to 8.6% between December 2019 and September 2020. INEC estimated that in 2019 25% of the population lived in poverty and 8.9% in extreme poverty.

Disasters

11. Ecuador is highly vulnerable to disasters associated with natural events: of the 47 major disasters recorded between 2000 and 2019, over 55 % were caused by hydrometeorological phenomena –droughts, floods and 31.9% by geophysical events such as earthquakes, volcanic eruptions and dry landslides.

⁹ [UNDP Human Development Indicators](#)

¹⁰ [The Atlas of Economic Complexity](#)

¹¹ [World Bank website](#)

¹² [Evolucion del flujo de remesas 2019](#), BCE Ecuador, 2019

¹³ [World Bank website](#)

¹⁴ Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU) - diciembre 2019, INEC, 2020

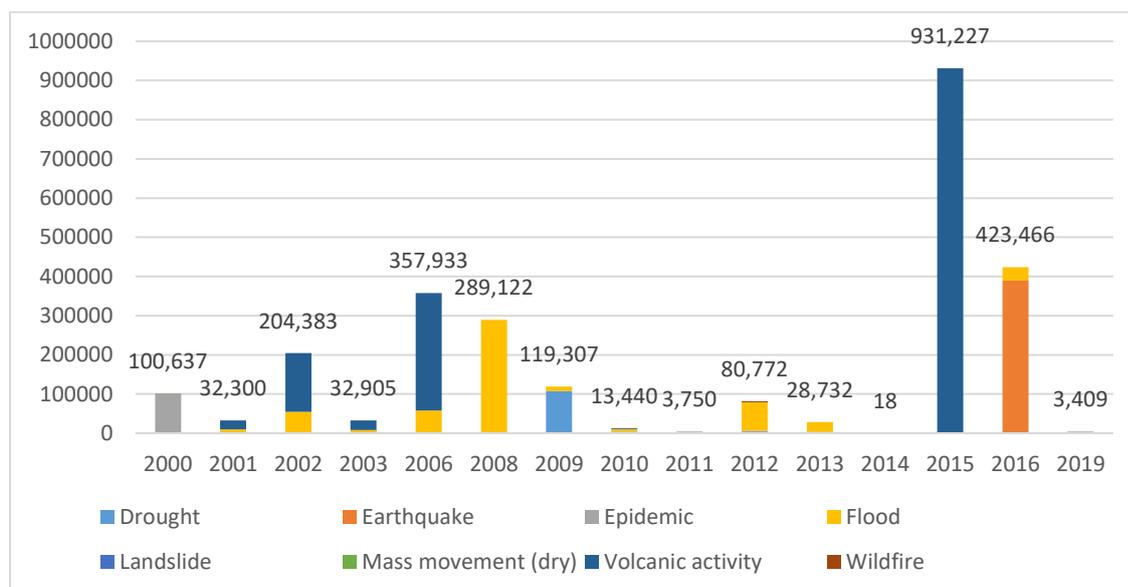
¹⁵ Human Development Report, UNDP, 2019

¹⁶ Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU) - diciembre 2019, INEC, 2020

¹⁷ According to the Economic Commission for Latin America and the Caribbean (ECLAC), in 2016, extreme poverty among indigenous people was more than twice as high as in non indigenous populations.

¹⁸ [Estadísticas Macroeconómicas Presentación Coyuntural](#), BCE, 2021

Figure 1: Major disasters and number of people affected in Ecuador between 2000-2019



Source: International Disaster Database, extracted on 09/11/2020

Refugees and Migrants

12. Ecuador continues witnessing one of the world's major migration crisis. Political and economic turmoil in Colombia and Venezuela have caused people to emigrate to surrounding countries like Ecuador.
13. According to United Nations High Commissioner for Refugees (UNHCR), as of July 2020, the total number of recognized refugees in Ecuador stood at 69,897, mainly Colombians¹⁹. Moreover, at the end of 2019, 25,025 asylum claims were still pending²⁰. However according to a World Bank study²¹, over half of refugees and migrants in the country have not acquired a legal residence status.
14. Since 2016, 2.2 million Venezuelans have entered Ecuador, of whom almost 363.023²² are estimated to stay. In addition, between 2017²³ and 2019, the Ministry of Foreign Affairs and Human Mobility has certified 14,640 Ecuadorian emigrants returning from abroad, of which more than 50% were between 41 and 60 years old²⁴.
15. Refugees and migrants suffer vulnerabilities in terms of food security, employment, education, social inclusion and access to social services; and are disproportionately affected by the consequences of the COVID 2019 pandemic. According to the World Bank, with rising unemployment, in more than 70 percent of surveyed refugee/migrant households at least one adult is reducing his or her number of meals per day as a coping mechanism. Ecuador and the international community have been intensifying their provision of assistance to address basic needs of these population groups. Figure 2 indicates areas of prioritized assistance.

¹⁹ [Ecuador Factsheet September 2020](#), UNHCR, 2020

²⁰ Ibid.

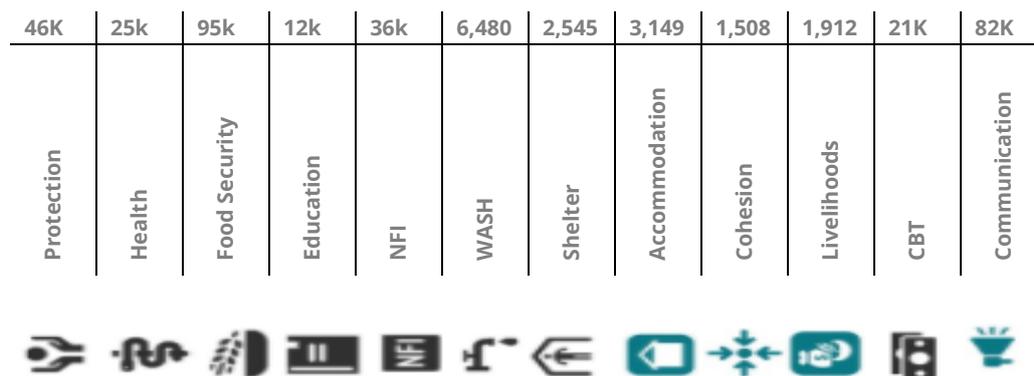
²¹ Challenges and Opportunities of Venezuelan Migration in Ecuador, World Bank, 2020

²² [La situación actual de los migrantes y refugiados de Venezuela](#), UNHCR, 2020

²³ In 2019, Ecuador emigrants abroad were 1,183,685. [International migrant stock 2019](#), UNDESA, 2019

²⁴ [Agenda Nacional para la Igualdad de Movilidad Humana 2017-2021](#), Consejo Nacional para la Igualdad de Movilidad Humana, 2017

Figure 2: Example of assistance provision to Venezuelans in human mobility in Ecuador

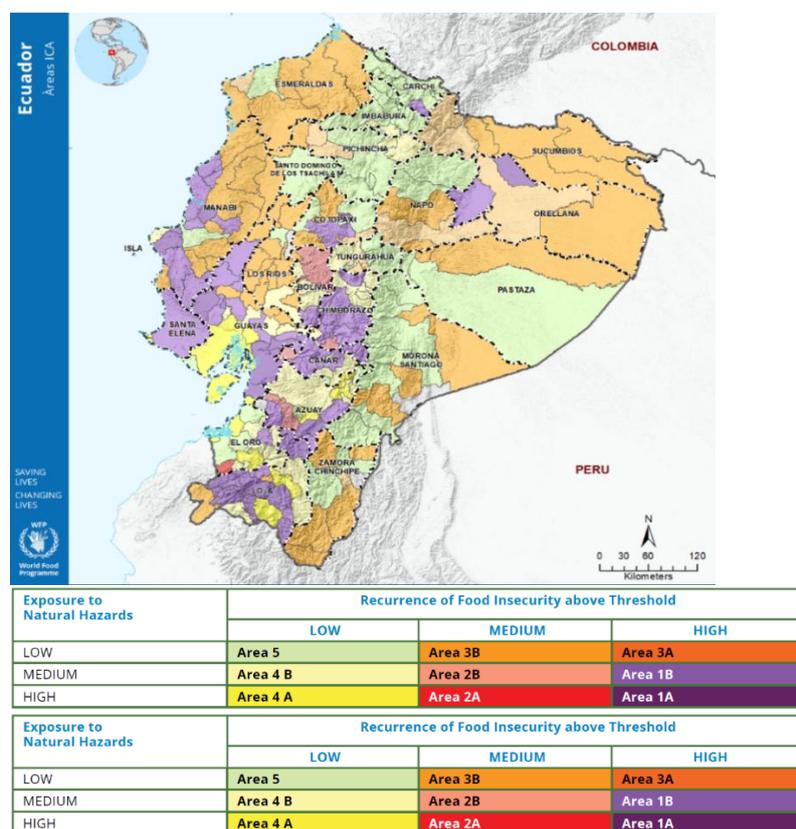


Source: R4V platform, Operational Presence GTRM in December 2020, visited on 02/02/2020

Food and Nutrition Security

16. In the Global Hunger Index, Ecuador ranks 51st out of the 107 countries, with a moderate hunger score of 11.0. According to the Government of Ecuador, an estimated 2.3 million Ecuadorans will become food insecure after the COVID-19 pandemic²⁵.

Figure 3: Ecuador, WFP Integrated Context Analysis areas, 2018²⁶



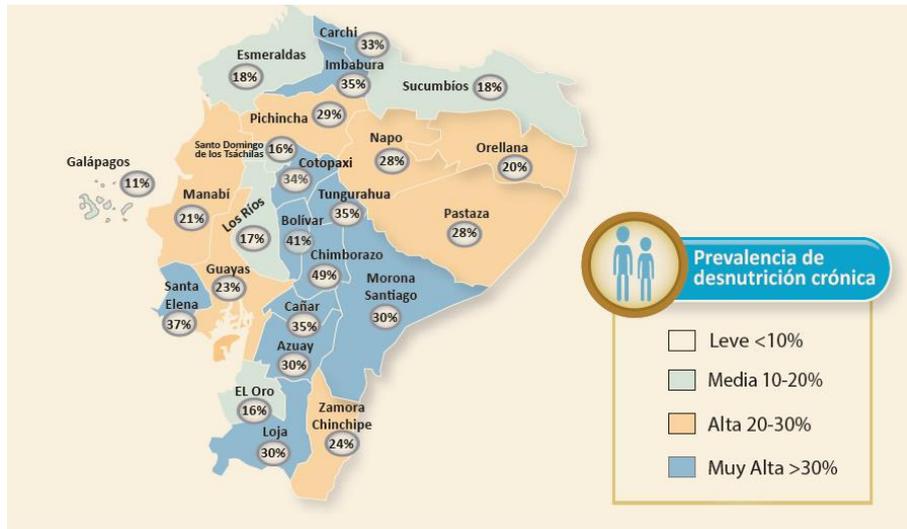
Source: WFP GeoNode, extracted on 09/11/2020

²⁵ Socio-Economic Assessment COVID 19 PDNA Ecuador, multisectoral publication under the Presidency of the Republic of Ecuador, 2020

²⁶ The map contains information about the final categorization resulting from the Integrated Context Analysis (ICA) performed in Ecuador in 2018, showing the areas of convergence of high levels of poverty incidence - used as a proxy for food insecurity - and major propensity to natural shocks (floods, landslides and droughts).

17. Figure 3 displays the 2018 national Integrated Context Analysis (ICA) for Ecuador. The ICA reveals that areas of high food insecurity (mostly located in the southern half of the country's western latitudes) are where exposure to natural hazards has been classified at medium level.
18. Ecuador is the country with the second highest chronic malnutrition rate in Latin America, causing almost 340,000 children to die between 1950-2014²⁷. Statistics published by the National Health and Nutrition Survey in 2018²⁸ (Figure 4) indicate a worsening trend: national stunting levels for children under 2 increased from 24.8 to 27.2 percent between 2014 and 2018.

Figure 4: Prevalence of stunting of children under 5 per province (INEC 2018)



Source: Ministry of Public Health of Ecuador and INEC, 2014

19. Malnutrition including micronutrient deficiencies is not related to lacking food availability in Ecuador²⁹. Instead, the recently published study “Cerrando las Brechas de Nutrientes”³⁰ states that chronic malnutrition in Ecuador presents a strong correlation with food access (purchasing power) and utilization.
20. Anemia prevalence is elevated and particularly high among pregnant and lactating adolescents (18.82 %)³¹. Furthermore, increased levels of anemia in the poorest quintiles and among indigenous populations reflect societal inequity, as indicated in Figure 5.

²⁷ Panorama de la Seguridad Alimentaria y Nutricional en América Latina y el Caribe, OPS-OMS/WFP/FAO/UNICEF, 2018

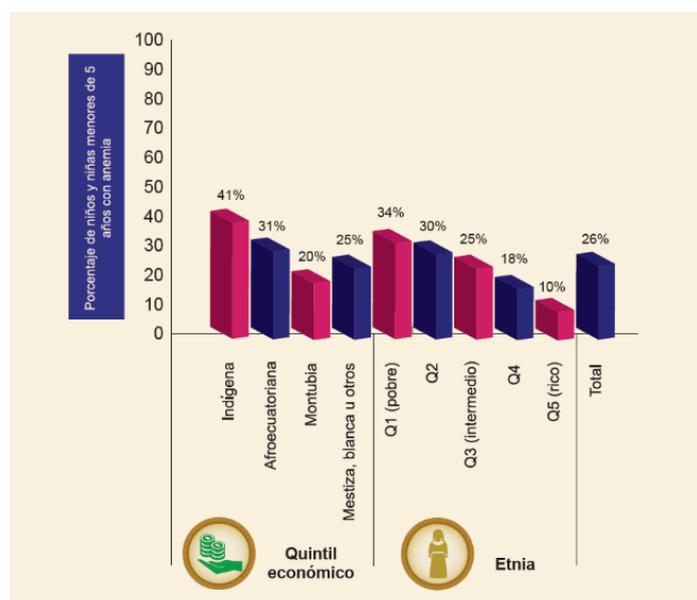
²⁸ Encuesta Nacional de Salud y Nutrición (ENSANUT), INEC, 2018

²⁹ “Panorama de la Seguridad Alimentaria y Nutricional en América Latina y el Caribe” (2018), mentions that in Ecuador the production of fruits and vegetables is three times as high as the minimally needed,

³⁰ Cerrando las Brechas de Nutrientes, WFP and the Government of Ecuador, 2020

³¹ WHO, 2016

Figure 5: Prevalence of anaemia among girls and boys under 5 by economic quintile and ethnic group



Source: Ministry of Public Health of Ecuador and INEC, 2014

21. In addition to the challenges in relation to undernutrition, over two thirds of the population are overweight or obese³². This double burden of malnutrition costs the country 4.3 percent of its GDP, which represents USD 4.3 billion³³.

