FLEXIBLE SYSTEMS – EFFECTIVE RESPONSES?

Regional Evaluation of WFP's contribution to Shock-Responsive Social Protection in Latin America and the Caribbean (2015 – 2022)

Decentralized Evaluation Terms of Reference

WFP Regional Bureau for Latin American and the Caribbean

WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

November 2022

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1. Background

1. These terms of reference (ToR) were prepared by the Regional Bureau for Latin America and the Caribbean (RBP) of the World Food Programme (WFP) based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the regional thematic evaluation of WFP's contribution to Shock-Responsive Social Protection[1] (SRSP) in Latin America and the Caribbean. This evaluation is commissioned by the Regional Bureau and will cover the period from January 2015 to December 2022.

3. WFP has been committed to support social protection systems and has demonstrated a strong belief in social protection as a mean to reduce hunger and malnutrition, that protects livelihoods, builds resilience, and increases human capital. RBP embraced this commitment and, since 2015, invested in social protection and identified pillars of engagement that later would be the basis for the Regional Social Protection Strategy, launched at the end of 2019.

4. WFP's support to government-led social protection has two dimensions[2]: i. delivering elements of programmes or systems on behalf of governments at their request, in countries limited by capacity or resources, and ii. technical advice, capacity strengthening, advocacy and policy support to advance country-owned programmes.' The latter is WFP's most prominent role in the Latin America and the Caribbean region (LAC). WFP's work in social protection in LAC was kick-started by the series of Regional Studies on Shock-Responsive Social Protection and their dissemination. Combining these evidence generation efforts with high level advocacy and tailored technical assistance at country level allowed WFP to support preparedness and response through Shock-Responsive Social Protection in many countries of the region.

5. This evaluation aims to assess WFP RBP's role in shaping the vision and approach to SRSP at the regional (LAC) and global levels while also assessing the effectiveness and efficiency of putting the SRSP framework into practice. Provided that the focus of WFP's work in the region is on technical assistance, policy and strengthening capacities of existing institutions (governments, inter-governmental bodies such as the Caribbean Disaster Emergency Management Agency), these bodies are also the main target group of WFP's work in SRSP. This implies that there is only a limited number of direct individual beneficiaries of these interventions as explained more in detail in the following sections of the ToRs.

6. The evaluation will focus on actions undertaken by WFP in the LAC region, with a limited number of selected country case studies both in WFP presence and non-presence countries. The Regional Bureau for Latin America and the Caribbean located in Panama currently supports 12 country offices (Bolivia, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Peru and Venezuela) and one multi-country office in the Caribbean (see Annex 1). The Caribbean multi-country office covers 22 countries and overseas territories, all of which are classified as small island developing States, namely Anguilla, Antigua and Barbuda, Aruba, Bahamas (the), Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Curaçao, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia,

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[1] For the purpose of this evaluation the following definition of Shock-Responsive Social Protection is expected to be applied: '*The use of national social protection programmes and administrative capacity to provide assistance to the population affected by a crisis*.'
Source: Beazley R., Solórzano A. and Barca V. (2019). Study on shock-responsive social protection in Latin America and the Caribbean: summary of key findings and policy recommendations. OPM in collaboration with WFP.
[2] WFP Strategy for Support to Social Protection. (2021). Online. Available from:
https://www.wfp.org/publications/world-food-programme-strategy-support-social-protection-2021.
[Accessed on 9 November 2022].

Saint Kitts and Nevis, Saint Vincent and the Grenadines, Sint Maarten, Suriname, Trinidad and Tobago, and Turks and Caicos Islands.

1.2. CONTEXT

Poverty

7. According to ECLAC's 2021 Social Panorama in Latin America report[3], Latin America and the Caribbean has been the world's most vulnerable region in the pandemic. It has registered the highest number of deaths due to COVID-19 worldwide (1,562,845 as of December 31, 2021), a number that was expected to increase throughout 2022. This represents 28.8 percent of all the COVID-19-related deaths reported globally, although the LAC's population represents only 8.4 percent of the global population. As of January 2022, only 62.3 percent of the region's population (estimated at 408 million) were vaccinated against the disease.[4]

8. The extreme poverty rate in the region rose from 13.1 percent of the population in 2020 to 13.8 percent in 2021 as a result of the prolonged health and social crisis stemming from the COVID-19 pandemic. This represents a setback of 27 years. The overall poverty rate reduced slightly from 33.0 percent to 32.1 percent of the population. In absolute numbers, the number of persons living in extreme poverty rose by 5 million (from 81 million to 86 million), while the total number of persons in situations of poverty declined by 3 million (from 204 million to 201 million).[5]

9. Across LAC, the incidence of poverty is very heterogeneous not only between the countries of the region, but also between the population groups living in them. Personal attributes including sex, age, membership of an ethnic or racial group, or area of residence can determine the probability that a person will live in poverty. Overall, women are more likely to be affected by poverty than men. Figure 1 below presents the rates of poverty for women and men in a sample of countries from the region together with the value for Poverty femininity index that is calculated as the ratio of the female poverty rate to the male poverty rate multiplied by 100 for 20–59 year-olds (a value over 100 indicates that higher number of women are affected be poverty than men). [6]

Figure 1: Poverty femininity index
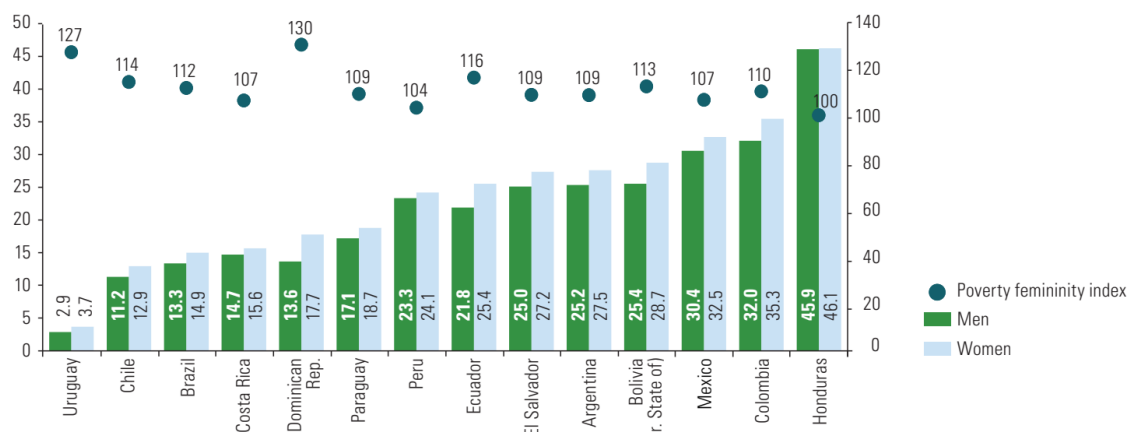
Source: ECLAC (2022). Social Panorama in Latin America and the Caribbean

10. Age is another factor that affects the probability of living in a household suffering from income poverty. This is particularly the case of children, adolescents and older people. Poverty rates for persons under 15 years of age were found to be between 1.3 and 1.8 times higher than those of the next age group (15–39 years). The largest gaps were identified in countries where overall poverty rates are low, such as Brazil, Chile, the Dominican Republic and Uruguay. This gap tends to be smaller in countries with higher overall poverty rates. In the majority of the countries and especially those with consolidated pension

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[3] ECLAC (2022). Social Panorama in Latin America and the Caribbean 2021. [Online]. Available from:
Available at: https://repositorio.cepal.org/handle/11362/47719 [Accessed 4 Aug. 2022].
[4] Idem.
[5] Idem.
[6] Idem.

schemes, persons over 65 years of age were found to be less likely to live in poverty compared to the other age groups.[7]

11. Finally, according to the ECLAC 2021 report, indigenous and Afro-descendent populations are also much more likely to be affected by poverty. Figure 2 illustrates these differences on a sample of countries for which data is available.[8]

Figure 2: Poverty rates by race and ethnicity, around 2020
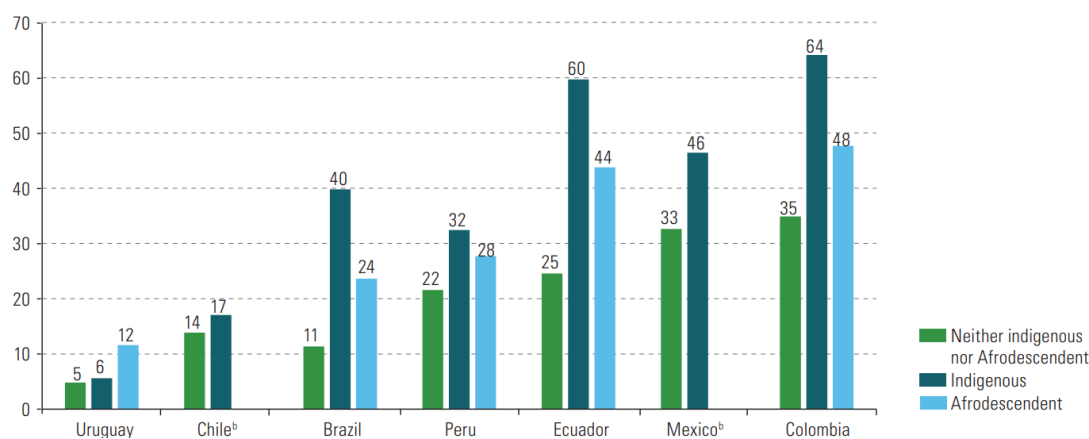
Source: ECLAC (2022). Social Panorama in Latin America and the Caribbean

Food and nutrition security and progress towards Sustainable Development Goal (SDG) 2

12. It is expected that the impact of climate change in LAC will be considerable, given the region's economic dependence on agriculture, and limited resilience, in particular of the poor and vulnerable populations. This low resilience results from the multiple climate risks that the region is exposed to including the extreme weather, disease, sea level rise and glacial melt. Severe weather events, such as storms and hurricanes in Central America and the Caribbean, are also increasing in frequency (during the 2000-2009 decade, there were 39 hurricanes in the Central America-Caribbean, compared to 15 during the 1980s and just 9 during the 1990s). In combination with the recent demographic trends (population growth, urbanization), this increases the region's vulnerability. In addition, crop yields and local economies are also expected to be affected, which in turn compromises food security.[9]

13. In 2020, the prevalence of hunger in LAC reached 9.1 percent, the highest since 2005. This represents an increase by two percentage points from the previous year and can be partly explained by the effects of the COVID-19 pandemic. In the same year, 59.7 million people in LAC were undernourished, which represents an increase of 13.8 million from 2019. The subregion where the increase in undernourishment was the largest is Central America (2.5 percentage points), reaching its highest value since 2000.[10]

14. In 2020, the overall prevalence of food insecurity in LAC was 41 percent which represents an annual increase of 9 percentage points – the highest increment globally. The prevalence of severe food insecurity, which means people who had gone a day or more without eating, was 14 percent. In absolute numbers, this means 267 million people were experiencing food insecurity - 60 million more than in the previous year without physical or economic access to food in the quantity and quality required for their health and development. However, the highest overall undernourishment rates were registered in the

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[7] ECLAC (2022). Social Panorama in Latin America and the Caribbean 2021. [Online]. Available from: https://repositorio.cepal.org/handle/11362/47719 [Accessed 4 Aug. 2022].

