



WFP EVALUATION

Evaluation of Dominican Republic WFP Country Strategic Plan 2019-2023

Evaluation Report – Volume II Annexes

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Office of Evaluation



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Key personnel for the evaluation

OFFICE OF EVALUATION

Anne-Claire Luzot	Director of Evaluation
Sergio Lenci	Evaluation Manager
Raffaella Muoio	Research Analyst

EXTERNAL EVALUATION TEAM

Frans Van Gerwen	Team Leader
Soledad Posada	International Evaluator
Alina Ramirez	National Evaluator
Angelica Puricelli	Researcher and Contract Manager
Silvia Cifarelli	Internal Quality Assurance
Dr Robina Shaheen	External Quality Assurance

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Annex 1: Terms of reference

Evaluation of Dominican Republic WFP Country Strategic Plan 2019-2023

Summary Terms of Reference



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

Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for Dominican Republic marks a strategic shift for WFP in the country introducing a new rights-based, gender-transformative, life cycle and whole-of-society approach in which WFP plays a strategic convener role. Through five Strategic Outcomes and five activities the CSP seeks to coordinate and strengthen public, private and civil society institutions on food security and nutrition issues, as well as climate change adaptation and disaster risk reduction; ensure that the most vulnerable population meets their basic needs during shocks and improve their nutrition status; provide logistics support to humanitarian and development partners.

The originally approved CSP budget amounted to USD 10,174,911 million for a total of 300,000 beneficiaries over five years. The most recent budget revision (August 2021) increased the overall estimated beneficiaries up to 510,400, with an increased budget of USD 45,149,802.

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

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

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the

views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary users of the evaluation will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2023.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in Dominican Republic?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDCF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

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

The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in February 2019 as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2018 to September 2022. The scope will cover 2018 to i) assess the design process of the CSP and if the envisaged strategic shift has taken place and ii) In cases where indicators have remained the same across the T-ICSP and the CSP, conduct a trend analysis across the T-ICSP and the CSP.

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

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

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Dominican Republic CSPE (i.e.

advocacy and capacity strengthening, adaptive social protection, nutrition-sensitive programmes, climate change and resilience building).

OEV EVALUATION MANAGER: The evaluation will be managed by Giulia Pappalepore, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Alexandra Chambel. Raffaella Muoio will assist the management of the data collected and the quality assurance of the evaluation deliverables.

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

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

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

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in November 2022 to inform the new CSP design process. A country stakeholder workshop will be held in February 2023 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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