Agriculture

22. Agriculture remains the main source of livelihoods in Ecuador, employing 29.7 percent of the economically active population. In Ecuador in 2019, 5.11 million hectares were used for agriculture (permanent, temporary, cultivated and natural pastures) and 7.19 million were not arable. In 2019, some 1,543,334 hectares of permanent crops (e.g. sugar cane, bananas and African palms)³⁴ were planted.
23. Family farming in Ecuador is largely subsistence farming. It accounts for an estimated 84.5% percent of total Agricultural Production Units but utilizes only 20% percent of the country's agricultural land. Since 2014, the percentage of female employed in agriculture has increased from 20% to 26% in 2020³⁵ and 61% of rural women work in agriculture and livelihoods³⁶. Agriculture only contributed 8% percent to the country's GDP in 2019³⁷.

Climate Change and Vulnerability

24. Ecuador is highly vulnerable to the impacts of climate change, due to its geographical location and exposure to 'El Niño' and 'la Niña' and the natural fragility of its ecosystems that are highly susceptible to small changes in temperature and water availability. In addition, ongoing environmental degradation such as the over-exploitation of forests, crops planted on lands with high erosion rates and over grazing in high altitude areas compound the negative effects of climate change.
25. Local communities, in particular of Indigenous and Afro-Ecuadorian populations, are directly impacted by reductions in water flows or ongoing floods; decreased crop yields and increased fragility of ecosystems.

26. Education

³² Encuesta Nacional de Salud y Nutrición (ENSANUT), INEC, 2018

³³ The cost of the double burden of malnutrition, WFP, 2017

³⁴ Encuesta de Superficie y Producción Agropecuaria Continua (ESPAC) 2019, INEC, 2020

³⁵ [World Bank website](#)

³⁶ [IFAD website](#)

³⁷ [Ministerio de Agricultura y Ganadería website](#),

27. According to United Nations Educational, Scientific and Cultural Organization (UNESCO), over 99 percent of adult men and women in Ecuador are literate³⁸. Literacy rates demonstrate gender parity.
28. Net primary school enrolment stands at 90.9 percent³⁹, decreasing slightly for secondary schools, where a lower percentage of 84.7 net enrolment was registered. UNESCO states that 99.6 percent of primary school children in 2017 continued into secondary level education⁴⁰.
29. Generally speaking, participation in education⁴¹ presents a bias in favour of female participation as male largely outweigh female absences and drop outs⁴².

Gender

30. Ecuador has been slower than average Latin America countries to improve its the Gender Inequality Index⁴³ and in 2018, it ranks only 90 out of 162 countries.
31. In terms of participation in politics, of 24 national political organizations, only 2 are presided by women. By the end of December 2019, the country counted only 8 female mayors out of a total 221.
32. According to 2019 data from the National Institute of Statistics and Census⁴⁴, around 65 percent of women in Ecuador have experienced Gender Based Violence during their life. Ecuador has the highest rate of teenage pregnancy and in 2017, 18.8% of total births comes from women between 15-19 years old⁴⁵.
33. The Voluntary National Review 2020⁴⁶ that analyzed progress towards SDG 5 (Gender Equality) registered progress in reducing the gender gap in educational access; in terms of the wage gap between men and women; and noted advanced institutionalization of the Law for the Prevention and Eradication of Gender Violence against Women.

National Policies and the SDGs

34. In 2017, the Government launched the 2017 – 2021 National Plan of Good Living: An Entire Life (Plan Nacional del Buen Vivir "Toda Una Vida"), its national development plan (NDP), that explicitly states its alignment to the global 2030 agenda. Its commitment to work on the implementation and fulfillment of the 17 Strategic Development Goals was officialized by Ecuador's legislative power.
35. To assess progress towards the country's national development targets, both in 2018 and 2020, Ecuador undertook Voluntary National Reviews (VNR). The 2020 VNR acknowledges that the country has directly aligned each SDG with the objectives, policies and NDP goals, in which as a next step it will have to integrate risk management in face of COVID 19. With regards to SDG2, vast progress was acknowledged, yet to further advance Ecuador will need to improve agricultural production using new methods; make more efforts to empower farmers; and connect communities (through schemes of co-responsibility) and state and non-state actors to further reduce malnutrition.
36. The National Plan of Good Living (NPBV) constitutes the umbrella framework of social protection in the country. A dedicated Social Protection Service provides support to vulnerable groups (mainly: female heads

³⁸ [UNESCO website](#)

³⁹ [World Bank website](#)

⁴⁰ The effective transition rate from primary to lower secondary general education' in 2017 stood at 99.2 for boys and at 100 percent for girls. [UNESCO website](#)

⁴¹ Out of school adolescents; and net and gross enrolment by school level.

⁴² 29,650 male adolescents were out of school in 2018, as compared to 15,074 female adolescents, [UNESCO website](#)

⁴³ The Gender Inequality Index is a composite measure reflecting inequality in achievement between women and men in three dimensions: reproductive health, empowerment and the labour market.

⁴⁴ [Encuesta Nacional de Violencia de Genero contra las Mujeres 2019](#), INEC, 2020

⁴⁵ [Registro Estadístico de Nacidos Vivos y Defunciones 2017](#), INEC, 2018

⁴⁶ Voluntary National Review, Government of Ecuador, 2020

of households with children/teenagers; elderly; and disabled people⁴⁷) living below the poverty line, by means of a monthly cash transfer.

37. NDP proposes to reduce prevalence of stunting for children under 2 from 24,8 to 14,8 percent; and for children under 5 from 23,9 to 13,2 percent. The pertaining 2018-2025 'Intersectoral Food and Nutrition Plan (PIANE)' proposes eight intersectoral intervention strategies which aim to ensure integrated nutritional assistance at all levels; enhanced food sovereignty and food security; and in particular aspire to foster healthier lifestyles. In addition, the national strategy "Mision Ternura" proposes child-oriented interventions which among others include mother and child care, promotion of breastfeeding and adequate nutrition.
38. The Law on School Feeding was approved in April 2020.
39. A National Council for Gender Equality seeks to offer solutions against inequities that affect the human rights of women and LGBTI. In 2018, two laws were enacted: firstly, the Law to Prevent and Eradicate Violence Against Women and secondly the Law for Gender Equality. Special attention is paid to address gender inequalities in refugee and migrant populations.
40. The Risk Management Secretariat leads the National Decentralized Risk Management System. In 2017, a supranational strategy was approved by Ecuador and three other Andean countries (Bolivia, Colombia and Peru)⁴⁸ to facilitate cooperation in terms of risk management and disaster response. A year later, in 2018, the Ecuadorian government approved a National Disaster Response Plan, providing an umbrella framework for sectorial response plans. In 2018 and 2019, the Ministry of Education launched two sectorial plans supporting risk management in the educational system.

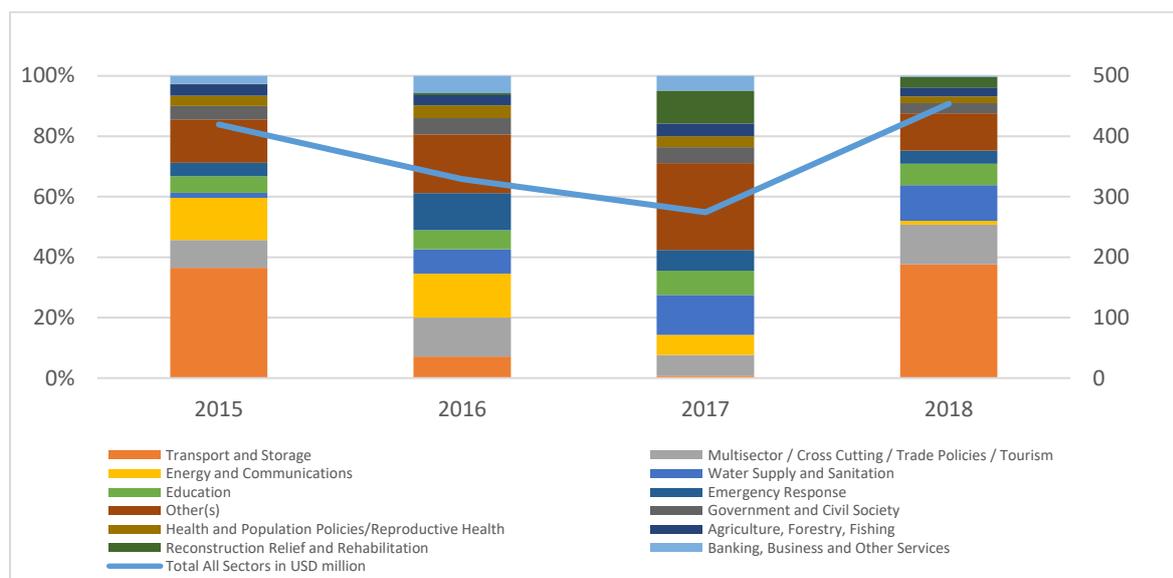
International Development Assistance

41. Official Development Assistance (ODA) revenues had been declining gradually for several years but increased steeply after President Moreno took office in 2017 to reach an amount of about USD 400 million in 2018 (see figure 6), equivalent to 0.4 percent of the GDP. The ODA allocation by sector has varied, with high percentages going to support for the transport, energy and communication sectors, and only an average (between 2015-18) of 11.3 percent to social services (education and health). On average 7.5 percent during the same years was allocated to emergency response activities.

⁴⁷ Noteworthy to mention is that Ecuador approved a Law for disabled people in 2012. This law is currently under review.

⁴⁸ [Estrategia Andina para la Gestion de Riesgos en Desastres \(EAGRD\)](#). Comunidad Andina (CAN), 2017

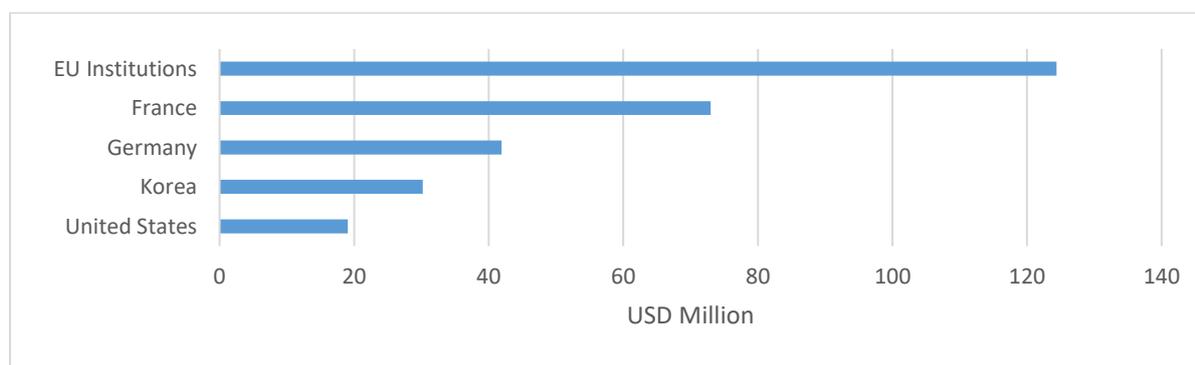
Figure 6: ODA Disbursements to Ecuador over the main sectors (2015-2018)⁴⁹



Source: OECD website, data extracted on [27/10/2020]

42. The top five donors providing ODA to Ecuador between 2015-2018 were EU institutions, France, Germany and Korea; followed by the United States (Figure 7).

Figure 7: Top five donors of ODA for Ecuador, 2017-2018, USD million⁵⁰



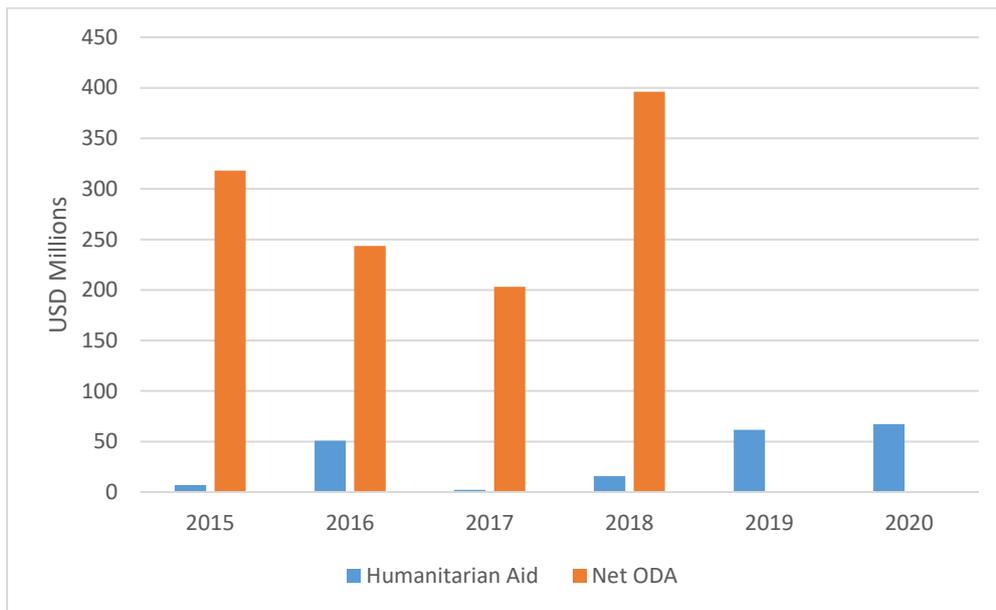
Source: OECD website, data extracted on [27/10/2020]

43. Major emergencies in recent years included the 2016 earthquake, the Venezuelan migrant crisis as well as the COVID-19 pandemic. Resources mobilized for those emergencies fell short to fill requirements. For the Venezuelan migrant crisis in 2019 about 45% of the requested budget was received, whilst an even lower shared was mobilized for the other emergencies (figure 8 indicates further details). Main humanitarian donors have comprised United States (78.2%), Japan (7.5%), European Commission (6.4%). In 2020, WFP received 43.5% of total humanitarian funding to Ecuador, followed by UNHCR (26.7%) and IOM (8.5%).