[8] Idem.

[9] Solórzano, A. and Cárdenes, I. (2019). "Social protection and climate change: WFP Regional Bureau for Latin America and the Caribbean's vision to advance climate change adaptation through social protection". World Food Programme in collaboration with Oxford Policy Management.

[10] FAO, IFAD, PAHO, WFP and UNICEF. (2021). Latin America and the Caribbean – Regional Overview of Food Security and Nutrition 2021: Statistics and trends. Santiago, FAO.

Caribbean (16.1 percent). This also means that the LAC region is now even further off track from reaching SDG target 2.1 to end hunger and achieve food security.[11]

15. Similarly as poverty, food insecurity is gendered, with more women experiencing it compared to men. Thus, 41.8 percent of women in LAC experienced moderate or severe food security compared with 32.2 percent of men. Figure 3 illustrates these disparities using 2020 data. This disparity was likely further exacerbated by the pandemic.[12]

Figure 3: Prevalence of moderate and severe food insecurity by sex, 2020
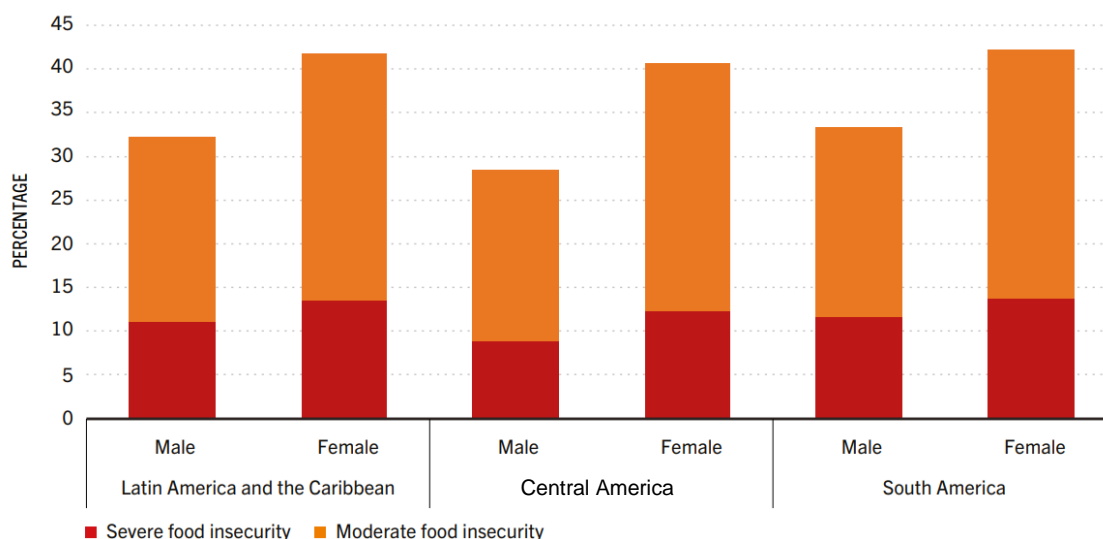
Source: FAO, IFAD, PAHO, WFP and UNICEF. (2021). Latin America and the Caribbean – Regional Overview of Food Security and Nutrition

16. Since 2000, the LAC region has demonstrated an important progress in reducing stunting, having decreased its prevalence from 18 to 11.3 percent. However, in the second decade of this century the rate of decrease slowed down, delaying the achievement of the SDG 2 target to reduce stunting by 50 percent by 2030. Stunting levels are most elevated in Central America (16.6 percent), followed by the Caribbean (11.8 percent) and South America (8.6 percent). However, there are significant disparities between countries. In 2020, the highest prevalence of stunting in LAC was registered in Guatemala (42.8 percent), Ecuador (23.1 percent), Haiti (20.4 percent) and Honduras (19.9 percent), with Chile, Paraguay and Saint Lucia with prevalence rate under 5 percent. In the same year, the wasting rate was estimated 1.3 percent, markedly under the global average of 6.7 percent.[13]

17. At the same time, 7.5 percent of children under five years were overweight. The prevalence registered in LAC is 2 percentage points above the global average and has been on the raise since 2000. With the current trend, the region is off the track with respect to SDG 2 target of keeping overweight in children under five years below 3 percent by 2030. With respect to obesity in adults, in 2016 it was affecting almost a quarter (24.2 percent) of the region's adult population and had an increasing trend; this is well above the global average of 13.1 percent.[14] It's also important to highlight the results of the recent studies produced by WFP and ECLAC in eight countries of the region that evidence the very high socio-

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[11] FAO, IFAD, PAHO, WFP and UNICEF. (2021). Latin America and the Caribbean – Regional Overview of Food Security and Nutrition 2021: Statistics and trends. Santiago, FAO.
[12] Idem.
[13] Idem.
[14] Idem.

economic cost of the double burden of malnutrition in LAC, ranging from 2.3 percent[15] of gross domestic product in the Dominican Republic to 16.3 percent[16] in Guatemala.

18. In 2019, the prevalence of anaemia in women of reproductive age in LAC was 17.2 percent. Although it is well below the global average, it is to be noted that in recent years there has been a lack of progress with regards to this indicator, which undermines the likelihood of attaining the SDG target of reducing the anaemia prevalence by 50 percent by 2030. The highest anaemia rates have been registered in the Caribbean (29.1 percent), followed by South America (17.3 percent) and Central America (14.6 percent).[17]

Government policies, priorities and institutional capacities

19. According to the Oxford Policy Management (OPM)/WFP Study on Shock-Responsive Social Protection in Latin America and the Caribbean (2019), the social protection systems in the region are in their majority 'mature' systems that can be characterised by strong government leadership (e.g. embedded in legislation), as well as integrated system of programmes supported by established administrative systems, high levels of institutional capacity, robust systems for informed decision making and accountability enhancement, and sustainable funding. This provides a solid base on which responses to shocks can be adapted.[18]

20. The significant coverage of social protection systems in many LAC countries allows important segments of the population to be reached, in particular the poor and vulnerable. For example, the proportion of households benefiting from conditional cash transfer programmes in the region increased between 2000 and 2016 more than five times (from 3.6 percent to 20.2 percent), reaching to approximately 130 million persons.[19] The SDG 1.3 Target and its indicator are particularly relevant to assess the progress towards social protection coverage.

21. The study also found that in LAC there remains a gap between: (1) initial relief activities, which are typically intended to support affected populations during the first weeks following a shock; and (2) early recovery and reconstruction efforts. Given the evidence that suggests that the social protection system can be used in the different phases of the emergency response, it has been discussed that gains can be achieved through better coordination between the different government and non-government stakeholders working on emergency response, including with the civil protection sector. Finally, the study also highlighted a trend towards the progressive construction of social citizenship.

22. Other stakeholders that have been closely engaged in Shock-Responsive Social Protection and in social protection in general include World Bank, UNICEF, IADB as well as ILO, UNDP, UN Women and regional bodies such as CDEMA.

Humanitarian issues and migration

23. The LAC region has experienced a significant increase in the number of people in need since 2018, raising from 9.6 million to 26.4 million persons in 2021. This increase is related to the growing frequency and intensity of sudden-onset disasters and recurrent climate shocks, the effects of the COVID-19 pandemic, as well as challenging socioeconomic conditions and poverty as presented above. According to the Global Humanitarian Overview, at the start of 2022, six countries counted with a Humanitarian Response Plan (Colombia, El Salvador, Guatemala, Haiti, Honduras and Venezuela) with a total financial requirement of US$1.6 billion to respond to the needs of 13.4 million persons out of the 27.9 million

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[15] WFP, ECLAC. (2019). El costo de la doble carga de la malnutrición. Impacto social y económico en la República Dominicana.

[16] WFP, ECLAC. (2020). El costo de la doble carga de la malnutrición. Impacto social y económico en Guatemala.

[17] FAO, IFAD, PAHO, WFP and UNICEF. (2021). Latin America and the Caribbean – Regional Overview of Food Security and Nutrition 2021: Statistics and trends. Santiago, FAO.

[18] Beazley R., Solórzano A. and Barca V. (2019). Study on shock-responsive social protection in Latin America and the Caribbean: summary of key findings and policy recommendations. Oxford Policy Management in collaboration with the World Food Programme.

[19] Idem.

identified. This is a steep increase given the fact that in 2016, only Haiti had a Humanitarian Response Plan.[20]

24. The pandemic significantly affected the region's poverty, displacement, food insecurity and violence rates. While LAC is still experiencing the impacts of the higher number of sudden-onset disasters and the record 2020 Atlantic hurricane season. Over the past year, in El Salvador, Guatemala and Honduras, the population in need increased by 60 percent. In addition, for 2022, it's expected that *La Niña* will negatively impact agriculture, food production and livelihoods. Worsening socioeconomic conditions are likely to lead to more violence and displacement within and across borders.[21]

25. The region has been experiencing significant changes in its migration patterns. The Venezuelan crises has led to one of the major displacements globally. It is estimated that 7.1 million persons left the country with 5.96 million of Venezuelan refugees and migrants staying in the LAC region.[22] At the same time, there is a growing number of Haitians that have migrated to South America (Chile, Brazil), and a large number of people are moving from the Northern Triangle of Central America into Mexico and towards the United States, and from Nicaragua into Costa Rica.[23] The movement of Central Americans toward the United States is not new. However, changes over the past five years in the volume and characteristics of the migrants have attracted attention from regional governments to reduce irregular migration. Approximately 1.8 million migrant encounters from El Salvador, Guatemala, and Honduras were registered at the United States - Mexico border between 2017 and 2021. Since 2018, mass movements became more frequent, including those composed of many families and unaccompanied children. Their primary destination is the United States, with incentives related to employment opportunities, family reunification, and humanitarian protection needs.[24]

26. As of September 2022, food security situation for refugees and migrants from Venezuela in the LAC region continued to be critical, with over 2.1 million Venezuelan migrants being food insecure (42 percent). The situation is particularly concerning in Peru and Ecuador where the number of severely food insecure migrants has increased considerably compared to December 2021 (40 percent increase in Ecuador and 43 percent in Peru). Overall, one in four migrants report having no source of income at all. Another 50 percent report relying on informal jobs and have seen a reduction in their incomes due to the impact of pandemic.[25]

Gender equality and women's empowerment

27. Gender inequality is a structural issue in the LAC region. Sexual division of labour and unfair social distribution of care tasks interact together with other structural challenges hindering the achievement of gender equality and create unfavourable conditions for women. Women are overrepresented in lower-income groups and also in the most insecure and unstable types of employment. Also, they

[20] OCHA. (2021) Global Humanitarian Overview 2022. [Online]. Available from: https://reliefweb.int/report/colombia/latin-america-caribbean-global-humanitarian-overview-2022-summary-december-2021#:~:text=Per%20the%20Global%20Humanitarian%20Overview,to%2026.4%20million%20in%202021. [Accessed 10 Aug. 2022].