Timing and key milestones

Inception Phase: June-September 2022

Data collection: October 2022

Debriefings: November 2022

Reports: December 2022-April 2023

Stakeholder Workshop: February 2023

Executive Board: November 2023

Annex 2: Evaluation timeline

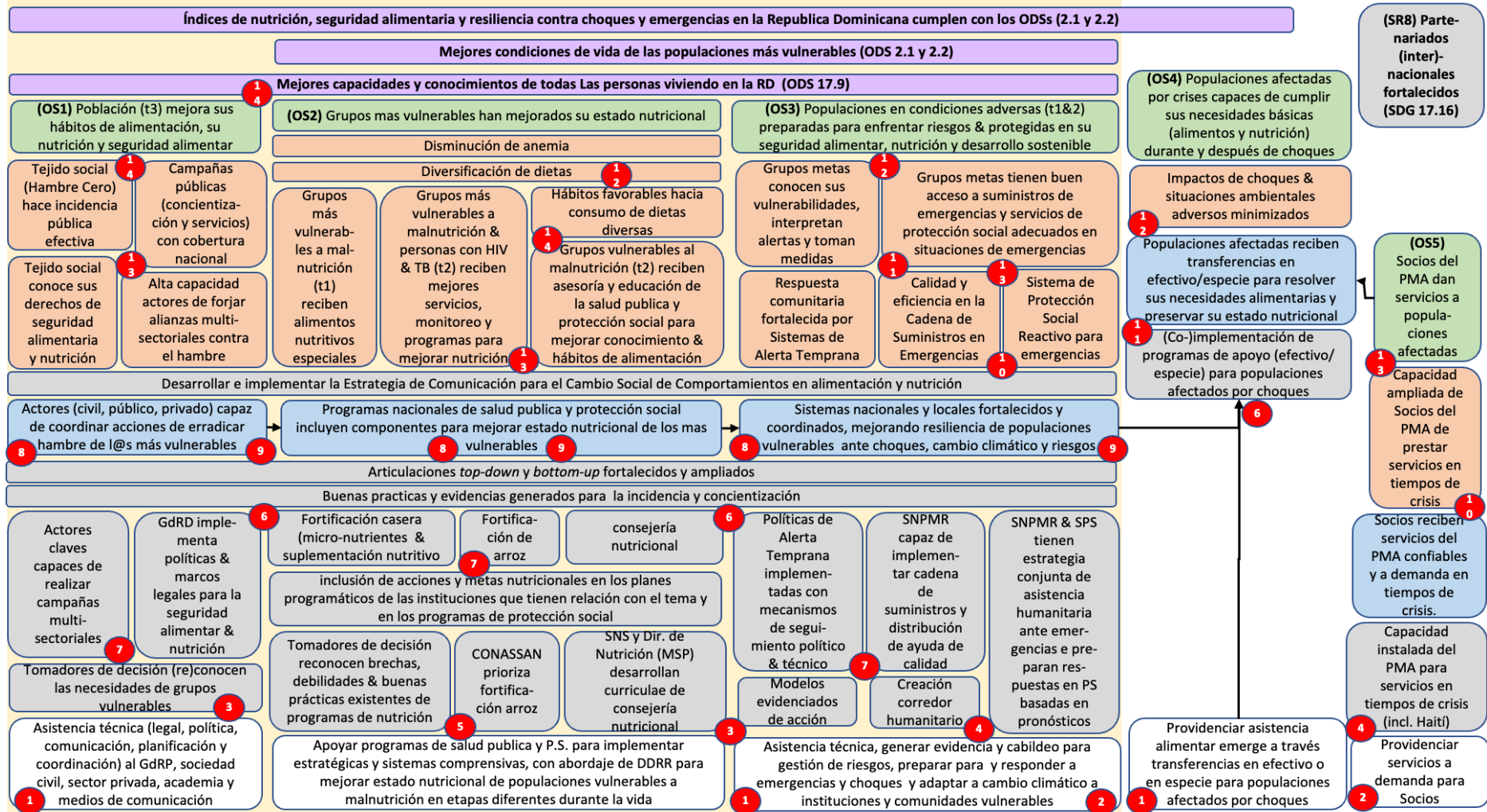
Phase 1 – Preparation		Who	Proposed Deadline
	Review long-term agreement (LTA) proposals	Evaluation manager (EM)	April 2022
	Contract evaluation team/firm	EM	May 2022
Phase 2 – Inception			
	Team preparation, literature review prior to headquarters (HQ) briefing	Team	27-30 June 2022
	HQ & regional bureau in Panama (RBP) inception briefing (remote)	Team/EM	11-29 July 2022
	Document and data analysis prior to inception mission	Team	11-29 July 2022
	Organization of inception mission	EM	11-29 July 2022
	Inception mission (in-country)	Team/EM	1-7 August 2022
D 0	Submit high quality draft 0 inception report (IR) (after the company's quality check) to WFP Office of Evaluation (OEV)	Team leader (TL)	7 September 2022
	OEV quality assurance and feedback	EM	14 September 2022
D 1	Submit draft 1 IR	TL	19 September 2022
	Review draft 1 IR and submit it to Director of Evaluation (DoE) for clearance	EM	23 September 2022
	Clear draft 1 IR	OEV/DoE	3 October 2022
	Share draft inception report to country office (CO) for comment (2 weeks)	EM	3-17 October 2022
	Consolidate comments and send them the TL	EM	19 October 2022
Final	Submit final IR to OEV based on CO's comments, with team's responses in the matrix of comments	TL	21 October 2022
	Clear final IR	QA2	24 October 2022
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	24 October 2022
Phase 3 - Evaluation phase, including fieldwork			
	Data collection (remote, in-country or hybrid)	Team	31 Oct - 11 November 2022
	Exit debrief with CO management (PowerPoint - PPT)	TL	11 November 2022
	Preliminary findings debriefing with CO and other stakeholders (PPT)	Team	5 December 2022
Phase 4 – Reporting			
D 0	Submit high quality draft 0 evaluation report (ER) to OEV (after the company's quality check)	TL	16 January 2023