⁴⁹ The graph considers Gross ODA. As of 12/11/2020, preliminary figures of 2019 are available for Gross ODA Disbursements, but not for Net ODA

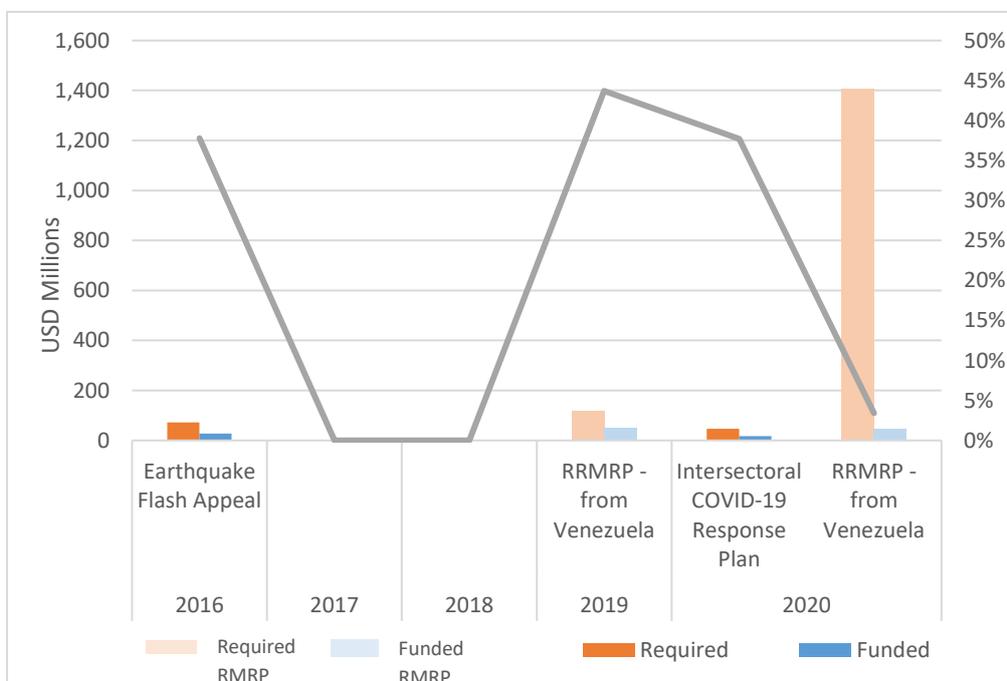
⁵⁰ Ibid.

Figure 8: International Assistance to Ecuador (2015-2020)⁵¹



Source: OECD-DAC, UN OCHA – FTS, data extracted on 27/10/2020

Figure 9: Ecuador: Funding against response plans and appeals (2016-2020)⁵²



Source: OCHA website, data extracted on [27/10/2020]

⁵¹ No Net ODA data available for 2019 nor 2020

⁵² RRMRP: Regional Refugees and Migrants Response Plan for Venezuelans refugees and migrants

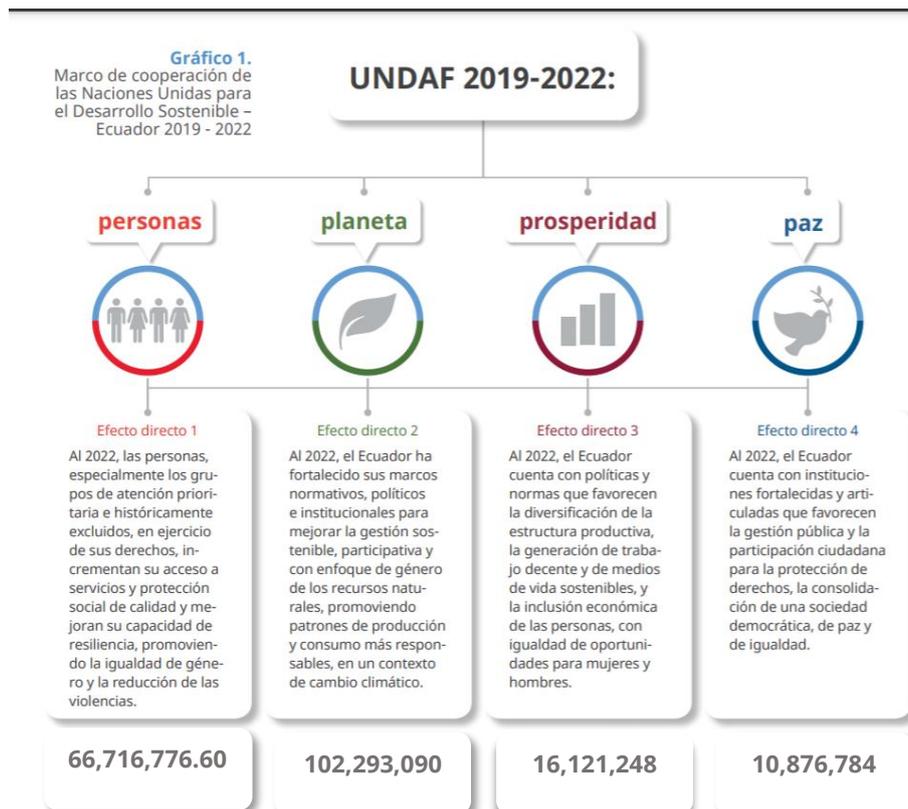
44. Starting the COVID-19 crisis, a UN Humanitarian Country Team was set-up and presented a Inter-sectoral COVID-19 Response Plan in April 2020 with a budget of USD 46.4 million. To date⁵³, about USD 17.5 million of this budgets have been funded (38 percent). In 2020, Ecuador received 85.5% of humanitarian aid outside of the Intersectoral COVID-19 Response Plan 2020.

United Nations Development Assistance Framework

45. During the period of CSP design and implementation, two subsequent United Nations Development Cooperation Frameworks (UNSDCF, former UNDAF) leveraged the capacity and resources of the United Nations to support the Government’s priorities. The first one covered the period 2015–2018 and prioritized five results related to the national development plan, the National Plan of Good Living (NPBV): i) rule of law and participation; ii) reduced inequality, cohesion, inclusion and quality of life; iii) eradication of discrimination and gender-based violence, and enhanced gender equality; iv) environmental sustainability, resilience and risk management; and v) sustainable and equitable economic development.

46. Following a review in 2017, the second UNSDCF⁵⁴ for the period 2019 to 2022 was developed, aligning explicitly with three pillars of the NDP 2017-2021 “Toda una Vida” : Pillar 1, “Rights for All throughout Life” ; Pillar 2, “Economy Servicing Society” and Pillar 3, “ More Society, Better State”. The total budget is slightly above USD 199 million, out of which over half has been allocated for activities under the Planet dimension. WFP’s expected contribution of a total of over USD 25 million amounts to 13 percent of the total budget of the UNSDCF.

Figure 10: UNSDCF Framework Ecuador and related budget (2019-2022)



Source: Marco de Cooperación para el Desarrollo Sostenible ONU - Ecuador 2019-2022

⁵³ Data on funding of COVID-19 requirements were extracted from <https://data.uninfo.org/Home/FundingTracker> on 20 January 2021

⁵⁴ [Marco de Cooperación para el Desarrollo Sostenible ONU – Ecuador](#), UN Ecuador, 2019

2. Reasons for the Evaluation

2.1. RATIONALE

47. CSPEs have been introduced by WFP's Policy on CSPs in 2016, for the objective 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". The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO's new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2022.

2.2. OBJECTIVES

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

2.3. STAKEHOLDERS AND USERS OF THE EVALUATION

49. The Evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP's country office, regional bureau of Panama (RBP) and headquarters technical divisions, followed by the Executive Board (EB) and WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE has been included in Annex 4.
50. Key stakeholders at country level include beneficiaries, national government, civil society institutions as well as relevant international development actors present in the country, including the UN system, International Financial Institutions and key donors.

3. Subject of the Evaluation

3.1. WFP'S COUNTRY STRATEGIC PLAN IN ECUADOR

51. WFP has been present in Ecuador since 1964 and over the last five decades its support has focused on emergency and recovery activities as well as assistance to strengthen the government's capacity in food security and nutrition; refugees and migrants; school feeding; climate change; smallholder farmer support; and emergency preparedness and response.
52. WFP's Country Office in Ecuador was one of the twelve pilot offices that transitioned into the Integrated Road Map (IRM) framework in 2017. The Country Strategic Plan (CSP) 2017-2021 and its pertaining Country Plan Budget were approved by WFP's Executive Board in February 2017 to start implementation on April 1st of the same year.
53. The CSP was designed in coordination with national ministries and institutions and was also informed by several evaluations⁵⁵; and a "Strategic Review on Food Security and Nutrition in Ecuador", conducted by Ecuador's Latin American Faculty of Social Sciences (FLACSO) in 2016.

⁵⁵ Ecuador, PRRO 200275, Operación de Asistencia a Refugiados y Personas Afectadas por el Conflicto en Colombia: Evaluación Final (2011-2014), WFP, 2014; Impact Evaluation of Cash, Food Vouchers, and Food Transfers among Colombian Refugees and Poor Ecuadorians in Carchi and Sucumbíos, International Food Policy Research Institute, 2012; Strengthening capacities in food security and nutrition in Latin America and

54. Lessons learned from external evaluations⁵⁶ highlighted the appropriateness of many of the approaches used in the past. They also pointed at the need to: enable coordination by aligning work at the local level with national priorities as well as by the strengthening of inter-sectoral participation; in collaboration with partners enhance relevance and sustainability of livelihood support activities; proceed with cash-based transfers as the assistance modality in northern border provinces affected by insecurity; and to continue activities for climate change adaptation based on participatory planning.
55. In line with the aforementioned evidence, the Country Strategic Plan document proposed a number of shifts in its approach.
- With emergency response to Colombian refugees being likely to decrease, the CSP would focus on other food-insecure population groups;
 - WFP to continue to facilitate purchases for school meals to support smallholder farmers while strengthening farmers' capacity and access to markets;
 - WFP to explore additional funding and programming opportunities to enhance long-term resilience to climate change for food and income security;
 - WFP to gradually shift its focus from the implementation of programmes to their hand-over to national systems.
56. Ecuador's CSP was designed to contribute primarily to 4 of the 8 Strategic Results of WFP's Strategic Plan 2017-2021, in support of the achievement of Strategic Development Goals 2 and 17. As displayed in Table 1, CSP activities were grouped to feed into 4 expected Strategic Outcomes (SOs), all aligned with the National Plan for Good Living. During the COVID-19 pandemic, in July 2020, Strategic Outcome 5 was added.

the Caribbean, WFP, 2016; Migration Pulse Assessment, WFP, 2019; Migration Pulse Remote Assessment, WFP, 2020.

⁵⁶ Ibid.

Table 1: Overview of Strategic Results, Strategic Outcomes and Activities in CSP Ecuador 2017-2021

Strategic Result	Strategic Outcome	Focus Area	Activity
Strategic Result 1: Everyone has access to food	Strategic Outcome 1: Refugees, displaced persons and vulnerable people in Ecuador are enabled to meet their basic food and nutrition requirements all year long	Crisis Response	ACTIVITY 1: Complement the Government's social protection strategy by providing CBTs to the most vulnerable populations and support in vulnerability analysis and knowledge management
Strategic Result 3: Smallholder productivity and incomes	Strategic Outcome 2: Smallholder farmers, especially women, in targeted areas, durably increase their incomes and improve their productivity by 2021	Root Causes	ACTIVITY 3: Support and increase the participation of smallholder farmer organizations in national and local commercial mechanisms and institutional markets
			ACTIVITY 4: Strengthen the capacity of farmer organizations. Technical assistance will focus on logistics for the supply of fresh and nutritious food, and include nutrition education and marketing training for smallholder farmer organizations
Strategic Result 4 – Sustainable Food Systems	Strategic Outcome 3: Food-insecure communities and individuals in areas that are highly vulnerable to climate change, and government institutions have strengthened capacity for adaptation to climate change by 2021	Resilience	ACTIVITY 5: Strengthen or develop emergency preparedness and response and early warning systems. WFP will work with the Government to strengthen information and early warning systems for emergency preparedness and response and climate change adaptation
			ACTIVITY 6: Strengthen the implementation of adaptation and resilience measures
Strategic Result 5 – Countries strengthened capacities	Strategic Outcome 4: National institutions and programmes in Ecuador, including social protection programmes, are supported to reduce food insecurity and malnutrition by 2021	Root Causes	ACTIVITY 7: Technical assistance, research and assessments to improve the implementation of programmes linked to food security and nutrition
			ACTIVITY 8: Knowledge management and sharing of best practices and studies, including through South–South cooperation
Strategic Result 8 – Enhance Global Partnership	Strategic Outcome 5: Humanitarian and development partners in Ecuador have access to reliable services throughout the crisis	Crisis Response	ACTIVITY 9: Provide technical assistance and services through the Logistics Sector to National Disaster Management Offices and other relevant partners to improve emergency logistics coordination and supply chain management

57. Activities and approaches for gender equality and empowerment of women and girls (GEEW) form part of each of the SOs. Overall, CSP activities combine modalities of direct assistance (under SO 1 and 2) and capacity strengthening/technical assistance (SO3 and 4). Recently added SO 5 focuses on logistics coordination and assistance. Whereas prior to the CSP capacity strengthening and technical assistance had been part of WFP's assistance already, the CSP places much higher emphasis on this modality than before.