[21] OCHA. (2021). Global Humanitarian Overview 2022. [Online]. Available from: https://reliefweb.int/report/colombia/latin-america-caribbean-global-humanitarian-overview-2022-summary-december-2021#:~:text=Per%20the%20Global%20Humanitarian%20Overview,to%2026.4%20million%20in%202021. [Accessed 10 Aug. 2022].

[22] R4V. (2022). Refugiados y migrantes de Venezuela. [Online]. Available from: https://www.r4v.info/es/refugiadosymigrantes. [Accessed 10 Nov. 2022].

[23] IDB, OECD. (2021). Migration Flows in Latin America and the Caribbean: Statistics on Permits for Migrants. [Online]. Available from: https://publications.iadb.org/en/migration-flows-latin-america-and-caribbean-statistics-permits-migrants [Accessed 10 Aug. 2022].

[24] Ruiz Soto, Ariel G., Rossella Bottone, Jaret Waters, Sarah Williams, Ashley Louie, and Yuehan Wang. (2021). Charting a New Regional Course of Action: The Complex Motivations and Costs of Central American Migration. Rome, Washington, DC, and Cambridge, MA: World Food Programme, Migration Policy Institute, and Civic Data Design Lab at Massachusetts Institute of Technology.

[25] WFP. (2022). Food security update for Latin America and the Caribbean. [Online]. Available from: https://storymaps.arcgis.com/stories/5a97a239d68f4579ab2a30e28fb5be90. [Accessed 10 Nov 2022].

continue to be underrepresented in public and decision-making spaces. The pandemic has not only exacerbated gender inequality, but also reinforced its structural challenges. Factors such as loss or decrease of income, lower job security and time poverty affect women most and have worsened during the COVID-19 pandemic, presenting setbacks for the economic autonomy of women in the region.[26] Also, while women are often targeted by social protection systems, they are also very often excluded upon shocks because they have no formal employment.[27] Despite all of this, it is to be remarked that most of the countries in the region count with equality plans or policies as outlined in the Gender Equality Observatory for Latin America and the Caribbean study.[28]

Key external events

28.   Already frequently referred to in the previous paragraphs, the COVID-19 pandemic was a key external event that not only affected the socio-economic conditions of the LAC population, but it was also an important external shock, during which the shock responsiveness of the social protection systems to which WFP has been seeking to contribute was put on trial.

29.   Moreover, the ongoing conflict in Ukraine contributes to driving global food, fuel and fertilizers prices which puts further strain not only poor and vulnerable households, but also on the governments in the region and is a factor that needs to be taken into account when identifying the way forward this evaluation is going to propose. According to the latest Food Security Update, the domestic food price inflation remains high in almost all low- and middle-income countries: 88.9 percent of low-income countries, 91.1 percent of lower-middle-income countries, and 96 percent of upper-middle-income countries have registered inflation levels exceeding 5 percent.[29]

Other WFP work in the area

30.   In the LAC region, WFP works on both direct response to emergencies (saving lives) but also supporting national governments in improving food and nutrition security and contributing to the achievement of SDG 2 (changing lives). Each country office has developed a country-specific strategic plan that specifies the concrete actions to be undertaken based on the analysis of the context and value added of WFP in the country. Besides WFP's work on social protection, further important areas of work consist of climate change adaptation and resilience, support to smallholder farmers, school feeding, capacity strengthening, cash-based transfers, and logistical services.

2. Reasons for the evaluation

2.1. RATIONALE

31.   Shock-Responsive Social Protection gained significant importance for RBP, building on years of policy level engagement with social development and risk management actors in national governments and combining technical assistance for systems strengthening with preparedness and response to emergencies in a more sustainable manner. Recently, SRSP has also been the tool used by most national governments to respond to COVID-19 pandemic, exemplifying that the concept of emergency is not limited to conflict and natural hazards; and effective and adaptable systems can respond to different challenges. The evaluation is being commissioned for the following reasons:

[26] ECLAC. (2022). Social Panorama in Latin America and the Caribbean 2021. [Online]. Available from: https://repositorio.cepal.org/handle/11362/47719 [Accessed 4 Aug. 2022].
[27] C. Robles y C. Rossel, "Herramientas de protección social para enfrentar los efectos de la pandemia de COVID-19 en la experiencia de América Latina", Documentos de Proyectos (LC/TS.2021/135), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021.
[28] ECLAC. (2019). Gender equality plans in Latin America and the Caribbean: Road maps for development. [Online]. Available from: https://www.cepal.org/en/publications/41015-gender-equality-plans-latin-america-and-caribbean-road-maps-development [Accessed 11 Aug. 2022].

[29] World Bank. (2022). Food Security Update. [Online]. Available from: https://thedocs.worldbank.org/en/doc/40ebbf38f5a6b68bfc11e5273e1405d4-0090012022/related/Food-Security-Update-LXXI-October-13-2022.pdf [Accessed 17 Oct. 2022].

i. There is an interest to map and understand the results of implementing the SRSP framework six years following the publication of the initial research Study on Shock-Responsive Social Protection in Latin America and the Caribbean (2016).

ii. There is also an interest to assess the results of direct implementation of WFP shock responsive interventions in social protection programmes with respect to speed, coverage, adequacy of assistance and value for money.

iii. The evaluation will address the information need to identify the enablers and barriers, both internal and external to WFP, that might have accelerated or hindered further progress, including the ability to learn and establish an evidence base.

32. The evaluation will inform the next steps of WFP's work in the LAC region in the field of Shock-Responsive Social Protection and provide a rigorous evidence base for further engagement with governments and institutional partners on building social protection systems responsive to shocks that benefit equitably diverse groups and take into account country level specificities. In addition, the evaluation will contribute to WFP's global body of knowledge on its approach to the subject and identify lessons learnt and good practices that can be implemented under similar circumstances in other regions.

2.2. OBJECTIVES

33. This evaluation will serve the dual and mutually reinforcing objectives of accountability and learning, with particular emphasis on learning, understanding the results and identifying lessons learnt and good practices.

- **Accountability –** The evaluation will assess and report on the performance and results of the implementation of the SRSP framework and SRSP pilar of the Regional Social Protection Strategy (2019) by WFP in Latin America and the Caribbean.
- **Learning –** The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.

34. Gender equality, diversity, human rights and equity will be mainstreamed across both evaluation objectives and special attention shall be paid to identify if WFP's engagement promoted models of social protection that perpetuate stereotypes (like women being responsible of household and care responsibilities) or models that empower the recipients.

2.3. STAKEHOLDER ANALYSIS

35. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Annex 8 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

36. Accountability to affected populations, is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including indigenous populations, persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

37. The internal stakeholders of this evaluation include WFP country and field offices in LAC, Regional Bureau for Latin America and the Caribbean, Social Protection unit in Headquarters, Office of Evaluation and the Executive Board; these stakeholders are interested in learning from WFP's engagement in SRSP in LAC and also will make use of the evaluation for accountability purposes.

38. The external stakeholders include National Governments, United Nations Country Teams and UN partner entities such us UNICEF, World Bank, ECHO, Caribbean Disaster Emergency Management Agency (CDEMA) as well as direct and indirect beneficiaries of WFP's work. Their main interest in the evaluation is knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

39. Globally, WFP has been committed to support social protection systems and has demonstrated a strong belief in social protection as a mean to reduce hunger and malnutrition, that protects livelihoods, builds resilience, and increases human capital. RBP embraced this commitment and, since 2015, invested in social protection and identified pillars of engagement that would later be the basis for the Regional Social Protection Strategy, launched at the end of 2019. In 2021, WFP launched a corporate Social Protection Strategy and the alignment with the regional strategy solidified the vision and pathways for corporate engagement in social protection while further acknowledging the complementing role of regional bureaux.

40. The subject of this evaluation is WFP's work in the field of Shock-Responsive Social Protection in Latin America and the Caribbean between January 2015 and December 2022. It can be split into three principal stages:

    i. **Conception and framework development (2015 – 2016):** During the first stage, WFP contracted Oxford Policy Management and jointly produced the first part of the SRSP study: Theoretical framework and literature review.[30] This paper set the theoretical basis for WFP's further work on SRSP in the region.

    ii. **Evidence generation and informing practice (2017 – 2019):** Eight case study reports (see Figure 4 for more details) and final summary of key findings and policy recommendations[31] were developed during this phase to advocate for SRSP and inform further work. The focus of these case studies was to identify factors that enable social protection systems to be more responsive to shocks. In 2019, RBP also formalized its social protection strategy that builds on the evidence generation work between 2015 and 2019 and on the priority areas that emerged from these initial investments.

    iii. **Implementation of regional social protection strategy (2020 – 2022):** Under this strategy, SRSP is one of the four pillars of WFP's work in social protection. During this period, further case studies (see Figure 4 for more details) with recommendations were produced and both government support and WFP's direct service delivery took place under the SRSP umbrella.

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[30] Beazley R., Solórzano A. and Sossouvi K. (2016). Study on shock-responsive social protection in Latin America and the Caribbean: Theoretical framework and literature review. Oxford Policy Management in collaboration with the World Food Programme.

[31] Beazley R., Solórzano A. and Barca V. (2019). Study on shock-responsive social protection in Latin America and the Caribbean: summary of key findings and policy recommendations. Oxford Policy Management in collaboration with the World Food Programme.

Figure 4: Overview of evidence generated from 2016 to 2022
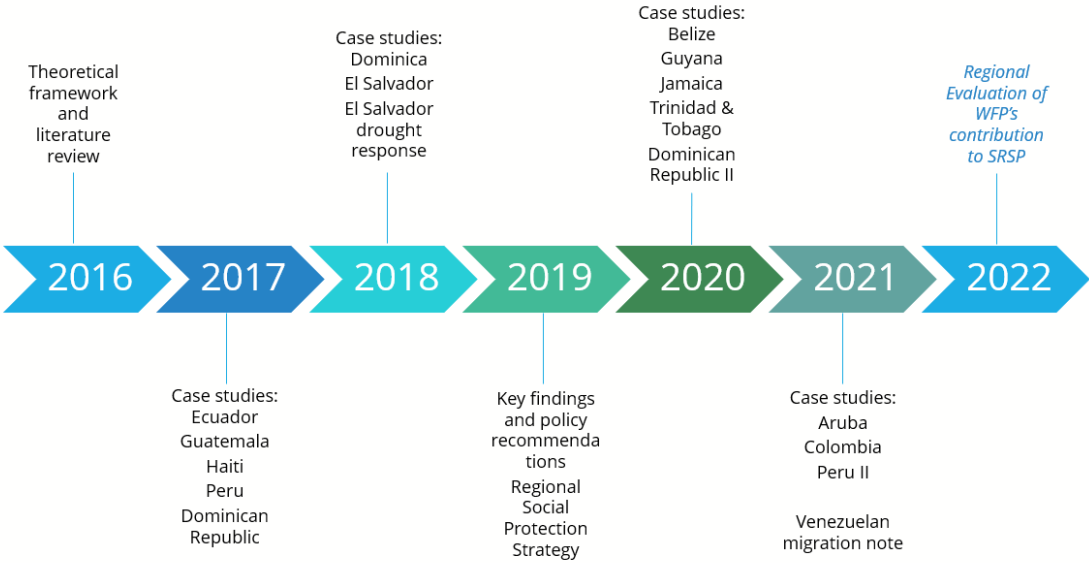
41. The RBP Social Protection Strategy defines SRSP as 'the use of national social protection programmes and administrative capacity to provide assistance to the population affected by a crisis'.[32] In 2019, SRSP was the most advanced pillar of WFP's social protection work in the region, having been prioritized since 2015. It's to be noted that while support to social protection systems is a separate pillar of the Regional Social Protection Strategy (see Figure 5 presenting its four pillars) a portion of the work that has been carried out by WFP in LAC under the umbrella of shock responsive social protection falls also under this pillar. In this regard, it was suggested by several stakeholders that there may be certain conceptual differences between the Regional Social Protection Strategy, launched in 2019, and the Global WFP Social Protection Strategy approved in 2021, and while the concepts are broadly aligned it is important that the inception report provides a brief discussion of possible differences and clear delimitation of the terms that will be used for the purpose of this evaluation. This will entail assessing the definition currently included in RBP Social Protection Strategy regarding its relevance for subsequent work.

Figure 5: Regional Social Protection Strategic Pillars
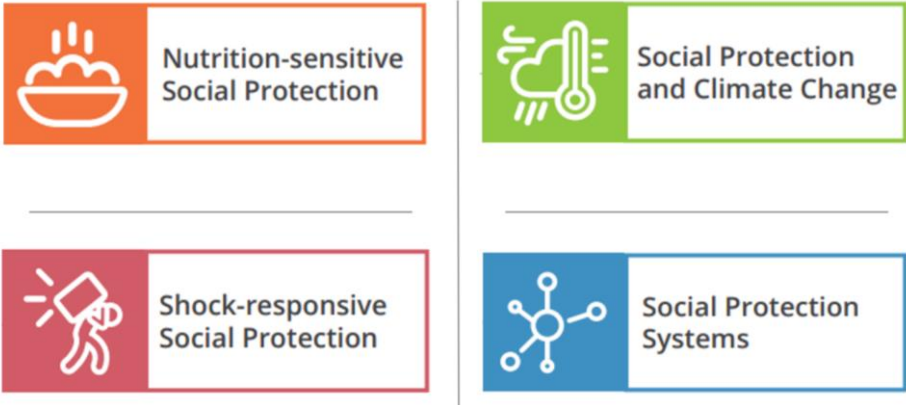
42. The approach to the SRSP agenda in the region was three-fold:

   i. **Generate evidence to inform practice**: above-described Regional Study on Shock-Responsive Social Protection, conducted with Oxford Policy Management and the country case studies (Ecuador, El Salvador, Guatemala, Dominica, Dominican Republic, Haiti, Peru), plus a specific

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[32] WFP. (2019). Social Protection Strategy: Latin America and the Caribbean

study about the Caribbean, including a literature review and four country case studies (Belize, Guyana, Jamaica and Saint Lucia).

ii. **Foster inter-institutional dialogue at national level and sharing between countries:** a high-level Regional Seminar with 20 countries took place in Lima in October 2017 and was led by WFP and the government of Peru; a Latin America and the Caribbean forum was co-organized with the World Bank and the government of Peru: Strengthening social protection for disaster resilience in April 2019; the Regional Symposium on SRSP in the Caribbean organized with the Caribbean Disaster Emergency Management Agency (CDEMA) and the Turks and Caicos Islands Government in June 2019; follow-on National Seminars on SRSP in Ecuador (February 2018), Dominican Republic (April 2018) and Dominica (May 2018) and several SRSP south-south and triangular cooperation initiatives such as the knowledge exchange between Peru and El Salvador.

iii. **Walk the talk:** operationalize the concept through WFP's emergency preparedness and response actions and technical assistance activities, based on lessons learned and evidence provided from the studies. For instance, in the aftermath of the earthquake in Ecuador in 2016, the Government supported the victims with different strategies using the social protection system, including the vertical and horizontal expansion of national cash-based transfer programmes, with WFP's technical and financial support and piggybacking on the administrative capacity and infrastructure of the Ministry of Social and Economic Inclusion. More recently WFP supported national governments in using their social protection systems for COVID-19 response in several countries of the region (Colombia, Dominican Republic, Peru).

43. The theoretical framework and literature review identified three **types of system preparedness** for SRSP, namely: targeting, delivery and coordination. These were later expanded to six, adding finance, info systems and institutional arrangements. Moreover, three **types of response to shocks** through social protection systems, with particular focus on social assistance were defined: vertical expansion, horizontal expansion, piggybacking. Through its work and support to the governments in these areas WFP seeks to help address the following challenges: i. social protection systems have been developed for objectives different from response to shocks, and therefore they require design tweaks; ii. the target populations of existing social protection programmes not always coincide with the households affected by a shock, and also programmes have specific operational rules and processes; iii. institutional coordination can be very complex, and there may be financial challenges as well.

44. The Regional Social Protection Strategy identified the following priority areas of work under the SRSP pilar:

- Invest in national system preparedness and strengthen government capacities, in particular on: routine provision of social protection programmes, vulnerability assessments, data targeting systems, delivery mechanisms, information systems, coordination and financing mechanisms.

- Develop tools and guidance materials – well tailored to the regional LAC context - to enable the implementation of shock-responsive social protection at country level. Seek complementarities with longer term work on climate change adaptation and resilience.

- Support the development & follow-up of national Road Maps for shock-responsive social protection.

- Document experiences and support the monitoring and evaluation and learning on shock-response through social protection. Incorporate nutrition and food security indicators even if the social protection programmes have less direct food security objectives.

- Continue to foster South-South and Triangular Cooperation, country exchanges and advocacy at the highest levels, as part of an integrated package of tailored technical assistance to countries.

- Maintain partnerships and foster increased coordination and financing with key actors, such as World Bank, UNICEF, UNDP, UNHCR, ECLAC, etc., and contribute to the strengthening of the humanitarian–development nexus and bridging the preparedness-response–recovery gap.

- Ensure continued buy-in from WFP management, corporate support, staff capacities and resources to maintain the level of investment in SRSP in LAC.

- Explore and support different funding streams that WFP Country Offices can tap into in order to support SRSP, such as the UN pooled funds, global and regional development banks, among others.

- Explore ways to adapt SRSP approaches and better leverage social protection platforms to respond to the current regional migration crisis, in support to government demands for technical assistance. Promote evidence-based advocacy efforts in this area, including organization of regional events, south-south cooperation initiatives, etc.

45. Examples of specific work carried out by WFP include the national dialogue process in Peru that led to a ministerial resolution that recognises the importance of SRSP, and to a decree which recognizes an immediate response role to the Ministry of Social Development and Social Inclusion (MIDIS). Also, in response to the drought in 2018 in El Salvador, the Government with WFP support, developed a social protection response model which combined three different strategies, including vertical and horizontal expansions of cash transfer programmes. Further, in Dominica in 2017, WFP and UNICEF joined forces with the Government to provide cash transfers to the people most affected by Hurricane Maria, through the national social protection system. Moreover, the return-on-investment study for Dominica provided a cost-effectiveness analysis on shock-responsive social protection investments. Furthermore, the devastating 2017 hurricane season in the Caribbean, prompted WFP to open an office in Barbados in 2018 to support the CDEMA to strengthen government preparedness capacities and enable Shock-Responsive Social Protection mechanisms. Social protection systems were also leveraged in the response to the Hurricanes Eta y Iota in Central America. Finally, at the onset of the COVID-19 pandemics WFP supported a number of national governments across the region (Colombia, Ecuador, Dominican Republic, Peru) in using their social protection systems to respond to the crisis. More detailed information on WFP's engagement across the region in 2021 is available through the social protection dashboard. However, as the data set is extensive, it's not provided in the Annex and will be shared with the evaluation team during the inception phase.

46. The Regional Social Protection Strategy first had a primary focus on the 12 countries where WFP had presence at the time of this publication, plus the Caribbean sub-region where WFP was supporting emergency preparedness and response. However, it did not exclude support to non-presence countries when requested and, in recent years, WFP has provided support for example to Argentina. See Annex 1 for more details on WFP's presence countries.

47. Currently, there is no theory of change for WFP's work in SRSP and the evaluation team is expected to reconstruct and validate it during the inception phase integrating the elements of the threefold approach, regional priority areas of work and the types of preparedness and response to shocks described above. In addition, there is no logical framework with a set of specific indicators that accompany the Regional Social Protection strategy. This is due to the fact that the previous and, to certain extent, the current Corporate Results Framework do not provide relevant corporate indicators to assess this type of work. This will be further discussed under the evaluability section of these TORs. In this regard the information about planned and actual direct and indirect beneficiaries at the regional level is not readily available in the corporate monitoring system (COMET). Nevertheless, the HQ social protection unit is working on a dashboard that should allow getting an overview of the beneficiaries of these activities.