Beneficiaries and transfers

58. Five budget revisions had been approved for the CSP by the end of 2020 to respond to higher than foreseen influxes of Venezuelan refugees and migrants and to reflect the major impact of the COVID-19 pandemic.

59. CO Ecuador plans to assist 1,537,662 direct beneficiaries⁵⁷ throughout the duration of the CSP (Table 2), reflecting 1,361,712 more beneficiaries than originally envisaged.

Table 2: Planned Beneficiaries CSP 2017-2021

	Boys, Men	Girls, Women	Total
SO 1	780,264	720,148	1,500,412
SO 2	17,507	19,743	37,250
Total	797,771	739,891	1,537,662

Source: CSP Budget Revision 2 and 5

60. The share of refugees and migrants among beneficiaries increased dramatically across the years, from 32 percent in 2017 to 96.5 percent in 2019 (Annex 8, table 3).

Budget and funding overview

61. The overall budget for Ecuador CSP between 2017 and 2021, including budget revisions, is of USD 148,265,281. The budget has been revised 3 times as shown in Table 3.

Table 3: Ecuador CSP 2017-2021: original CPB and budget revisions (in USD)

Strategic Outcome	Original CPB	Budget Revision 2 Dec 2018	Budget Revision 4 Dec 2019	Budget Revision 5 July 2020	% of SO out of Total Budget	
					Original CBP	Latest Revision
Strategic Outcome 1	21,098,263	29,669,518	47,742,915	117,744,923	50.7%	79.4%
Strategic Outcome 2	3,497,721	3,497,721	3,497,721	3,497,721	8.4%	2.4%
Strategic Outcome 3	7,584,944	7,584,945 ⁵⁸	7,584,944	7,584,944	18.2%	5.1%
Strategic Outcome 4	2,953,990	2,953,990	2,953,990	2,953,990	7.1%	2.0%
Strategic Outcome 5	Non existent	Non existent	Non existent	1,546,748	0.0%	1.0%
Adjusted Direct Support Costs	3,741,580	4,378,608	5,059,885	5,848,678	9.0%	3.9%
Sub-Total	38,876,498	48,084,781	66,839,455	139,177,004	93.5%	93.9%
Indirect Support Costs	2,721,355	3,167,282	4,386,336	9,088,277	6.5%	6.1%
Total	41,597,853	51,252,064	71,225,791	148,265,281	1	1

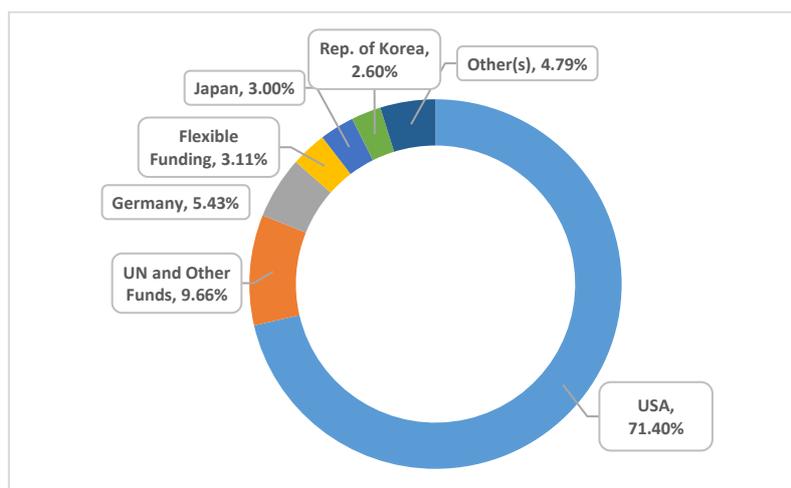
Source: WFP CSP Ecuador 2017-2021 and budget revision 2, 3, 5.

62. As of November 2020, allocated contributions amounted to USD 106,598,364, corresponding to 71.9% of the Needs Based Plan. Some 71.8% of the total funds already allocated were donated by the USA, followed by UN -Climate Adaptation Fund (9.66%), Germany (5.43%) and Japan (3%) (Figure 11).

⁵⁷ As per WFP's beneficiary counting guidance applicable at CSP development stage

⁵⁸ Please note that no increase is recorded for Strategic Outcome 3 in the Budget Revision 2. The difference between Original CPB and Budget Revision 2 is likely due to the rounding off.

Figure 11: Ecuador CSP [2017-2021]'s top 5 donors as of 7/11/2020



Source: WFP Factory – CBP Resource Situation, extracted on 07/11/2020

63. Table 4 shows that donors earmarked 99.19% of the total confirmed contributions to be allocated at activity level.

Table 4: Ecuador CPB - Summary by donor allocation level to date

Donor Earmarking level	Confirmed Contributions (USD)	% of Total Contributions
Country Level	805,379.62	0.79%
Strategic Outcome Level	21,934.65	0.02%
Activity Level	101,583,792.82	99.19%
Total	102,411,107.09	100%

Source: IRM Analytics, CPB Grant Balances, extracted on 28/10/2020]

64. Towards the end of October 2020, about 80.35% of the confirmed resources had been allocated to crisis response activities, followed by 10.61 percent for resilience building, whilst only 3.43 percent had been confirmed to address root causes (Table 5).

Table 5: Ecuador CPB (2017-2021) Summary of allocated contribution by focus area

Focus Area	Confirmed Contributions (USD)	% of Total Contributions
Crisis Response	82,288,682.65	80.35%
Resilience Building	10,870,707.97	10.61%
Root Causes	3,513,367.41	3.43%
Not Assigned	5,738,349.06	5.60%
Total	102,411,107.09	100.00%

Source: IRM Analytics, CPB Grant Balances, extracted on 28/10/2020]

65. Most of the confirmed resources (86%) have been allocated to SO1 (Table 6) and in particular to Activity 1 as part of which CBTs are distributed to the most vulnerable populations and support in vulnerability analysis and knowledge management is provided.

Table 6: Cumulative Financial Overview (USD) as at 27/10/2020⁵⁹

Focus Area	Strategic Outcome	Needs Based Plan (NBP) USD million (as at 27/10/2020)	% of SO in Needs Based Plan on NBP total	Actual Allocated resources USD Million	% of allocated resources as compared to needs (NBP)
Crisis Response	SO1	117,744,923	88%	82,326,388	70%
Root Causes	SO2	3,497,721	3%	2,499,447	71%
Resilience Building	SO3	7,584,945	6%	10,870,753	143%
Root Causes	SO4	2,953,990	2%	1,033,323	35%
Crisis Response	SO5	1,546,748	1%	956,461	62%
Not-SO Specific		0	0%	766,278	
Total Direct Operational Cost		133,328,327	100%	98,452,650	74%
Direct and Indirect Support Costs		14,936,954	11%	11,299,522	
Gran Total		148,265,281		108,587,338	

Source: IRM Analytics, ACR 1-A_Standard Country Report extracted on 02/02/2020]

66. As of 7 November 2020, the Country Office had 64 predominantly national (94%) employees, of which 43 are female and 21 male. The country office is based in Quito with 10 sub offices in San Lorenzo, Tulcan, Ibarra, Lago Agrio, Guataquil, Cuenca, Manta, Ambato, Santo Domingo and Quito (see Annex 1).

3.2. SCOPE OF THE EVALUATION

67. The evaluation will cover all of WFP's activities (including cross cutting results) for the period April 2016 (start of CSP design) until August 2021 (data collection phase). Within this timeframe, the evaluation will assess the quality of the CSP design process, e.g. by looking at the participation of stakeholders and at the consultation of evidence; analyse how this process impacted on for instance national ownership and strategic positioning. The evaluation will also study how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and what are the consequences.
68. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP's Executive Board, as well as the subsequent approved budget revisions.
69. 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. In so doing, it will also look at prior operations, to appreciate the relevance and effectiveness of the strategic shift conceived under the CSP. The evaluation will also analyse WFP's partnership strategy, including WFP's strategic positioning in complex, dynamic contexts, particularly as relates to relations with local and national governments and the international community.
70. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the Covid-19 crisis in the country. In doing so, it will also consider how adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

⁵⁹ Actual Allocated Resources include Allocated Contributions and Advance on Allocation, i.e. budget advance from previous year.

4. Evaluation Questions, Approach and Methodology

4.1. EVALUATION QUESTIONS AND CRITERIA

71. 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 as relevant and appropriate to the CSP and country context, including as relates to assessing the response to the COVID crisis.

EQ1 – 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?	
1.1	<i>To what extent is the 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 CSP address the needs of the most vulnerable people in the country to ensure 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 CSP considering changing context, national capacities and needs - in particular in response to the COVID-19 pandemic?</i>
1.4	<i>To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</i>
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Country X?	
2.1	<i>To what extent did WFP deliver expected outputs and contribute to the expected 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 of the CSP likely to be sustainable?</i>
2.4	<i>In humanitarian contexts, to what extent did the 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 CSP outputs and strategic outcomes?	
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 assistance?</i>
3.4	<i>To what extent were alternative, more cost-effective measures 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 CSP?	
4.1	<i>To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP</i>
4.2	<i>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?</i>
4.3	<i>To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</i>
4.4	<i>To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, 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 CSP?</i>

72. 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. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Populations (AAP) of WFP's response.
73. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, in particular for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions. Part of this should be informed by the identified needs for evidence set out in the 2019 WFP Evidence Summary – Ecuador in Annex 14.

4.2 EVALUATION APPROACH AND METHODOLOGY

74. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. 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).
75. 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.
76. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the result of the interaction among multiple variables. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
77. 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. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, closed answers questionnaires, focus groups and direct observation. Topics of particular interest might be subject to more detailed analysis through the conduct of a case study or dedicated survey. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
78. As the COVID-19 pandemic might require data collection to be conducted fully or partially remotely, various possible scenarios should be conceived as part of the technical and financial offers for this evaluation: a) a fully remote evaluation approach with inception and main mission conducted virtually and the learning workshop in country⁶⁰; b) a mixed approach, where the inception mission is conducted virtually but the main data collection mission and learning workshop would be in country; and c) a normal approach with inception and main missions; as well as the stakeholder workshop conducted in country.

⁶⁰ Under a fully remote approach, primary data collection will be done through remote interviews and focus groups and, eventually, through an electronic survey. The evaluation under this scenario would draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and available monitoring data.

79. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
80. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational components, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, 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. The methodology should aim at 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 techniques, either purposeful or statistical.
81. 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.
82. 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 use a method 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.
83. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations 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 a reliable and credible 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

84. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:
- relatively vague definitions of the expected outcomes, or outputs;
 - the validity and measurability of indicators;
 - the absence of baselines and or limited availability of monitoring data;
 - the security situation of the country and its implications for the coverage of field visits during the main mission;
 - the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.
85. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment

made by OEV. At this stage the evaluability has been assessed in terms of the availability of good quality monitoring data; the availability of reliable national data; and the evaluability of other evidence:

Evaluability in relation to the availability of credible monitoring data

86. WFP's corporate monitoring database (Country Office Monitoring and Evaluation Tool (COMET)) displays four versions of the CSP's logical framework (logframe). Tables in Annex 5 allow for an appreciation on the differences between those versions. Apart from 3 indicators that were removed from the original logframe when moving to a second version (9 months after project start), all 30 original indicators remained applicable throughout CSP duration. Adding to those original indicators, in updated logframe versions 7 new outcome indicators, 1 crosscutting indicator and 8 new output indicators were inserted.
87. For around two-third of the *outcome* indicators baseline and follow-up measurements were reported in the first ACR (2019). The number and share of outcome indicators for which follow-up values were reported decreased over time. Trend analysis at outcome performance level will only be possible for 6 indicators out of those 11 outcome indicators that were included in all versions of the logframe. Baseline and latest follow-up values are available for 6 outcome indicators across the three years.
88. The CO has reported on the majority (3) of the *cross-cutting* indicators for all 3 years (which also have baseline data), while the panorama looks less favourable in relation to *output* reporting. ACRs show that data were available for only around half of the output indicators in 2017 and 2018 and decreased further in 2019, when only about a third of the 20 output indicators was accounted for.
89. Worthwhile mentioning that the evaluation team will have to verify whether performance data from one year to the other relate to same/similar programme interventions and cohorts, before embarking on a trend analysis.