48. In addition, the Regional Social Protection Strategy was not costed as it provides rather a general framework for WFP's work in this field. Social protection work at country-level is led and managed by WFP Country Offices and framed within Country Strategic Plans and information related to budget could be extracted up to certain extent from the country office annual reports and/or corporate systems.

49. The main partners and/or donors across the region include World Bank, UNICEF, ECHO, IADB, and ECLAC.

50. There are three other recent evaluations that should inform this exercise, namely:

   i.   Update of WFP's Safety Nets Policy Evaluation (2019)

   ii. Final Evaluation of Joint Programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean' from 2020 to 2022 (2022)

   iii. Final joint evaluation of Shock Responsive Social Protection pilot in Arauca, Colombia from May 2020 to February 2021 (2022)

51. The evaluation team is expected to review these reports and identify relevant conclusions and recommendations to inform this exercise and assess the implementation of their recommendations.

52. With respect to gender equality and women's empowerment (GEWE), equity and wider inclusion, the Principle 2 of the Regional Social Protection Strategy foresees inclusive and gender-sensitive social protection, moving from theory to practice. 'Leaving no one behind and incorporating a transformative gender approach are not just labels and wishful statements. WFP can unpack these concepts and support governments in their operationalization and is already doing it in some countries in the region. These two lenses should be always embedded in any type of engagement in social protection, focusing on those furthest behind. This also applies to HIV-sensitive social protection where financial protection, including social transfers are essential, along with social health protection and inclusion of antiretroviral therapy in a universally accessible essential package of health-care services would assist in ensuring.' This is further unpacked in the paper titled Gender Sensitive Protection for Zero Hunger.[33]

3.2. SCOPE OF THE EVALUATION

53. This evaluation will cover all WFP's work in the field of shock responsive social protection in the LAC region in the period from January 2015 to December 2022. Specifically, it's expected that a comprehensive overview of all major activities will be produced through a systematic desk review and initial briefings in the inception phase (organized per country and per type of activity) and serve as a basis of the selection of insightful case studies that will be carried out during the data collection phase. From the geographic perspective, the evaluation will primarily look at the work of 12 WFP's country offices and the Eastern Caribbean multi-country office, but it will also consider the work that has been done in the non-presence countries.

54. While a large portion of WFPs SRSP work in the LAC region focused on preparing and strengthening national systems[34] and would therefore target institutional level, where there was direct implementation, it's expected that the evaluation provides sufficient details with respect to the different population groups including men and women of different ages, boys, girls, as well as indigenous populations and persons living with disabilities.

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[33] WFP. (2017). Gender-Sensitive Social Protection for Zero Hunger. [Online]. Available from: https://documents.wfp.org/stellent/groups/public/documents/liaison_offices/wfp293323.pdf. [Accessed 10 Nov 2022].

[34] The WFP's corporate Strategy for Support to Social Protection (2021, p.17) clarifies that '*by social protection WFP understands both the 'policies and programmes' cited in the interagency definition of social protection, and the architecture of the overarching system*.'

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

55. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim to highlight the key lessons and WFP's contributions to SRSP in the LAC region with a view to inform future strategic and operational decisions.

56. The evaluation should analyse the extent to which gender, equity and wider inclusion issues and considerations were included in the interventions design, and whether the WFP's engagement in SRSP has been guided by WFP and system-wide commitments GEWE.

Table 1: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1: To what extent did WFP's role in advancing SRSP programming in the Latin American and Caribbean region contribute to WFPs corporate vision and approach to Social Protection and wider discussion on the subject?		**COHERENCE**
1.1.	To what extent is the Regional Social Protection Strategy reflected in the Global Social Protection Strategy and what are the main differences, if any?	
1.2	To what extent did WFP's work in SRSP in LAC contribute to internal corporate initiatives and tools globally?	
1.3	What has been WFP's value added vis-à-vis other SRSP actors in LAC in supporting better preparedness[35] and response to shocks through national systems as well as their resilience?	
EQ2: To what extent WFP's engagement in SRSP in the region has contributed to stronger, equitable and inclusive national social protection systems?		**EFFECTIVENESS, GENDER & INCLUSION**
2.1	To what extent has WFP contributed to strengthening national social protection and disaster risk management systems through delivering elements of social protection programmes or systems in response to shocks?	
2.2.	To what extent has WFP contributed to strengthening national social protection systems in view of responding to shocks through technical advice, capacity strengthening, advocacy and policy support?	
2.3	To what extent did WFP's engagement in SRSP contribute to improved response to shocks in LAC?[36]	

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[35] According to WFP definition, 'emergency preparedness refers to a set of elements that allows WFP and its partners to be effective, efficient and timely when crises erupt.' WFP. (2022). Emergency preparedness and response. [Online]. Available from: https://www.wfp.org/emergency-preparedness-and-response#:~:text=Emergency%20preparedness%20and%20response%20is,and%20timely%20when%20crises%20erupt. [Accessed 10 Nov. 2022].

[36] The dimensions that are expected to be considered under this evaluation questions are speed, coverage, adequacy of assistance and value for money.

2.4	To what extent has the evidence generated by WFP contributed to raising awareness on social protection and preparedness and strengthening social protection systems and what is the level of implementation of the policy recommendations identified in the regional study and country specific case studies?
2.5	To what extent and how WFP's support to preparedness and capacity strengthening contributed to responding to the COVID-19 pandemic through social protection?
2.6	What are the unintended (positive or negative) outcomes of WFP's engagement in SRSP in the LAC region (if any)?
2.7	To what extent has the SRSP engagement's design, implementation and monitoring promoted gender equality, equity, inclusion of indigenous populations, person living with disabilities and social inclusion in general?

EQ3: Which modalities of engagement deployed by WFP were the most effective and efficient in support of positive outcomes in SRSP?	**EFFECTIVENESS, EFFICIENCY**
3.1	How many and which resources were deployed by WFP to implement the different elements for the SRSP framework?
3.2	To what extent were the deployed resources adequate to reach the intended results (including to strengthen internal capacities of WFP)?
3.3	What is the return on investment[37] of the different modalities of engagement in social protection (delivering elements of programmes or systems on behalf of governments at their request, technical advice, capacity strengthening, advocacy and policy support)?

EQ4: What are the key factors that have influenced WFP's engagement in SRSP in the region in general and with regards to the sustainability of the achievements?	**EFFECTIVENESS, SUSTAINABILITY**
4.1	What are the key enablers, barriers, and trade-offs in WFP's engagement in SRSP in LAC?
4.2	To what extent can the achievements propelled by WFP be sustained in time and which factors influence this?

57. The evaluation will apply the international evaluation criteria of coherence, effectiveness, efficiency, sustainability and gender and inclusion. The impact criterion was excluded as WFP is not the sole actor working in the field and system level changes are therefore difficult to attribute to WFP's work only. In this regard, the evaluation will look rather at WFP's contribution rather than attribution. The relevance criterion was not prioritized by the expected users of the evaluation.

58. Gender equality and women empowerment, equity and wider inclusion shall be mainstreamed across the criteria and evaluation questions and a specific sub-question (3.4) was also included in Table 1 above.

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[37] WFP Headquarters Social Protection Unit is developing a methodology for a series of studies of the return on investment. It is important that the work of the evaluation team uses to the extent possible the same method being developed corporately, so as to build a consistent body of evidence. The evaluation team is expected to engage with the Headquarters team during the inception phase to design the best methodology to address this evaluation question.

4.2. EVALUATION APPROACH AND METHODOLOGY

59. The evaluation is both formative and summative in nature. As mentioned in the previous chapter, the ToC for WFP engagement in supporting SRSP in LAC needs to be reconstructed[38] and validated during the inception phase. Participatory and mixed methods are to be used for this evaluation covering different levels of the organization with focus on the role of the regional bureau and specific implementation in WFP country offices.

60. The detailed methodology will be designed by the evaluation team during the inception phase. It should:

- Be utilization focused.

- Use a phased approach (see Figure 6 for more details) to support systematic process in which each step provides new insights.

- Include desk review, survey, individual and group interviews of key stakeholders and participatory validation workshops.

- Apply outcome mapping to re-construct a process of change to bring up intended and unintended (positive and negative) outcomes and contribution analysis to measure effectiveness.

- Employ the relevant evaluation criteria above.

- Apply an evaluation matrix, which will bring together the evaluation questions, lines of inquiry, indicators, data sources and data collection methods and form the basis of the sampling approach and data collection and analysis instruments. The evaluation matrix should also take into account the data availability challenges, the budget and timing constraints.

- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used throughout the evaluation process.

- Apply participatory and innovative approaches to overcome possible access limitations resulting from the COVID-19 pandemic. The evaluation team is encouraged to use elements from the EvaluVision methodology such as visual note-taking and facilitation when engaging with evaluation stakeholders and communicating results.

- Lead to a practical set of strategic and operational recommendations that take into consideration the most recent context changes (including food, fuel, and fertilizers crisis). It's expected that the recommendations are designed in participatory manner in consultation with the key stakeholders building logically on the evaluation findings and conclusions.

- The evaluation team is expected to have access to and make use of qualitative data analysis software of its choice to ensure rigorous and systematic organization and analysis of collected information. Provided the volume of data that will need to be analysed, manual analysis is deemed inadequate.

61. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators and across methods).

62. While during the inception phase the evaluation team is expected to carry out a comprehensive mapping of all WFP work in SRSP in the region through a desk review and a limited number of key informant interviews, for the data collection phase the expectation is to look in more depth at the work carried out by seven to eight WFP's offices in the region. To this end a mix of desk review (1-2 countries), desk review+

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[38] The evaluation team shall review and consider building on the following theories of change related to WFP's engagement in social protection: (1) The corporate theory of change for all WFP's social protection work, developed in 2016. (2) The revised de facto theory of change in the WFP corporate social protection strategy 2021, which applies to all WFP's social protection work, and therefore to our work in shock-responsive social protection as part of that overall agenda. It's Figure 7, 'Pathways to social protection impact', on p.70 of the strategy. (3) The reconstructed theory of change for WFP's work in supporting safety nets, developed by the evaluators of the updated safety nets policy in 2019.