Evaluability in relation to the availability of national data

90. In 2019, the World Bank assessed Ecuador's national statistical capacity with a score of 67 out of 100, below the average of Latin American and Caribbean countries (71.1)⁶¹.
91. The last National Census in Ecuador has been conducted in 2010⁶², and relevant evidence on socio-economic and health indicators can be obtained from several National Surveys that the National Statistical Institute (INEC) has recently undertaken:
 - [Encuesta Nacional de Salud y Nutricion](#) 2018
 - [Encuesta Nacional Multipropósito de Hogares seguimiento al Plan Nacional del Desarrollo](#) 2019
 - [Encuesta Nacional sobre Relaciones Familiares y Violencia de Genero contra las Mujeres](#) 2019
 - [Encuesta Nacional de Empleo, Subempleo, Desempleo](#) 2019
 - [Encuesta Estructural Empresarial](#) 2020
 - [Encuesta de Superficie y Produccion Agropecuaria Continua ESPAC](#) 2020

Evaluability in terms of other available evidence

92. Ample evidence is available on WFP programming in Ecuador (see Annex 13, Bibliography). To that regard, in particular the afore mentioned PRRO 200701 Final Evaluation is of importance, as well as a Decentralized Evaluation and CSP Mid Term Review that were undertaken during the operationalization of the CSP:
Decentralized Evaluation "Food Assistance to Social Protection"
93. Shortly after the start of the operationalization of the CSP, this Decentralized Evaluation covering 2016 and 2017 was conducted to learn from prior operations (PRRO and Emergency Operation (EMOP)).
94. Main evaluation recommendations, intended to inform the implementation of the CSP, can be summarized as follows:

⁶¹ [World Bank website](#)

⁶² [Census de Población y Vivienda 2010](#), INEC, 2010

- *Migrants/refugees.* Strengthen food assistance and inclusion of vulnerable mobile populations in social protection programmes by engagement through strategic partnerships with and among government entities; and with UN agencies. Provide CBT and related education to vulnerable migrants/refugees, based on assessments; and systematize lessons learned in relation to this beneficiary group.
- *Smallholder Farmers.* Allow more (particularly female) smallholder holder farmer organizations to become part of WFP's support and enable stronger organizational capacities while facilitating the association of those organizations with local governments and sectorial institutions.
- *Gender.* Reinforce co-responsibility men/women during trainings; use complementary activities to empower women; and formalize/strengthen partnerships to support the elimination of violence against women.
- *Capacity Strengthening.* Consolidate shock responsive safety nets; and transfer tools and methodologies related to nutritional supplementation to local authorities.

95. Early 2020, an internal participatory Mid Term Review (MTR) of the CSP was undertaken. Examples taken from a larger list of MTR recommendations to management include:

- In terms of SO1, the CO would need to align to the changing dynamics of migration in Ecuador; implement assistance looking at the characteristics of the target population; and replicate pilot programmes such as the one of El Salvador that connects private enterprises with beneficiaries;
- To strengthen the positioning of WFP in support of the enabling environment, capacity strengthening activities need to align to needs of the Government and be embedded /linked to a project that had been elaborated with the Government;
- The CO needs to build alliances with other UN agencies for joint evidence generation. WFP's evidence should also be linked to concrete projects;
- The CO could create a nutrition unit to provide support to each of the programme areas;
- The CO should downstream communication from Activity Managers to field offices.

96. The evaluation will need to analyze the extent to which the recommendations from evaluations and reviews have been implemented.

97. In addition, WFP's study 'Fill the Nutrient Gap'; case studies on the linkage of farmers to institutional markets; and various emergency food security assessments are examples of WFP coordinated research that provide directly relevant insights on the context and enabling environment in which the country office operates. Findings of a Case Study on Ecuador as part of WFP's strategic South-South and Triangular Collaboration evaluation should become available around data collection the stage of this CSPE evaluation. Evidence collected in various exercises commissioned by the CO (i.e. FORECCSA final evaluation; Post-evaluation of CLOSAN; Evaluation of the smallholder farmers and school meals interventions) provide additional inputs to the CSPE.

98. In terms of the country office's collaboration in the wider national context, 2 Voluntary National Review exercises can shed light on the progress towards SDG targets. Finally, in relation to COVID-19, a UN framework for the socio-economic response to the pandemic has been developed. Reporting on the implementation of actions has been limited so far⁶³.

4.4. ETHICAL CONSIDERATIONS

99. 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

⁶³ At November 6th 2020, low level reporting (i.e. 25 – 50 percent of indicators) was noted for result areas "Health First" and "Social Cohesion"; and medium level (50-75 percent of indicators) for results areas "Protecting People", Economic Response" and "Macroeconomic Response". [UNINFO Data Portal – COVID-19 Data Portal](#)

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.

100. The team and EM will not have been involved in the design, implementation or monitoring of the WFP Ecuador CSP, nor have any other potential or perceived conflicts of interest. 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

101. 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.

102. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

103. 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 Post-hoc Quality Assessment (PHQA) results will be published on WFP website alongside the final evaluation report.

5. Organization of the Evaluation

5.1. PHASES AND DELIVERABLES

104. The evaluation is structured in five phases summarized in figure 11 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RBP have been 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.

Figure 11: Summary timeline – key evaluation milestones

		2021												2022			
Main Phases	Tasks and Deliverables	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Nov
1. Preparatory	Final TOR	27 Jan															
	Evaluation Team and/or firm selection & contract		12 Feb														
	Document review		12 Feb – 3 Mar														
	Summary TOR	27 Jan															
2. Inception	Briefing at HQ																
	Inception Mission Inception report			3 Mar – 10 May													
3. Evaluation, including fieldwork	Evaluation mission, data collection and exit debriefing							19 Jul – 9 Aug									
4. Reporting	Report Drafting								24 Aug - 30 sept								
	Review Process										1 Oct 2021- 24 Jan 2022						
	Learning Workshop											3 - 4 Dec					
	Final evaluation report Summary Evaluation Report													24-Jan-22			
5. Dissemination	Management Response Executive Board																
	Presentation Wider dissemination																Mar - → Nov

5.2. EVALUATION TEAM COMPOSITION

105. The CSPE will be conducted by a gender balanced team of 4 evaluators (including a researcher), composed of at least 2 International and ideally 2 national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (Spanish and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and report writing skills in Spanish. The evaluation team will have strong 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 knowledge of the WFP food and technical assistance modalities. Table 7 provides a summary of areas of expertise required to the evaluation team.

Table 7: Summary of areas of expertise required

Areas of CSPE	Expertise
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the strong problem-solving skills • Solid understanding of key players within and outside the UN System; experience of evaluating country programmes of multilateral organizations • Experience in the analysis of capacity strengthening at institutional and community level • Strong analytical, synthesis, report writing, and presentation skills and ability to deliver on time • Specialization in one of the following areas: food assistance, refugee operations; emergency preparedness and response, gender analysis; capacity strengthening • Understanding of crosscutting areas such as gender; accountability to affected populations; disability and inclusion; and environment. • Relevant knowledge and experience in Ecuador or similar country settings, including fluency in Spanish and English.
Refugee and Migrants	<ul style="list-style-type: none"> • In-depth understanding of the refugee and migrant crisis in Ecuador, Colombia and/or Venezuela; • Experience with unconditional and conditional nutrition sensitive assistance provision to refugee, migrants and host communities; by government agencies and cooperating entities; • Strong knowledge in relation to peace building strategies in a migration/refugee context; • Strong familiarity with the humanitarian, development and peace nexus discourse; • Experience with interagency collaboration in a migration/refugee context. • Understanding of the implications of gender inequality in the context of refugee and migrant crises.
Government capacity strengthening and technical support; Social protection; South-South triangular cooperation	<ul style="list-style-type: none"> • Strong technical expertise in national and local capacity strengthening and technical assistance, in particular in relation to food security and nutrition. • Knowledge on shock responsive safety nets. • Understanding of gender, accountability to affected populations; disability and inclusion; and environmental considerations in public policy and programming

Areas of CSPE	Expertise
Resilience, Food Security and Agriculture,	<ul style="list-style-type: none"> • Strong technical expertise in resilience, food security, climate change adaptation, sustainable agricultural practices. • Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.
Assistance to smallholder farmers	<ul style="list-style-type: none"> • Strong knowledge of assistance schemes to male and female smallholder farmers, access to both commercial and institutional markets; and value chain.
Emergency preparedness and response	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks, disaster relief activities, logistics, supply chain management; procurement
Cash Based Transfers	<ul style="list-style-type: none"> • Knowledge in relation to the management, by both governments and cooperating agencies, of Cash-Based Transfer (CBT) modalities; in humanitarian and development contexts; and understanding of the GEEW dimension of CBT.
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking. Familiarity with WFP data would be an asset.
Note	<ul style="list-style-type: none"> • 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.

5.3. ROLES AND RESPONSIBILITIES

106. This evaluation is managed by WFP's Office of Evaluation (OEV). Jacqueline Flentge has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; contracting the evaluation team; managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 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. Sergio Lenci, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

107. An internal reference group composed of selected WFP stakeholders at CO, RBP and HQ levels will be expected to 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 Ecuador; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Luis Fernandez 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

108. 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.

109. All evaluation products will be produced in Spanish. 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 [to be adjusted in case OEV envisages to recruit the evaluation team as consultants]. A communication plan (see Annex 9) will be refined by the EM in consultation with the evaluation team during the inception phase. 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.

5.6. BUDGET

110. The evaluation will be financed through the CSP budget.

Annex 2: Ecuador Fact Sheet

	Parameter/(source)	2016	2020 (Latest)	Data source	Link
General					
1	Human Development Index (1)	0.739 (2015)	0.758 (2018)	UNDP Human Development Report 2015 & 2019	http://www.hdr.undp.org/en/data
2	Asylum-seekers (pending cases) (5)	24,542	25,025 (2019)	UNHCR	https://www.unhcr.org/refugee-statistics/download/?url=zd8P
3	Refugees (incl. refugee-like situations) (5)	102,848	104,560 (2019)	UNHCR	https://www.unhcr.org/refugee-statistics/download/?url=zd8P
4	Returned refugees (5)	-	0 (2018)	UNHCR	https://www.unhcr.org/refugee-statistics/download/?url=zd8P
5	Internally displaced persons (IDPs)	-	0 (2018)	UNHCR	https://www.unhcr.org/refugee-statistics/download/?url=zd8P
6	Returned IDPs (5)	-	0 (2018)	UNHCR	https://www.unhcr.org/refugee-statistics/download/?url=zd8P
Demography					
7	Population total (millions) (2)	16,491,115	17,373,662 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
8	Population, female (% of total population) (2)	49.9	49.9 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
9	% of urban population (1)	63.5	63.8 (2018)	UNDP Human Development Report 2015 & 2019	http://www.hdr.undp.org/en/data
10	Total population by age (1-4) (millions) (6)	2008-2017 333,325	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	2008-2017 1,337,525	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	2008-2017 1,688,923	n.a	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
13	Total Fertility rate, per women (10)	2010-2015 2.4	2017 2.4	UNFPA	https://www.unfpa.org/data/world-population/EC

14	Adolescent birth rate (births per 1,000 women ages 15-19)	71.1 (2017)	n.a.	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy					
15	GDP per capita (current USD) (2)	6,060	6,183 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
16	Income inequality: Gini Coefficient (1)	45.4 (2015)	44.7 (2017)	UNDP Human Development Report 2015 & 2019	http://www.hdr.undp.org/en/data
17	Foreign direct investment net inflows (% of GDP) (2)	0.76	0.87 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
18	Net official development assistance received (% of GNI) (4)	0.2	0.4 (2018)	OECD/DAC	https://public.tableau.com/views/OECDACaidataglanbyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	2.6	2.8 (2018)	SDG Country Profile	https://country-profiles.unstatshub.org/
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	9.51	8.99 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
Poverty					
21	Population near multidimensional poverty (%) (1)	8.4	7.5 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/data
22	Population in severe multidimensional poverty (%) (1)	0.5	0.8 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/data
Health					
23	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	580 (2015)	640 (2017)	UNICEF SOW 2015 and 2019	https://www.unicef.org/sow/
24	Healthy life expectancy at birth (2)	76.30	76.8 (2018)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
25	Prevalence of HIV, total (% of population ages 15-49) (2)	0.4	0.4 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
26	Current health expenditure (% of GDP) (2)	8.29	8.25 (2017)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
Gender					
27	Gender Inequality Index (1)	88	90 (2018)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/data
28	Proportion of seats held by women in national parliaments (%) (2)	41.60	39.40	World Bank	https://data.worldbank.org/country/ecuador?view=chart

29	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	55.70	55.30	World Bank	https://data.worldbank.org/country/ecuador?view=chart
30	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	23.80	26.40	World Bank	https://data.worldbank.org/country/ecuador?view=chart
Nutrition					
31	Prevalence of moderate or severe food insecurity in the total population (%) (7)	23.3 (2014 - 2016)	23.3 (2016 - 2019)	The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/
32	Prevalence of anaemia in women in reproductive age (%) (8)	18.82 (2016)	na	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	2 (2011-2016)	2013–2018: 2	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	25 (2011-2016)	2013–2018: 24	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	8 (2011-2016)	2013–2018: 8	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (2)	14.8	14 (2019)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
Education					
37	Adult literacy rate (% ages 15 and older) (1)	94.3	not reported	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/data
38	Population with at least secondary education (% ages 25 and older) (1)	52.2	51.9 (2018)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/data
39	Current education expenditure, total (% of total expenditure in public institutions) (2)	n.a.	n.a	World Bank	https://data.worldbank.org/country/ecuador?view=chart
40	School enrolment, primary (% gross) (2)	104.9	103.2 (2018)	World Bank	https://data.worldbank.org/country/ecuador?view=chart
41	Gender parity index, secondary education (2)		1.03 (2009-2019)	UNFPA	https://www.unfpa.org/data/world-population/EC

Source: (1) UNDP Human Development Report – 2016 and 2019; (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: Timeline

Phase 1 - Preparation			
	Draft TOR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	9 December 2020
	Comments on draft TOR received	CO	6 January 2021
	Proposal Deadline based on the Draft TOR	LTA	15 January 2021
	LTA Proposal Review	EM	27 January 2021
	Final revised TOR sent to WFP Stakeholders	EM	27 January 2021
	Contracting evaluation team/firm	EM	12 February 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	12 February-2 March 2021
	HQ & RB Inception Briefing	EM & Team	3-5 March 2021
	Inception Briefings	EM + TL	8 -12 March 2021
	Submit draft Inception Report (IR)	TL	6 April 2021
	OEV quality assurance and feedback	EM	15 April 2021
	Submit revised IR	TL	23 April 2021
	IR Review and Clearance	EM	5 May 2021
	IR Clearance	DoE/DDoE	10 May 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	31 May 2021
Phase 3 - Data Collection, including Fieldwork ⁶⁴			
	In country / Remote Data Collection	Team	19 July – 9 August 2021
	Exit Debrief (ppt)	TL	9 August 2021
	Preliminary Findings Debrief	Team	23 August 2021
Phase 4 - Reporting			
D r a f t 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	30 September 2021
	OEV quality feedback sent to TL	EM	14 October 2021
D r a f t 1	Submit revised draft ER to OEV	TL	22 October 2021
	OEV quality check	EM	4 November 2021
	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	11 November 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	18 November 2021
	Learning workshop (in country or remote)		3-4 December 2021

⁶⁴ Minimum 6 weeks should pass between the submission of the Inception report and the starting of the Data collection phase.