(3 countries) and full field missions (3 countries) is expected to collect rich and insightful data representative of the region and of the different types of engagement. The detailed criteria to identify the countries for the desk review, desk review+ and field visits shall be finalized in the inception phase in close coordination with the evaluation manager and include the following: richness and diversity of experience, variety of country and geographical contexts, availability of data and stakeholders to take part in the evaluation process. In a preliminary way, and applying these criteria the following countries has been identified for the different types of work:

- Desk review: Haiti, Nicaragua

- Desk review+ (including a limited number of well targeted remote interviews): Colombia, Dominican Republic

- Field mission (full data collection): Eastern Caribbean, Ecuador, Peru

The evaluation team shall produce a brief (5-7 pages) case study report for each of the countries covered unpacking the outcomes at different levels. The survey shall not be limited to the case study countries.

Figure 6: Phased design of data collection and analysis
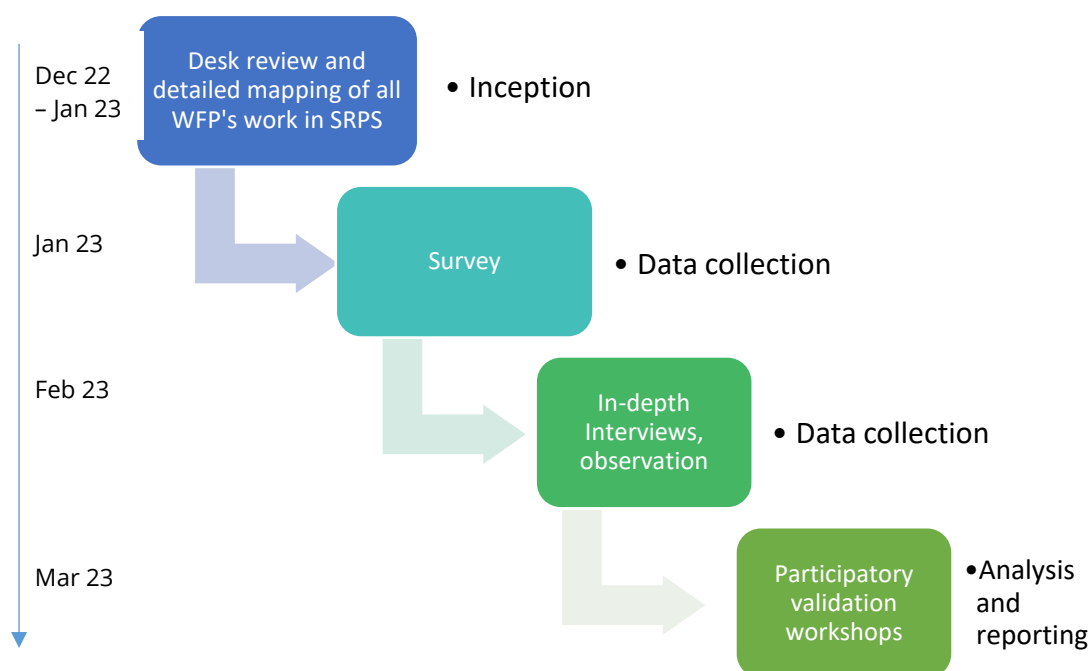
63. The methodology should be sensitive in terms of gender, diversity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, indigenous populations, people living with disabilities and other marginalized groups) will be sought and taken into account. The proposed methodology should also enable understanding differentiated outcomes for women, men, girls and boys and on gender equality to which WFP contributed, including through technical assistance and advocacy. The sampling strategy needs to clearly demonstrate these considerations. The methodology should ensure that primary data collected from direct beneficiaries is disaggregated by sex, age and disability status; an explanation should be provided if this is not possible. The effort to capture perspectives of diverse groups should be made not only at the level of direct beneficiaries but also at institutional level (e.g., when identifying key informants and proposing methods of engagement). The evaluation team needs to describe the key decisions taken to ensure gender-responsive methodology in the inception report. This may include separate group interviews or focus group discussion with men and women or comparative analysis of survey results for men and women.

64. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women, men and key informants in gender and equity-sensitive ways before fieldwork begins. The data collection tools should allow understanding if gender issues were specifically taken into consideration and addressed while

delivering or supporting shock responsive social protection, this includes perpetuating stereotypes and adding burden to care work.

65. The evaluation findings, conclusions and recommendations must reflect gender, equity and inclusion analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for gender and equity-responsive work in the future.

66. The following mechanisms for independence and impartiality will be employed

   (i) Evaluation Committee composed of the Deputy Regional Director, WPF Representatives in Eastern Caribbean and Peru, Regional Head of Programme, Regional Social Protection Adviser and evaluation manager has been established to validate key deliverables including the Terms of Reference and take other relevant decisions related to the evaluation.

   (ii) Evaluation Reference Group (ERG) composed of internal and external stakeholders will be established to provide technical advice, comment on evaluation deliverables and act as key informants at inception and possible data collection phase.

   (iii) An evaluation manager that has not been involved in the implementation of the JP has been nominated. She will be supported and advised by the Regional Evaluation Officer. Moreover, all key deliverables will be submitted for second-level external quality assurance as per WFP's standard process for decentralized evaluations.

67. The following potential risks to the methodology have been identified:

   i. There is no ToC nor logical framework that would capture WFP's engagement in SRSP in LAC. To mitigate this limitation, the evaluation team is expected to reconstruct and validate the ToC during the inception phase and, use contribution analysis to measure effectiveness.

   ii. There are important gaps in monitoring data given the limitations of the Corporate Results Framework. Nevertheless, there is a wealth of descriptive case studies and quantitative data mapping the major engagements of WFP in SRSP. The proposed methodology that is expected to include major qualitative component needs to mitigate this gap. Also, primary quantitative data is to be collected during the data collection phase.

   iii. Currently, there are no longer important travel restrictions in the region related to COVID-19 pandemics. However, the evaluation team in collaboration with the evaluation manager will verify the situation on the ground at the time of the planned field missions and remote work will be considered as an alternative in case of impossibility to visit any location in person.

68. The evaluation team is expected to expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report.

4.3. EVALUABILITY ASSESSMENT

69. The evaluation will not focus on single programme or intervention, but on the varied forms of WFP's engagement in SRSP in LAC that's based on the theoretical framework and regional social protection strategy. The ToC for this engagement is to be reconstructed. As already noted, there is no logical framework or pre-established set of indicators to monitor this work at the regional level and the monitoring data available at the country office level are limited due to the past shortcomings of the Corporate Results Framework.

70. Nevertheless, there is a number of secondary qualitative data available in the form of case studies (Figure 4) and country level evaluations and a limited number of monitoring data related to the different activities can be extracted from the Annual Country Reports and SRSP dashboard that's currently under development. It's expected that there will gaps regarding completeness and detail of the data.

71. The Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations[39] should be included in the initial desk review as it provides key findings and

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[39] WFP (2021). Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations. [Online]. Available from: https://www.wfp.org/publications/synthesis-evidence-and-lessons-country-capacity-strengthening-evaluations. [Accessed 9 November 2022].

recommendations to gender and inclusion that can inform the evaluation and its design. The regional and corporate Social Protection Strategies should be also key elements of the desk review.

72. Further limitation to evaluability can be the staff turnover both within WFP and governmental counterparts which may result in unavailability of a portion of the key informants.

73. The outcome mapping using retrospective techniques and strong qualitative pillar of the evaluation methodology are proposed to mitigate the identified limitations in data availability.

74. During the inception phase, the evaluation team is expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information above. This assessment will further inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

75. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

76. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

77. Access to direct and indirect beneficiaries may be subject to additional governmental authorizations provided that WFP's engagement in SRSP is carried out in close collaboration with national governments. The evaluation shall reflect on these ethical issues and propose mitigating/safeguarding measures as part of their proposal.

78. The team and evaluation manager will not have been involved in the design, implementation or monitoring of WFP's programme and policy in SRSP in LAC nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

4.5. QUALITY ASSURANCE

79. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

80. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. 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.

81. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

82. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and

the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

83. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the UNEG norms and standards,[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.

84. 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.

85. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the WFP Directive CP2010/001 on information disclosure.

86. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

87. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

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[1] UNEG Norm #7 states "*that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability*"

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

88. Table 2 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 2: Summary timeline – key evaluation milestones			
Main phases	**Indicative timeline**	**Tasks and deliverables**	**Responsible**
1. Preparation	**Aug – Nov 22**	Document review and scoping interviews Preparation of ToR Selection of the evaluation team & contracting	Evaluation manager
2. Inception	**Dec 22 – Jan 23**	Desk review, ToC validation workshop Inception briefing (remote) Inception report	Evaluation team leader
3. Data collection	**Jan – Feb 23**	Fieldwork (multiple countries and phased approach) Exit debriefing (1 per field mission country + 1 regional)	Evaluation team leader
4. Reporting	**Mar – Apr 23**	Data analysis and report drafting Comments process Recommendation validation and learning workshops (internal and external) Evaluation report + additional communication products	Evaluation team leader
5. Dissemination and follow-up	**May 23**	Management response Dissemination of the evaluation report	Evaluation Committee Chair

5.2. EVALUATION TEAM COMPOSITION

89. The evaluation team is expected to include four to six members, including the team leader and is expected to be composed of both evaluators from the countries covered by this evaluation and international evaluators with excellent knowledge of the LAC context. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess GEWE dimensions. Preferably, at least one team member should have previous experience with conducting evaluations for WFP.

90. The team will be multi-disciplinary and include members who, together, have an appropriate balance of technical expertise and practical knowledge in the following areas:

    - Shock responsive social protection within the broader context of social protection systems

    - Technical assistance and capacity development by United Nation's entities

    - Emergency preparedness and response

    - Gender, equity and social inclusion

    - Qualitative and quantitative research methods

    - Application of innovative approaches to evaluations, participatory techniques and data visualization

    - All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with LAC region and particularly the countries where WFP supported SRSP

    - Fluent in English and Spanish with at least one team member with working level of French to cover WFP's work in Haiti.

91. The team leader will have expertise in shock responsive social protection as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent writing in English and Spanish, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

92. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

93. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

94. The **management of Regional Bureau Panama - Deputy Regional Director in the role of Evaluation Committee Chair** will take responsibility to:

    - Assign an evaluation manager for the evaluation: Michala Assankpon, Evaluation Officer
    - Compose the internal evaluation committee and the evaluation reference group (see below)
    - Approve the final ToR, inception and evaluation reports
    - Approve the evaluation team selection
    - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
    - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
    - Organize and participate in two separate debriefings, one internal and one with external stakeholders
    - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

95. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

96. An internal **Evaluation Committee (EC)** is formed to help ensure the independence and impartiality of the evaluation and advise evaluation manager and evaluation committee chair, including the evaluation process, making key decisions and reviewing evaluation products. Annex 3 provides further information on the composition and responsibilities of the evaluation committee.

97. **An Evaluation Reference Group (ERG)** is formed as an advisory body with representation from key internal and external stakeholders covering national, regional and global level, more details on its composition and role are presented in Annex 4. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

98. The country offices that will be included as case study will designate a focal point that will be responsible to i. gather relevant documentation for the desk review; ii. support with organisation of interviews and meetings during the inception and data collection phases of the evaluation. It's expected that the country offices provide logistical support in case of in-person mission.

99. **The Regional Evaluation Officer** will take responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
- Provide comments on the draft ToR, inception and evaluation reports
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

100. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

101. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will inform the evaluation during inception and data collection phases and will be invited to external learning and validation workshop prior to finalizing the evaluation report.

102. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

103. **Security clearance** where required is to be obtained from the WFP's country offices where in-person field visits will take place. 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 situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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 and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

104. The evaluation firm is required to take into account and adhere to national norms and regulations related to the COVID-19 pandemics and ensure that adequate measures are taken into place to protect both the interview/meeting participants and the evaluation team.

105. For field sites visits, specific security considerations related to gender shall be covered during country level security briefings and given necessary attention by the evaluation firm to mitigate any risks.

5.5. COMMUNICATION

106. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The evaluation team leader is expected to communicate with the evaluation manager appointed for this mandate who will streamline the communication with the country, regional and global level as well as other external stakeholders as necessary.

107. Specifically, the evaluation manager, will be responsible for:

- Sharing all draft products including the TOR, inception report, and evaluation report with internal and external stakeholders to solicit their feedback; the communication will specify the date by when the feedback is expected and highlight next steps;

- Documenting systematically how stakeholders' feedback has been used in finalising the product, ensuring that where feedback has not been used a rationale is provided;

- Informing stakeholders (through the ERG) of planned meetings at least three days before and where appropriate sharing the agenda for such meetings;

- Informing the team leader in advance about the people who have been invited for meetings in which the team leader is expected to participate and sharing the agenda in advance; and

- Sharing evaluation products (TOR, inception and evaluation report) with all of the internal and external stakeholders for their information and action as appropriate.

108. The evaluation team leader will be responsible for:

- Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report and through discussions;

- Working with the evaluation manager to ensure a detailed evaluation schedule is communicated to stakeholders before field work starts (annexed to the inception report);

- Sharing a brief PowerPoint presentation before the debriefings to enable stakeholders joining the briefings remotely to follow the discussions;

- Including in the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues); and

- Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently providing rationale for feedback that was not used.

109. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

110. Based on the stakeholder analysis, the communication and knowledge management plan (see Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

111. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the

approval of the final evaluation report, the report and associated deliverables will be disseminated as per Annex 5.

112. Besides the main report that should conform to the WFP template and standards, further deliverables are requested: i. summary report of 10 pages in English and Spanish, ii. infographic in English and Spanish, iii. three-minute video communicating the key findings, conclusions, recommendations, and lessons learnt in English and Spanish; iv. country case study summary report for each of the countries covered (5-7 pages).

5.6. BUDGET

113. The evaluation will be financed from RBP Programme Unit 2022 funds.

114. The offer shall follow the WFP template, include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (communication products, translations, etc.) and do not exceed the rates agreed in the Long-Term Agreement.

115. Please send any queries to **Michala Assankpon**, Evaluation Officer at michala.assankpon@wfp.org.

Annexes

Annex 1: Map – WFP's Presence in LAC
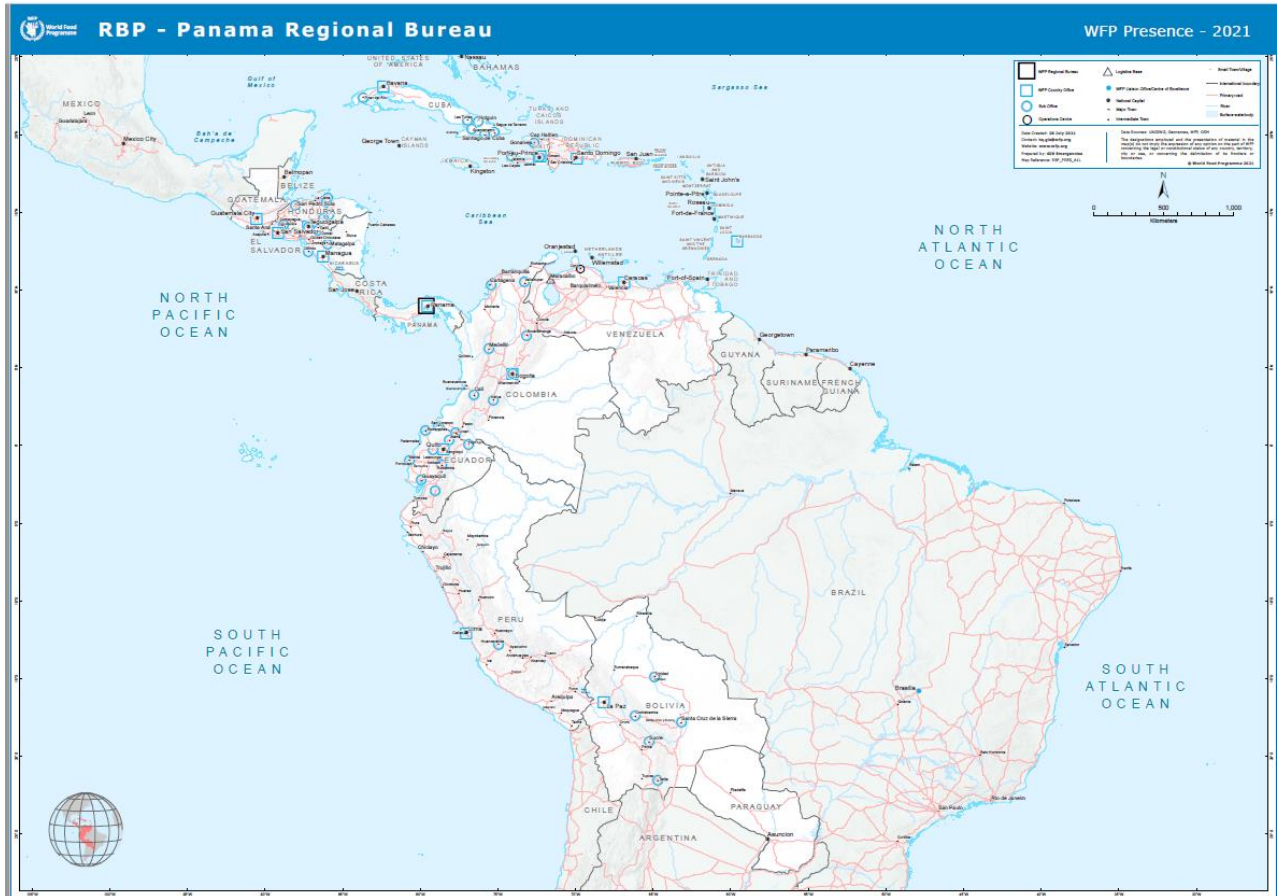
Source: WFP 2021

Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation : Aug – Oct 22		**Up to 9 weeks**
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	(2 weeks)
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	(5 days)
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	(3 days)
EM	Start identification of evaluation team	1 day
ERG	Review and comment on draft ToR	(2 weeks)
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	(1 week)
EC Chair	**Approve the final ToR and share with ERG and key stakeholders**	(1 week)
EM	Assess evaluation proposals and recommends team selection	(3 days)
EM	Evaluation team recruitment/contracting	(2 weeks)
EC Chair	**Approve evaluation team selection and recruitment of evaluation team**	(1 week)
Phase 2 – Inception: Dec 22 – Jan 23		**Up to 7 weeks**
EM/TL	Brief core team	(1 day)
ET	Desk review of key documents	5 days
ET	Remote Inception mission	(1 week)
ET	Draft inception report	(2 weeks)
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	(1 week)
ET	Review draft IR based on feedback received by DEQS, EM and REO	(1 week)
EM	Share revised IR with ERG	1 day
ERG	Review and comment on draft IR	(2 weeks)
ET	ERG presentation and IR discussion workshop	½ day
EM	Consolidate comments	1 day
ET	Review draft IR based on feedback received and submit final revised IR	(1 week)
EM	Review final IR and submit to the evaluation committee for approval	1 day
EC Chair	**Approve final IR and share with ERG for information**	**(1 week)**
Phase 3 – Data collection: Jan – Feb 23		**Up to 7 weeks**
CD / EM	Brief the evaluation team – at CO level briefing with CDs and Programme staff	(1 day)
ET	**Data collection**	(6 weeks)

ET	In-country debriefings and Final regional debriefing	(2 days)
Phase 4 – Reporting: Mar – Apr 23		**Up to 11 weeks**
ET	Draft evaluation report	(3 weeks)
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	(1 week)
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	(1 week)
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	1 day
ERG	Review and comment on draft ER	(2 weeks)
ET	Internal and External stakeholder learning and recommendation validation workshop	2 days
EM	Consolidate comments received	1 day
ET	Review draft ER based on feedback received and submit final revised ER	(2 weeks)
EM	Review final revised ER and submit to the evaluation committee	1 day
EC Chair	**Approve final evaluation report and share with key stakeholders for information**	**(1 week)**
Phase 5 - Dissemination and follow-up: May 23		**Up to 4 weeks**
EC Chair	Prepare management response	(4 weeks)
EM	**Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call**	1 day

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Deputy Regional Director who will be the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

- Kyungnan Park – Deputy Regional Director, RBP – Evaluation Committee Chair
- Jimi Richardson – Regional Head of Programme, RBP
- Regis Chapman – Representative and Director, Caribbean MCO
- Sara Laughton – Representative and Director, Peru
- Giulia Baldi – Regional Social Protection Advisor, RBP
- Michala Assankpon, Evaluation Manager, RBP – Evaluation Committee Secretariat

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) 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 decentralized evaluations.

The overall purpose of the evaluation reference group 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.