	Consolidate WFP comments and share with Team	EM	25 November 2021
	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments.	ET	14 December 2021
D r a f t 2	Review D2	EM	21 December 2021
	Submit final draft ER to OEV	TL	8 January 2022
D r a f t 3	Review D3	EM	18 January 2022
	Seek final approval by DoE/DDoE	DoE/DDoE	24 January 2022
S E R	Draft Summary Evaluation Report	EM	4 February 2022
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	25 February 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DoE/DDoE	1 March 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	March 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	April-October 2022
	Presentation of Summary Evaluation Report to the EB	DoE/DDoE	October/November 2022
	Presentation of management response to the EB	D/CPP	November 2022

Note: CPP= Corporate Planning and Performance; DOE= Director of Evaluation; EM=Evaluation manager; OEV=Office of Evaluation; TL=Team Leader.

Annex 4: Preliminary Stakeholder Analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it 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 staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the data collection phase , and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior Management, Head of Programme and Programme Officers, Supply Chain Officers, Partnership Officers, M&E/VAM Officers and other(s)
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Panama (RBP) have an interest in learning from the evaluation results because of the strategic and technical importance of Ecuador in the WFP corporate and regional plans and strategies.	RBP staff will be key informants and interviewed during the inception and data collection phase. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the data collection phase. RBP staff will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional VAM advisor, and other(s)
WFP Divisions	WFP technical units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain, and governance have an	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefings with the evaluation team) with interest in improved reporting on results. They	Evaluation focal points in HQ Divisions of programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain

	interest in lessons relevant to their mandates.	will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Ecuador's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2021 session to inform Board members about the performance and results of WFP activities in Ecuador.	EB Members
External Stakeholders			
Affected population / Beneficiary Groups Refugees, immigrants, returnees, host populations and vulnerable poor households. Out of these, varieties in gender, type of human mobility and age groups are of interest.	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development, beneficiaries have a stake in determining whether WFP's assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the data collection phase as feasible. Special arrangements may have to be made to meet children.	Pregnant and lactating women, households with children under 2; households composed of unaccompanied minors under 18, senior citizens, persons with disabilities, people with severe illnesses or HIV, single-headed households, and households headed by individuals with low levels of education; natural disaster affected households, smallholder farmers, students, members of parent teacher associations.
UN Country Team and other International Organizations <u>Resident Agencies:</u> UN Office of Resident Coordinator, UNDP, UNHCR, UNFPA, UN Women, UN OCHA, IOM, UNICEF, PAHO and WHO, FAO, UNESCO, UNIDO. <u>Non-Resident Agencies:</u> IFAD, ILO, UN-Habitat, UNV, UNOPS, UNODC, UNEP, UNAIDS. <u>Other UN relevant:</u> UNOSSC, UNDSS, Other(s): World Bank, International Cooperation Gender Working Group (MEGECI), Inter-American	UN agencies and other partners in Ecuador have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination . UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as for protection, food security, nutrition etc.	The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development. The CO will keep UN partners, other international organizations informed of the evaluation's progress	Senior Management, UN Resident Coordinator, UN Agencies' Representatives

<p>Development Bank (IADB), Humanitarian Assistance Working Group and other working groups related to RMRP; Economic Commission for Latin America and Caribbean (ECLAC).</p>	<p>The CSPE can be used as an input to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>		
<p>Donors: United States Agency for International Development Office for Food for Peace. Canadian International Development Agency (CIDA), German Agency for International Cooperation (GIZ), Japan International Cooperation Agency (JICA), Korea International Operations Agency (KOICA), United Nations Adaptation Fund, Denmark, European Civil Protection and Humanitarian Aid Operations (ECHO), YUM!Brands; Mc Knight Foundation, United States Office of Foreign Disaster Assistance (OFDA), UPS Foundation</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>	<p>Senior Management</p>
<p>National government: Ministry of Social Development, Ministry of Economic and Social Inclusion (in particular its Social Protection Service), Ministry of Public Health, Ministry of Agriculture and Livestock, Ministry of Education, Ministry of Environment, National Service for Risk Management and Emergencies (SNDGRE) and National Risk Management</p>	<p>In Ecuador the evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p>	<p>They will be interviewed and consulted during the inception mission and the data collection phase, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.</p>	<p>Political and Technical Staff</p>

<p>Secretariat (SNGR), Ministry of Foreign Affairs and Human Mobility, Vice Ministry of Human Mobility, Food Nutritional Gap working group, Parliamentary Front Against Hunger, Inter-Institutional Committee for the Evaluation of the Strategy for Accelerated Reduction of Chronic Child Malnutrition, National Statistical Institute (INEC), the National Institute for Agricultural Research (INIAP),</p>			
<p>Regional and local government institutions: Provincial and Local Government where the CO has sub-offices or project sites; Association of Ecuadorian Municipalities.</p>	<p>The evaluation is expected to help enhance and improve collaboration with WFP, especially in areas of joint implementation.</p>	<p>They will be interviewed and consulted during the inception mission and the fieldwork; as well as they will be involved in the feedback sessions. Interviews will cover policy and technical issues.</p>	<p>Political and technical Staff; teachers, health clinic staff, community outreach services</p>
<p>Cooperating partners and (other) NGOs: Hebrew Immigrant Aid Society, Catholic relief Services, Oxfam, World Vision Ecuador, Plan International, Adventists Development and Relief Agency, Jesuit Refugee Service, the Women's Federation of Sucumbíos, Inter-American Institute for Cooperation on Agriculture (IICA).</p>	<p>WFP's cooperating partners in implementing CSP activities</p>	<p>Interviews with CP staff and NGOs</p>	<p>TBD during the inception mission</p>
<p>Private partners and civil society: the media, agribusiness, retail and other sectors. including);</p>	<p>WFP partners in the commercial and private sectors</p>	<p>Interviews with focal points</p>	<p>TBD during the inception mission</p>

and the Union of Indigenous Communities in San Pablo del Lago.			
<p>Academia, including the Latin American Faculty of Social Science, Ecuadorian Institute for Agricultural Research, Pontifical Catholica University of Ecuador in Esmeraldas Campus, International University of Ecuador, International Food Policy Research Institute.</p>	<p>WFP partners to support government initiatives such as research</p>	<p>Interviews with a focal point in academic organizations</p>	<p>TBD during the inception mission</p>

Annex 5: Evaluability Assessment

Table 1: CSP Ecuador 2017-2021 Logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 17/02/2017	Total nr. of indicators	14	4	12
v 2.0 28/11/2017	New indicators	3	0	0
	Discontinued indicators	3	0	0
	Total nr. of indicators	14	4	12
v 3.0 25/04/2019	New indicators	3	1	8
	Discontinued indicators	0	0	0
	Total nr. of indicators	17	5	20
v 3.1 06/05/2020	New indicators	1	0	3
	Discontinued indicators	0	0	0
	Total nr. of indicators	18	5	23
Total number of indicators that were included across all logframe versions		11	4	12

Source: COMET report CM-L010 (accessed 12.10.2020)

Table 2: Analysis of results reporting in Ecuador Annual Country Reports [2017-2019]

		ACR 2017	ACR 2018	ACR 2019
Outcome indicators⁶⁵				
	Total number of indicators in applicable logframe	14	14	17
Baselines	Nr. of indicators with any baselines reported	10	10	13
	<i>Total nr. of baselines reported</i>	114	102	113
Year-end targets	Nr. of indicators with any year-end targets reported	10	6	7
	<i>Total nr. of year-end targets reported</i>	114	64	72
CSP-end targets	Nr. of indicators with any CSP-end targets reported	10	10	0
	<i>Total nr. of CSP-end targets reported</i>	114	64	0
Follow-up	Nr. of indicators with any follow-up values reported	10	6	8
	<i>Total nr. of follow-up values reported</i>	114	102	72
Cross-cutting indicators				
	Total number of indicators in applicable logframe	4	4	5
Baselines	Nr. of indicators with any baselines reported	3	3	3
	<i>Total nr. of baselines reported</i>	9	9	9
Year-end targets	Nr. of indicators with any year-end targets reported	3	3	3
	<i>Total nr. of year-end targets reported</i>	9	9	9
CSP-end targets	Nr. of indicators with any CSP-end targets reported	3	3	3
	<i>Total nr. of CSP-end targets reported</i>	9	9	9
Follow-up	Nr. of indicators with any follow-up values reported	3	3	3
	<i>Total nr. of follow-up values reported</i>	9	9	9
Output indicators				
	Total number of indicators in applicable logframe	12	12	20
Targets	Nr. of indicators with any targets reported	6	7	7
	<i>Total nr. of targets reported</i>	9	9	8
Actual values	Nr. of indicators with any actual values reported	6	7	7
	<i>Total nr. of actual values reported</i>	9	8	8

⁶⁵ 51 The table displays that the number of baseline/target/follow-up figures are exceeding the number of indicators. This is explained by disaggregated target-setting or reporting for indicators..

Source: COMET report CM-L010 (accessed 12.10.2020), ACR Ecuador [2017-2019]

Annex 6: WFP Ecuador presence in years pre-CSP

		2016	2017	2018	2019	2020	
Ecuador relevant events	Natural	EQ Pedernales, Manabi	El Niño Costiero			COVID-19 pandemic	
	Policies, Strategies and National Development Plans	Estrategia Nacional de Cambio Climático 2012-2025					
		Plan Nacional de Buen Vivir 2013-2017					
					Plan Nacional de Buen Vivir 2017-2021-Toda una Vida		
					La Ley Orgánica de Movilidad Humana		
						Plan Intersectorial de Alimentación y Nutrición Ecuador 2018-2025	
					Plan Específico de Gestión de Riesgos 2019-2030		
Humanitarian Response Plans and Appeals		Ecuador Earthquake Flash Appeal 2016			Refugee and Migrant Response Plan 2020 for Refugees and Migrants from Venezuela (RMRP)		
						COVID-19 Global Humanitarian Response Plan & Ecuador Intersectoral COVID-19 Response Plan 2020	
UNDAF	UNDAF 2015-2018				UNDAF 2019-2022		
WFP interventions	TF 200436 (Jan 12 - Dec 16)	Support to local government capacity in food security and dietary diversity <i>Required: 4,230,545.97 USD Funded: 2.8 M / 68%</i>					
	PRRO 200701 (Jan 15 - Dec 17)	a. Relief b. Recovery <i>Required: 19,332,242 USD Funded: 7,955,546 USD / 53.7%</i>					
	IR-PREP 200915 (Feb 16 - Apr 16)	Capacity Building assessment, logistic and preparedness activities El Nino <i>Requested: 208,251 USD Funded: 208,251 / 100%</i>					
	SO 200972 (Apr 16-July 16)	Logistics Augmentation and Coordination in response to EQ <i>Requested: 756,408 USD Funded: 642,000 USD / 84.9%</i>					
	EMOP 200665 (Apr 16 - Dec 16)	Emergency food assistance response to EQ <i>Required: 16.787.015 USD Funded: 5,725,192 USD / 34.1%</i>					
	TRCA 200357 (Nov 11 - May 18)	Adaptation Fund: Enhancing Resilience to Adverse Effects of Climate Change <i>Requested: 7,449,468 USD Funded: 6.7 M / 91%</i>					
	CSP 2017-2021	Crisis Response, Root Causes and Resilience Building NBP: 148,265,281.11 Funded: 106.598,363.77 / 71.90%					
Outputs at Country Office Level	Cash distributed (USD) 	Cash: 8,475,468 USD Vouchers: 2,029,953 USD	Cash: 3,206,913.97 Vouchers: 900,000 USD	Cash: 645,808 USD Vouchers: 5,292,981 USD	Cash: 403,151 USD Vouchers: 17,373,959 USD	CBT: 20,553,294.95 USD	
	Actual beneficiaries (number)	M: 139,327 T: 279,598 F: 140,271	M: 17,969 F: 18,186 T: 36,155	M: 59,451 F: 61,878 T: 121,329	M: 137,848 F: 175,335 T: 313,183	M: 391,391 F: 490,148 T: 881,539	

Source: WFP SPA Plus, Country Briefs, ACR 2017, 2018, 2019 data compiled on [08/11/2020]