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

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR

- Suggest key references and data sources in their area of expertise

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase

- Review and comment on the draft inception report

- 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 or 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 learning workshops to validate findings and discuss recommendations during stakeholder learning workshop

- Provide guidance on suggested communications products to disseminate learning from the evaluation

Composition

Evaluation Committee	Name
Core members – Evaluation Committee • Deputy Regional Director – Evaluation Committee Chair • Regional Programme Advisor • Representative and Director, Caribbean MCO • Representative and Director, Peru CO • Regional Social Protection Advisor • Evaluation Officer – Evaluation manager	Kyung-nan Park Jimmy Richardson Regis Champman Sarah Laughton Giulia Baldi Michala Assankpon
Regional Bureau and Country office members	**Name**

• Programme and Policy Officers at the CO level:
  Barbados MCO
  Bolivia
  Cuba
  Ecuador
  Honduras
  Colombia
  Nicaragua
  Haiti
  Dominican Republic
 	
• Programme and Policy Officers, RBP
• Regional CBT Officer
• Regional EPR Officer
• Regional Country Capacity Strengthening Adviser
• Regional Evaluation Officer
• Regional Gender Adviser
	
	Sarah Bailey / Riaz Katkhoda
	Sergio Torres
	Meylin Pacheco
	Crescenzo Rubinetti / Jesus Sainz
	TBC
	Tania Nino
	Margherita Giordano
	TBC
	TBC
	
	Flavia Lorenzon
	Tania Osejo
	Carlos Cruz
	Patrick Foley
	Natalia Acosta
	Cecilia Roccato

Headquarters	**Name**
• Senior Adviser, Social Protection • Programme and Policy Officers	Clare O'Brien Juan Gonzalo Jaramillo Mejia
External partners	**Name**
• World Bank, Sr Social Protection Specialist • Unicef LACRO, Regional Social Policy Adviser	Ursula Milagros Martinez Angulo Marina Petrovic Monica Rubio

Annex 5: Communication and Knowledge Management Plan

Internal communication plan

When *Evaluation phase*	**What**-*Communication product/ information*	**To whom**-*Target group or individuals / position*	**From whom** *Lead commissioning office staff*	**How (in what way)** *Communication means*	**Why**-*Purpose of communication*
Preparation/ TOR	Draft TOR	Key stakeholders through the Evaluation reference Group, RB and CO Management and programme staff	Evaluation manager on behalf of the evaluation committee	Email	To get comments
	Final TOR	Key stakeholders through the Evaluation reference Group RB and CO Management and programme staff Relevant support staff	Evaluation manager	Email	Inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones. Inform the support staff on the selected option for contracting team
Inception	Draft Inception report	Key stakeholders through the Evaluation reference Group RB and CO Management and programme staff	Evaluation manager on behalf of the evaluation committee	Email	To get comments
	Final Inception Report	Key stakeholders through the Evaluation reference Group RB and CO Management and programme staff Relevant support staff	Evaluation manager	Email	Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc. Informs the support staff (especially administration) of required logistical support

When *Evaluation phase*	What-*Communication product/ information*	To whom-*Target group or individuals / position*	From whom *Lead commissioning office staff*	How (in what way) *Communication means*	Why-*Purpose of communication*
Data collection	Debriefing power-point	RB and CO Management and programme staff	Team leader (may be sent to EM who then forwards to the relevant staff)	Email	Allow reflection on the preliminary findings before the scheduled debriefing
Data Analysis and Reporting	Draft Evaluation report	Key stakeholders through the Evaluation reference Group RB and CO Management and programme staff	Evaluation manager, on behalf of the evaluation committee	Email; plus internal learning and validation workshop	Request for comments on the draft report
	Final evaluation Report	Key stakeholders through the Evaluation reference Group RB and CO Management and programme staff	Evaluation manager on behalf of the evaluation committee	Email	Informing internal stakeholders of the final main product from the evaluation Making the report available publicly
Dissemination & Follow-up	Draft Management Response to the evaluation recommendations	RB and CO Programme and M&E staff	Evaluation manager, on behalf of the evaluation committee	Email and management response preparation workshop	Communicate the suggested actions on recommendations and elicit comments Discuss the action to address the evaluation recommendations
	Final management Response	HQ, RBP and CO staff	Evaluation manager	Email, plus shared folders Posting report and MR on WFPgo	Ensure that all relevant staff are informed on the commitments made on taking actions Make MR accessible across organisation

External Communication Plan

When *Evaluation phase*	What- *Communication product/ information*	To whom-*Target group or individuals / position*	From whom *Lead commissioning office staff*	How (in what way) *Communication means*	Why-*Purpose of communication*
Preparation	Draft TOR	Key stakeholders Through the Evaluation reference Group; and directly to stakeholders not represented in the ERG	Evaluation manager	Email; plus a meeting of the ERG if required	To seek feedback and comments on TOR
	Final TOR	Key stakeholders Through the Evaluation reference Group; and/or directly	EC Chair	Email; plus discussions during scheduled coordination meetings as appropriate	Informing stakeholders of the overall plan, purpose, scope and timing of the evaluation; and their role
Inception	Draft Inception report	Key stakeholders through the Evaluation reference Group; and/or directly	Evaluation manager	Email	To seek feedback and comments on draft Inception report
	Final Inception Report	Key stakeholders through the Evaluation reference Group; and/or directly	EC Chair	Email; plus discussions during scheduled coordination meetings as appropriate	Informing stakeholders of the detailed plan of the evaluation; and their role including when they will be engaged
Data collection and analysis debrief	Debriefing power-point	Key stakeholders through the Evaluation reference Group; and/or directly	Evaluation manager	Email	Invite the stakeholders to the external debriefing meeting, to discuss the preliminary findings
Reporting	Draft Evaluation report	Key stakeholders through the Evaluation reference Group; and/or directly	Evaluation manager, on behalf of the evaluation committee	Email; plus external learning and validation workshop	Request comments on the draft report

When *Evaluation phase*	What- *Communication product/ information*	To whom-*Target group or individuals / position*	From whom *Lead commissioning office staff*	How (in what way) *Communication means*	Why-*Purpose of communication*
	Final evaluation Report	Key stakeholders through the Evaluation reference Group; and/or directly External technical audience	Evaluation manager and RBP programme staff Evaluation manager	Email Posting report on WFP.org	Informing all key stakeholders of the final main product from the evaluation Making the report available publicly
Dissemination & Follow-up	Draft Management Response to the evaluation recommendations	Key stakeholders through the Evaluation reference Group; and/or directly	Evaluation manager, on behalf of the evaluation committee	Email	Communicate the suggested actions on recommendations and elicit comments, especially on actions required by external stakeholders
	Final Management response	External technical audience	Evaluation manager	Posting on WFP.org	Making the MR available publicly

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Annex 7: Acronyms

CDEMA	Caribbean Disaster Emergency Management Agency
CO	Country Office
EC	Evaluation Committee
ERG	Evaluation Reference Group
GEWE	Gender Equality and Women's Empowerment
LAC	Latin America and the Caribbean
MCO	Multi-country Office
OEV	Office of Evaluation
OPM	Oxford Policy Management
RBP	Regional Bureau for Latin America and the Caribbean
SDG	Sustainable Development Goal
SRSP	Shock-Responsive Social Protection
ToC	Theory of Change
ToR	Terms of Reference
WFP	World Food Programme

Annex 8: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country offices in LAC	**Key informant and primary stakeholder** - Responsible for the planning and implementation of WFP interventions at country level. The country offices have an interest in learning from the experience to inform decision-making and future strategies. They are also called upon to account internally as well as to its beneficiaries and partners for performance and results of its work in SRSP. The country office will be involved in using evaluation findings for its future programme and policy work and partnerships strategies.
WFP field offices in LAC	**Key informant and primary stakeholder** - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and has direct beneficiary contact. It will be affected by the outcome of the evaluation.
Regional bureau for Latin America and the Caribbean	**Key informant and primary stakeholder** – RBP propelled the work in the field SRSP through the implementation of Regional Social Protection Strategy and associated SRSP framework. Hence, RBP management has an interest in an independent/impartial account of performance at different levels as well as in learning from the evaluation findings. RBP will continue providing technical support and oversight to country offices in LAC and it's expected to use the evaluation findings and recommendations to this purpose as well as to identifying future areas of focus for its SRSP work. The regional evaluation officer supports regional bureau management to ensure quality, credible and useful decentralized evaluation.
WFP HQ divisions (Social Protection)	**Key informant and primary stakeholder** - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. The social protection unit has been consulted during planning and preparation phases of this evaluation to ensure that key policy, strategic and programmatic considerations are understood from the onset. Provided that LAC is one of the regions where WFP pioneered the work in the field of SRSP, the evaluation is expected to provide valuable evidence and lessons learnt for WFP's work globally.
WFP Office of Evaluation (OEV)	**Primary stakeholder and 2nd level quality assurance** – The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evidence respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products. Provided that this evaluation is of particular interest to WFP not only at country but also regional and global levels, OEV will support the evaluation manager in identifying most suitable methods and implementing the recommendations of evaluation methods panel.
WFP Executive Board (EB)	**Primary stakeholder** – the Executive Board provides guidance and final oversight of WFP programmes. The WFP governing body has an interest in being informed about

	the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
National Governments	**Key informants and primary stakeholder** – WFP has worked closely with national Governments to implement the regional social protection strategy. Therefore, these Governments have a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development and sustainability will be of particular interest.
United Nations country teams (UNCT)	**Secondary stakeholder** - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and programme levels. Collaboration in the field of SRSP at regional level and in some countries has been particularly close with UNICEF and this evaluation is expected to be relevant for informing future partnerships and collaboration efforts.
Multilateral, bilateral and donor agencies (World Bank, CDEMA, ECHO)	**Key informants and primary stakeholder** – In many countries WFP has been closely collaborating on the field of SRSP with the World Bank and in Eastern Caribbean also with the Caribbean Disaster Emergency Management Agency (CDEMA). ECHO has funded some of WFP's work in SRPS in the region and showed continued interest into the topic. The results of the evaluation may affect future implementation modalities, strategic orientations and partnerships. These stakeholders will be involved in informing the evaluation and using its findings and recommendations. They also have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.
Beneficiaries (direct and indirect)	**Key informants and secondary stakeholders -** As the ultimate recipients the assistance through shock responsive social protection, beneficiaries have a stake in WFP determining whether its work is appropriate and effective. While taking into account that an important portion of WFP work in SRSP was supporting national governments in strengthening their social protection systems, the evaluation team is also expected to seek views of the direct and indirect beneficiaries to ensure their opinions and experience are accounted for. The specific level of participation in the evaluation of women, men, boys and girls from different groups will be determined in the inception report describing how diversity will be reflected.

**WFP Regional Bureau for Latin America and
the Caribbean**

World Food Programme

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