Annex 7: Line of Sight

CSP Ecuador 2017-2022, Line of Sight

ECUADOR CSP (2017 – 2021)				
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 3 – Smallholder productivity and incomes (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	ROOTCAUSES	RESILIENCE BUILDING	ROOTCAUSES	CRISIS RESPONSE
STRATEGIC OUTCOME 1: Refugees, displaced persons and vulnerable people in Ecuador are enabled to meet their basic food and nutrition requirements all year long	STRATEGIC OUTCOME 2: Smallholder farmers, especially women, in targeted areas, durably increase their incomes and improve their productivity by 2021	STRATEGIC OUTCOME 3: Food-insecure communities and individuals in areas that are highly vulnerable to climate change, and government institutions, have strengthened capacity for adaptation to climate change by 2021	STRATEGIC OUTCOME 4: National institutions and programmes in Ecuador, including social protection programmes, are supported to reduce food insecurity and malnutrition by 2021	STRATEGIC OUTCOME 5: Humanitarian and development partners in Ecuador have access to reliable services throughout the crisis
BUDGET SO 1: \$ 130,719, 276	BUDGET SO 2: \$ 3,988,329	BUDGET SO 3: \$ 8,522,507	BUDGET SO 4: \$ 3,331,971	BUDGET SO 5: \$ 1 703,199
UNIQUE DIRECT BENEF. SO 1: 1,500,412	UNIQUE DIRECT BENEF. SO 2: 37,250	UNIQUE DIRECT BENEF. SO 3: NA (CBT)	UNIQUE DIRECT BENEF. SO 4: NA (CBT)	UNIQUE DIRECT BENEF. SO 5: NA (CBT)
OUTPUT 1: ➢ CBTs and information on access to social protection programmes provided to targeted populations ➢ Nutrition education provided to targeted populations ➢ Analysis and evidence of vulnerability among affected populations produced ➢ Technical assistance and training provided to targeted populations	OUTPUTS 3: ➢ Targeted schools and children receive diversified food and nutritionally balanced meals ACTIVITY 3: Support and increase the participation of smallholder farmer organizations in national and local commercial mechanisms and institutional markets	OUTPUT 5: ➢ National and local emergency preparedness and response mechanisms provided with technical support to enhance their effectiveness ACTIVITY 5: Strengthen or develop emergency preparedness and response and early warning systems. WFP will work with the Government to strengthen information and early warning systems for emergency preparedness and response and climate change adaptation	OUTPUT 7: ➢ National food security and nutrition authorities and programmes receive technical assistance in the design, implementation and management of national and local food security and nutrition programmes ACTIVITY 7: Technical assistance, research and assessments to improve the implementation of programmes linked to food security and nutrition	OUTPUT 9: ➢ Affected populations benefit from logistics coordination and support to national disaster management cells, humanitarian agencies and partners in order to timely receive life-saving assistance. ACTIVITY 9: Provide technical assistance and services through the Logistics Sector to National Disaster Management Offices and other relevant partners to improve emergency logistics coordination and supply chain management
ACTIVITY 1: Complement the Government's social protection strategy by providing CBTs to the most vulnerable populations and support in vulnerability analysis and knowledge management	OUTPUT 4: ➢ Training and technical support provided to targeted farmers to complement support provided by the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, FAO and others ACTIVITY 4: Strengthen the capacity of farmer organizations. Technical assistance will focus on logistics for the supply of fresh and nutritious food, and include nutrition education and marketing training for smallholder farmer organizations	OUTPUT 6: ➢ Local communities – including of Afro and indigenous people – and institutions receive technical assistance to improve their knowledge and capacity in reducing climate risks ➢ Adaptive measures implemented to respond to climate threats and food insecurity ACTIVITY 6: Strengthen the implementation of adaptation and resilience measures	OUTPUT 8: ➢ Policy frameworks and the design and implementation of food security and nutrition programmes reflect global best practices and experiences, including South-South cooperation ACTIVITY 8: Knowledge management and sharing of best practices and studies, including through South-South cooperation	
OUTPUT 2: ➢ Technical assistance and training provided to targeted populations ACTIVITY 2: Strengthen strategies to link sustainable livelihoods to food security and nutrition activities Suspended activity (BR2)				
				TOTAL BUDGET: \$ 148,265,281
				TOTAL UNIQUE DIRECT BENEFICIARIES: 1,537,662

Source: WFP SPA website, CSP Budget Revision 05

Annex 8: Key information on beneficiaries and transfers:

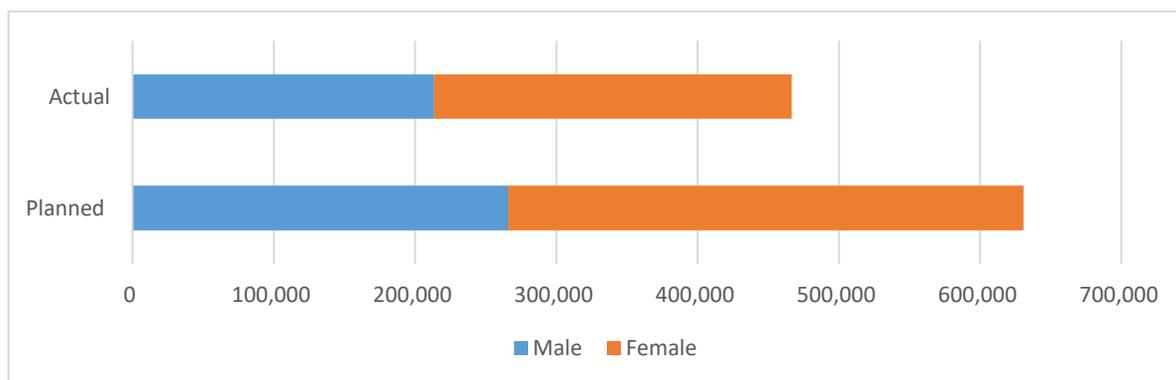
Table 1: Actual beneficiaries versus planned [2017-2020] by year, strategic outcome, activity category and gender

SO	2017						2018					
	Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned	
	F	M	F	M	F	M	F	M	F	M	F	M
SO1	14,800	14,220	7,225	7,052	48.8%	49.6%	103,322	55,636	70,040	37,715	67.8%	67.8%
SO2	7,650	7,350	8,698	9,053	113.7%	123.2%	6,248	6,003	6,380	7,195	102.1%	119.9%
CSP Total	22,450	21,570	15,923	16,105	70.9%	74.7%	109,570	61,639	76,420	44,910	69.7%	72.9%

SO	2019						2020					
	Planned		Actual		Actual/Planned		Planned		Actual		Actual/Planned	
	F	M	F	M	F	M	F	M	F	M	F	M
SO1	228,662	176,767	170,341	132,217	74.5%	74.8%	858,747	921,426	435,337	391,391	50.7%	42.5%
SO2	4,700	5,300	4,994	5,631	106.3%	106.2%						
CSP Total	233,362	182,067	175,335	137,848	75.1%	75.7%	858,747	921,426	435,337	391,391	50.7%	42.5%

Source: COMET report CM-R020 and CM-007 data extracted on [17/11/2020]

Figure 1: Actual versus planned beneficiaries by gender in Ecuador, 2017-2019⁶⁶



Source: COMET report CM-R001b, data extracted on [07/11/2020]

⁶⁶ The graph includes only CSP operations

Table 2: Annual distributions, by strategic outcome (2017-2019) (USD)

SO	2017			2018			2019		
	Planned CBT	Actual CBT	Actual/Planned CBT	Planned CBT	Actual CBT	Actual/Planned CBT	Planned CBT	Actual CBT	Actual/Planned CBT
SO 1	3,206,913.97	1,313,531.22	40.96%	5,856,213.55	5,292,981.09	90.38%	19,627,302.29	17,527,759.58	89.30%
SO 2	900,000.00	647,915.68	71.99%	735,000.00	645,808.18	87.87%	600,000.00	249,350.65	41.56%
Gran Total	4,106,913.97	1,961,446.90	47.76%	6,591,213.55	5,938,789.27	90.10%	20,227,302.29	17,777,110.23	87.89%

Source: COMET report CM-R007 2017, 2018 and 2019, data extracted on [13/11/2020]

Table 3: Actual beneficiaries by residence status and year

Residence Status	Number of beneficiaries {2017}	% 2017	Number of beneficiaries {2018}	% 2018	Number of beneficiaries Year {2019}	% 2019
Resident	21,526	67.2%	26,853	22.1%	11,091	3.5%
Refugees	10,502	32.8%	94,477	77.9%	302,092	96.5%

Source: COMET report CM-R001b, data extracted on [07/11/2020], data for 2019 extracted from ACR

Annex 9: Communication & Knowledge Management Plan

Phase Evaluation stage	What Communication product	Which Target audience	How & Where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in TOR	<ul style="list-style-type: none"> • Evaluation Team 	<ul style="list-style-type: none"> • Email 	EM / CM		November 2020	
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		December 2020	December 2020
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		April 2021	May 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET			August 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		December 2021
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	January 2022	February 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	December 2021	January 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 	EB	EM	March 2022	June 2022
Dissemination	ED Memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	June 2022	June 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	October 2022	November 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	October 2022	November 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	March 2022	March 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	November 2022	November 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		November 2022	November 2022
Dissemination	Brief	<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 and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	November 2022	December 2022

Annex 10: 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 based on country priorities and people's needs as well as WFP's Strengths?					
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
		•			
		•	•		
		•	•		
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind					
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?					
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?					

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques	Data Analysis
2.1 To what extent did WFP deliver expected outputs and contribute to the expected 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 of the CSP likely to be sustained					
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?					
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?					
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 were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?					
4.1 To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?					
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?					

Annex 11: Approved CSP document

<https://www.wfp.org/operations/ec01-ecuador-country-strategic-plan-2017-2021>

Annex 12: Composition and Terms of Reference for the CSPEs Internal Reference Group (IRG)

Membership:

The following members will be part of the Internal Reference Group for the Country Strategic Plan Evaluation Ecuador (2017-2021):

Ecuador Country Office	
Deputy Country Director	Karine Strebelle
Lead Strategic Outcome 2-5	Carmen Galarza
Lead Strategic Outcome 1	To be appointed
Head, VAM and M&E (focal point)	Luis Fernandez
Suboffice coordinator	Luis Romero
Procurement	Katherine Calle
Administration	Veronica Cuesta
Finance	Lilian Velasquez
Panama Regional Bureau	
To be determined during the Inception Phase of the evaluations	
HQ	
Technical Assistance and Country Capacity Strengthening Service (PRO-T) – Senior Programme Officer	Maria Lukyanova

Keep in copy:

- Mario Touchette, Country Director
- Kyung Nan Park: Deputy Regional Director
- Michala Assankpon: Regional Evaluation Officer a.i.
- Ana Urgoiti: RBP Evaluation consultant

Terms of Reference – CSPE Internal Reference Group

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 level⁶⁷ (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.

⁶⁷ 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.

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) 	<ol style="list-style-type: none"> 1. Core Members: <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer 2. Other possible complementary members as relevant to country activities: <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 <ol style="list-style-type: none"> 3. A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol

Annex 13: Bibliography/E-Library

	Author	Date
1.National Policies, Framework, Plans		
Encuesta de Superficie y Producción Agropecuaria Continua (ESPAC) 2019	INEC	2020
Encuesta Nacional de Violencia de Genero contra las Mujeres 2019	INEC	2020
Voluntary National Review	Gov. of Ecuador	2020
Ley Orgánica De Apoyo Humanitario Para Combatir La Crisis Sanitaria Derivada Del Covid-19	Gov. of Ecuador	2020
Informes de Situación e Infografías - COVID 19 - desde el 29 de Febrero del 2020	Gov. of Ecuador	2020
Estándares Nacionales para la Asistencia Humanitaria	Gov. of Ecuador	2020
Encuesta Estructural Empresarial 2020	INEC	2020
Informe de Rendición de Cuentas 2019	Gov. of Ecuador	2019
Evolucion del flujo de remesas 2019	Banco Central Ecuador	2019
Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU) - diciembre 2019	INEC	2019
Encuesta Nacional Multipropósito de Hogares seguimiento al Plan Nacional del Desarrollo 2019	INEC	2019
Encuesta Nacional de Salud y Nutrición (ENSANUT),	INEC	2018
Voluntary National Review	Gov. of Ecuador	2018
Plan Nacional de Respuesta Desastres	Gov. of Ecuador	2018
Ley Orgánica Integral Para La Prevención Y Erradicación De La Violencia De Género Contra Las Mujeres	Gov. of Ecuador	2018
Agenda Nacional para la Igualdad de Movilidad Humana 2017-2021	Gov. of Ecuador	2017
Plan Nacional del Desarrollo 2017-2021 Plan Todo Una Vida	INEC	2017
Ley Organica de Movilidad Humana	Gov. of Ecuador	2017
Objetivos del Milenio - Balance Ecuador	Senplades - INEC - PNUD - SNU	2014
Good Living National Plan 2013-2017	Gov. of Ecuador	2013
Estrategia Nacional de Cambio Climatico	Gov. of Ecuador	2012
Ley Orgánica De Discapacidades	Gov. of Ecuador	2012
Ley Orgánica de Educación intercultural	Gov. of Ecuador	2011
Census de Población y Vivienda 2010	INEC	2010
Ley Orgánica de Alimentación Escolar	Gov. of Ecuador	2010
2.WFP Operations in Ecuador		
Migration Pulse Remote Assessment	WFP	2020
Cerrando las Brechas de Nutrientes - Ecuador	WFP / Gov. of Ecuador	2020
Reporte de Medio Término CSP 2017-2019	WFP	2020
Country Strategic Plan 2017-2021, Budget Revision 5	WFP	2020
Migration Pulse Assessment	WFP	2019
Resumen de Evaluaciones para la revisión de medio término del Plan Estratégico País	WFP	2019
FORECCSA final evaluation	WFP	2018
Post-evaluation of CLOSAN	WFP	2019
Evaluation of the project smallholder farmers and school meals	WFP	2019

The cost of the double burden of malnutrition	WFP	2017
Impacto Social y Económico de la Malnutrición	WFP	2017
Country Strategic Plan 2017-2021 and Budget Revisions 02, 04, 05	WFP	2017
Strengthening capacities in food security and nutrition in Latin America and the Caribbean	WFP	2016
Informe de Revision Estrategica (IRE) Seguridad Alimentaria y Nutricional en El Ecuador	FLASCO	2015
Ecuador, PRRO 200275, Operación de Asistencia a Refugiados y Personas Afectadas por el Conflicto en Colombia: Evaluación Final de la Operación del Programa Mundial de Alimentos (2011-2014)	WFP	2014
Impact Evaluation of Cash, Food Vouchers, and Food Transfers among Colombian Refugees and Poor Ecuadorians in Carchi and Sucumbíos	WFP/IFPRI	2012
Annual Country Reports	WFP	2017-2019
Country Briefs	WFP	2017-2020
COMET reports	WFP	2017-2020
Factory and IRM Analytics reports	WFP	2017-2020
3.External docs		
RRMRP: Regional Refugees and Migrants Response Plan for Venezuelans refugees and migrants	R4V Response for Venezuelan	2019,2020
Human Development Report	UNDP	2018, 2019
R4V Joint Needs Assessment July-August 2020	R4V Response for Venezuelan	2020
Evaluación rápida de necesidades COVID 19	R4V Response for Venezuelan	2020
2020 Global Report on Food Crisis	FSIN and GNAFC	2020
Global Gender Gap Report 2020	WEF	2020
Estudio Violencia Política contra las Mujeres en Ecuador	UN Women	2020
Challenges and Opportunities of Venezuelan Migration in Ecuador	WB	2020
La situación actual de los migrantes y refugiados de Venezuela	UNHCR	2020
Plan de Respuesta Humanitaria Covid-19 Ecuador	UNCT Ecuador	2020
Ecuador Country Fact Sheet	UNHCR	2020
The State of World's Children	UNICEF	2019
Women on the Edge	CEPAZ	2019
Marco de Cooperación para el Desarrollo Sostenible ONU en Ecuador 2019-2022 (UNDAF)	UNCT Ecuador	2019
Statistical Capacity Assessment for the FAO-relevant SDG Indicators 2018/19 Ecuador	FAO	2019
The State of Food Security and Nutrition report	FAO	2019
International Migrant Stock 2019: Country Profile	UNDESA	2019
Panorama de la Seguridad Alimentaria y Nutricional en América Latina y el Caribe	OPS-OMS/WFP/FAO/UNICEF	2018
Enterprise Survey 2017 Ecuador	WB	2018
En Équateur, le néolibéralisme par surprise , Gallegos, Franklin Ramirez	Le Monde Diplomatique	2018
Lecciones Aprendidas de la Respuesta al Terremoto Ecuador 16 abril 2016	UNCT Ecuador	2017

Estrategia Andina para la Gestion de Riesgos en Desastres (EAGRD)	CAN	2017
Evaluación UNDAF 2015-2018	UNCT Ecuador	2017
La matriz de la desigualdad social en América Latina,	CEPAL	2016
Marco de Cooperación de las Naciones Unidas en Ecuador 2015–2018 (UNDAF)	UNCT Ecuador	2015
4.WFP Corporate Documents		
4.0 WFP Strategic Plan (2014-2017) and related docs		
CRF Indicators mapping and analysis	WFP	2018
Evaluability Assessment of WFP's Strategic Plan 2014-2017	WFP	2016
Mid Term Review Strategic Plan (2014–2017)	WFP	2016
Evaluability Assessment of SP 2014-2017	WFP	2015
Indicator compendium 2014-2017	WFP	2015
Orientation Guide	WFP	2015
Management Results Framework (2014-2017)	WFP	2013
Strategic Plan (2014-2017)	WFP	2013
Strategic Results Framework (2014-2017)	WFP	2013
Fit for Purpose WFP's New Organizational Design.pdf	WFP	2012
4.1 WFP Strategic Plan (2017-2021) (IRM) and related docs		
CPB Guidelines	WFP	2020
Mid Term Evaluation of WFP Strategic Framework (2017-2021)	WFP	2020
Mid-Term Review (MTR) of the revised Corporate Results Framework brief	WFP	2020
Compendium of policies related to the Strategic Plan	WFP	2019
CRF Indicator Compendium Revised	WFP	2019
CRF Indicator Compendium	WFP	2018
Corporate Results Framework 2017–2021 Revised	WFP	2018
ToC Guidance	WFP	2017
Corporate Results Framework 2017-2021	WFP	2016
Financial Framework Review 2017-2021	WFP	2016
Policy on Country Strategic Plans	WFP	2016
Strategic Plan 2017-2021	WFP	2016
Performance Management Policy in WFP 2014-2017	WFP	2014
Performance Management Policy Memo	WFP	2014
4.2 Nutrition treatment activities		
Expanding WFP Nutrition engagement in SSTC Vision 2019-2021	WFP	2019
Overarching CN Nutrition sensitive programmes	WFP	2018
Policy Note Improving Social Protection Targeting for Food Security and Nutrition An Asian Perspective	WFP	2017
Guidance for nutrition-sensitive programming	WFP	2017
Building the Blocks for Nutrition-Sensitive Social Protection systems in Asia	WFP	2017
Nutrition Policy	WFP	2017
Supporting national priorities on nutrition in RBP	WFP	2016
Scaling Up Rice Fortification in LAC	WFP	2016
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Nutrition Policy 2012	WFP	2012
4.3 Capacity Strengthening Activities		
Policy Evaluation on WFP's Policy on Capacity Development:	WFP	2015

An Update on Implementation		
Country Capacity Strengthening, COVID immediate guidance	WFP	2020
Guidance on Capacity Strengthening of Civil Society	WFP	2017
Guidelines on Technical Assistance and Capacity Development	WFP	2015
National Capacity Index (NCI)	WFP	2014
Operational Guide to strengthen capacity of nations	WFP	2010
Capacity Development Policy - An Update on Implementation	WFP	2009
WFP Policy Building National and Regional Capacities	WFP	2004
4.4 Safety Net and Social Protection		
Study on Shock-Responsive Social Protection in Latin America and the Caribbean: Summary of key findings and policy recommendations	WFP/Oxford Policy Management Limited	2019
WFP Guidelines and Social Protection	WFP	2017
WFP and Social Protection - Options for Framing SP in CSPs	WFP	2017
WFPs Role in SP in LAC with Annex	WFP	2016
WFP Social Protection ToC	WFP	2016
Update of WFP's Safety Nets Policy	WFP	2012
4.5 Emergency preparedness activities		
Emergency Preparedness Policy	WFP	2017
Operations Management Directive on Emergency Preparedness Package	WFP	2014
Policy on Disaster Reduction and Management: Building Food Security and Resilience	WFP	2011
4.6 Unconditional resource transfers to support access to food		
WFP CBT glossary	WFP	2019
Cash and Vouchers Manual Edition	WFP	2014
Cash & voucher Policy update	WFP	2011
4.7 Gender		
WFP's Gender Transformation Programme	WFP	2017
Cash and gender Concepts evidence and gaps	WFP	2019
Gender Social Protection for zero hunger in RBP	WFP	2017
Gender and Age Marker presentation	WFP	2017
WFP Gender Action Plan	WFP	2016
WFP Gender Policy	WFP	2015
RBP Gender Implementation Strategy	WFP	2015
4.8 Other relevant policies		
Climate Change Policy	WFP	2017
Environmental Policy	WFP	2017
South-South and triangular Cooperation Policy	WFP	2015
People Strategy: A People Management Framework for Achieving WFP's Strategic Plan	WFP	2014
Corporate Partnership Strategy	WFP	2014
WFP's Role in Peacebuilding in Transition Settings	WFP	2013
Revised School Feeding Policy	WFP	2013
Humanitarian Protection Policy	WFP	2012
5. Evaluation Process		
5.0 CSPE Evaluation Quality Assurance Guidance		
CSPE Guidance for Process and Content revised 24 Sept 2020	WFP – OEV	2020
Evaluation Report (ER)Template revised 24 Sept 2020	WFP – OEV	2020
Inception Report (IR) template revised 24 Sept. 2020	WFP – OEV	2020

Quality Checklist for ER revised 24 Sept. 2020	WFP – OEV	2020
Quality Checklist for IR revised 24 Sept. 2020	WFP – OEV	2020
Quality Checklist for SER revised 24 Sept. 2020	WFP – OEV	2020
Quality Checklist for TOR revised 24 Sept 2020	WFP – OEV	2020
ToR Template revised 24 Sept 2020	WFP – OEV	2020
RA Guide for Evaluation Team	WFP-OEV	2020
5.1 Examples of other recently completed CSPE deliverables		
Timor Leste and Indonesia CSPE ER, DRC IR, Honduras IR, The Gambia IR	WFP – OEV	2020

Annex 14: Extract of the 2019 WFP Evidence Summary – Ecuador

Resiliencia	Diseño de Programa	Mejor coherencia entre las diferentes actividades (CBT y activos)
	Pertinencia	Adecuación de los montos CBT según su objetivo, y de la oferta de activos y medios de vida según las características de la población meta
	Generación conocimientos	Intercambio de aprendizajes a través de redes de plataformas municipales de y estudios de largo plazo
	Integración	Uso de enfoques Integrales 3PA y R4 en la programación de las actividades
Protección Social	Planificación	Análisis de los sistemas nacionales en su conjunto y de contribución WFP
	Institucional	Articulación con los programas nacionales para mayor cobertura
	Sostenibilidad	Distribución de efectivo para reducir tensiones dentro del hogar y GBV Problema por financiamiento de corto plazo, favorecer alianzas duraderas con gobiernos
Partenariado	Capacidad WFP	Responsabilidades claras y desarrollo de capacidades en el tema
	Medición	Herramientas adaptadas con necesidades de medición y de rendición de cuentas
	Sociedad civil	Evaluar el costo-beneficio de establecer partenariados con ONGs, buscando complementariedades y evitando las duplicaciones
Protección Humanitaria	Gobierno	Relaciones de largo plazo que fortalecen apropiación nacional
	CBT	Cupones y actividades FFA dan más responsabilidad a los beneficiarios
	Monitoreo	Herramientas para detección de mecanismos negativos de afrontamiento
	Asociaciones	Inclusión de cláusulas de protección y capacitación a socios
Emergencias	Comunicación	Falta de distinción entre operaciones de desarrollo y emergencia
	Modalidades	Uso de los sistemas de protección social para distribuciones de emergencia
	Capacidad WFP	En áreas de análisis contextual y de tendencias, el desarrollo de relaciones con socios, gobiernos y otros
	Planificación	Nexos entre ayuda humanitaria y asistencia para el desarrollo

Resiliencia

Realizar un estudio de la aplicabilidad del enfoque 3PA para dar una respuesta contextualizada y basada en el conocimiento de las comunidades, de la Iniciativa de Resiliencia Rural R4 que proporciona un enfoque integrado de gestión de riesgos para los agricultores, y del C-ADAPT para fomentar la capacidad de las comunidades para liderar su propio desarrollo y generar mecanismos para enfrentar el cambio climático

CBT (Resiliencia, Protección Social)

Evaluar la posibilidad de desarrollar 'transferencias de efecto multipropósito', las cuales permiten a las comunidades e individuos invertir en proyectos productivos comunitarios que a su vez resultan ser una forma de redes de seguridad. Desarrollar un estudio costo-beneficio de esta modalidad en comparación con la construcción de activos tradicionales.

Protección Humanitaria y emergencia

En particular en contexto de emergencia, estudiar el efecto de las actividades del WFP sobre la protección de los beneficiarios y otros actores humanitarios. De igual manera, un estudio debería dedicarse a medir la eficiencia y el impacto sobre las operaciones (costo, retraso) de los mecanismos de protección establecidos, tales como los mecanismos de retroalimentación, las cláusulas en los FLAs, las actividades de seguimiento, los partenariados.

Triple Nexo

Inclusión de la **dimensión de paz** como tema transversal en todas las actividades. Profundizar el triple nexo desarrollo-ayuda humanitaria-paz, por ejemplo, viendo cómo el diseño de las actividades de resiliencia puede impactar la situación de paz dentro y entre las comunidades, y cuáles son los riesgos vinculados con esas actividades. Otro ejemplo de estudio sería evaluar el desempeño del WFP en el manejo del equilibrio entre principios humanitarios y de acceso, analizados a la luz de las relaciones con los gobiernos y con los grupos opositores.

Source: Resumen de evaluaciones para la revisión de medio termino del CSP, WFP, 2019

Annex 15: Acronyms

AAP	Accountability to Affected Population
ACR	Annual Country Report
BR	Budget Revision
CBT	Cash-based Transfer
CD	Country Director
CEPAL	Comision Economica Para America Latina y el Caribe
CEPAZ	Centro de Justicia y Paz / Centre for Justice and Peace
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CPB	Country Plan Budget
CPP	Corporate Planning and Performance
CSP	Country Strategic Plan
CSPEs	Country Strategic Plan Evaluations
DAC	Development Assistance Committee
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
ECLAC	Economic Commission for Latin America and the Caribbean
ED	Executive Director
EM	Evaluation Manager
EMOP	Emergency Operation
ER	Evaluation Report
ET	Evaluation Team
FAO	Food and Agriculture Organization
FLACSO	Facultad Latino Americana de Ciencias Sociales
GDP	Gross Domestic Product
HQ	Headquarters
HRP	Humanitarian Response Plan
IADB	Inter-America Development Bank
ICA	Integrated Context Analysis
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INEC	Instituto Nacional de Estadistica y Censos / National Institute of Statistics and Census
IOM	International Organization for Migration
IR	Inception Report
IRG	Internal Reference Group
IRM	Integrated Road Map
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
M&E	Monitoring and Evaluation
MTR	Mid-Term Review
NDP	National Development Plan
NGOs	Non-governmental organizations
NPBV	National Plan of Good Living
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OPS	Organización Panamericana de la Salud

PHQA	Post-hoc Quality Assessment
PIANE	Intersectoral Food and Nutrition Plan
PRRO	Protracted Relief and Recovery Operation
QA	Quality Assurance
RBP	Regional Bureau Panama
RD	Regional Director
RRMRP	Regional Refugees and Migrants Response Plan for Venezuelans refugees and migrants
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SO	Strategic Outcome
SPR	Standard Project Report
TL	Team Leader
TN	Technical Note
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Frameworks
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODC	United Nations International Drug Control Program
UNOPS	United Nations Office for Project Services
UNOSSC	United Nations Office for South-South Cooperation
UNSDCF	United Nations Development Cooperation Framework
UNV	UN-Volunteers
VNR	Voluntary National Review
WEF	World Economic Forum
WHO	World Health Organization