	OEV quality assurance and feedback to TL	EM	20 January 2023
D 1	Submit ER draft 1 to OEV	TL	1 February 2023
	Review ER draft 1 and submit to DoE for clearance	EM	3 February 2023
	Clear ER draft 1 prior to circulating it to internal reference group (IRG)	OEV/DOE	6 February 2023
	Share ER draft 1 with IRG for feedback	EM	10 February 2023
	Consolidate comments and send them the TL	EM	16 February 2023
	Stakeholder workshop (remote, in-country or hybrid)	TL/E/Research Analyst (RA)	21 and 22 February 2023
D 2	Submit ER draft 2 to OEV based on WFP's comments, with team's responses in the matrix of comments	ET	3 March 2023
	Review ER draft 2 and submit to DOE for clearance	EM	8 March 2023
D 3	Approve ER draft 3	OEV/DOE	2 May 2023
(SER)	Prepare draft 0 summary evaluation report (SER)	EM	May 2023
	Seek SER validation by TL	EM	May 2023
	Approve final SER	OEV/DOE	May 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to corporate planning and performance (CPP) for management response + SER to EB Secretariat for editing and translation	EM	
	Tail end actions, OEV websites posting, EB Round Table. etc.	EM	
	Presentation and discussion of SER at EB Round Table	OEV/DOE	
	Presentation of Summary Evaluation Report to the EB	OEV/DOE	
	Presentation of management response to the EB	D/CPP	

Annex 3: Reconstructed theory of change

1. During the inception phase of this evaluation, the evaluation team embarked on a process of reconstructing the theory of change (ToC) of the transitional interim country strategic plan (T-ICSP) and the country strategic plan (CSP) of WFP for the Dominican Republic. This process of reconstruction was done in a participatory way, involving staff members of the country office in the Dominican Republic (DR) and the evaluation manager of the Office of Evaluation at WFP headquarters. Two participatory workshops were conducted during the inception mission of the team leader to the Dominican Republic on 2 August and 5 August, 2022. The inputs of participants were taken on board to ensure that the reconstructed theory of change reflects the reality of the CSP implementation in the Dominican Republic. Furthermore, the reconstruction of the theory of change incorporates elements of three theories of change that were developed by the WFP country office in 2019 for the first three strategic outcomes (SOs) of the CSP. The final reconstruction has brought these three theories of change together in a comprehensive theory of change for all five strategic outcomes of the CSP.
2. During the research phase of this evaluation, the evaluators tested the flow of pathways and the assumptions in the theory of change (see further below) and some finetuning of the theory of change diagram was done during this phase. The final result of the reconstruction process of the theory of change is presented in Figure 1.
3. The participatory process of reconstruction supported the understanding and ownership of the theory of change by the country office at an early stage in this evaluation process. This helped develop the research questions and lines of inquiry in the evaluation matrix. The theory of change diagram presented in Figure 1 of this Annex is a schematic and simplified presentation of the CSP implementation over time and does not capture the full richness and details of the theory of change implementation.
4. Recognizing that a theory of change, by default, can and should be subject to changes over time, when context and conditions change, the theory of change reconstructed for the purpose of the evaluation may be a relevant input and a possible source of inspiration for new planning processes by the WFP country office and the next CSP planning cycle for 2024 and beyond.
5. The theory of change presented in Figure 1, contains elements of the line of sight (LoS) that was developed for budget revision (BR) 02 in 2020, when two additional strategic outcomes were added to the intervention strategy. Since then, the scope of the CSP has remained the same. Therefore, this line of sight is the most encompassing representation of the CSP that also incorporates the preceding T-ICSP phase, which comprised three objectives that have remained the same in all subsequent budget revisions of the CSP until present.

Figure 1. Reconstructed theory of change (final version at the end of data collection phase)



Source: Evaluation team based on consultation with WFP Dominican Republic country office

6. The theory of change diagram in Figure 1, at the top level (in purple), presents the ultimate impact of the CSP strategy and interventions in the Dominican Republic at societal level in the area of the WFP mandate. It can be summarized as follows: the indexes of nutrition, food security and resilience against shocks and emergency are in compliance with the Sustainable Development Goals (SDGs). At the impact level this can be observed at the level of WFP priority target groups - better living conditions for the most vulnerable people in the Dominican Republic. And, contributing to this impact, an important impact of WFP strategy and interventions is that population groups (and their organizations) have improved knowledge and capacity to deal with challenges in nutrition, food security and resilience against emergencies. This is a fundamental impact in the light of the capacity strengthening strategy that is at the base of all WFP intervention under the first three strategic outcomes of the CSP.

7. The five strategic outcomes of the CSP are presented in the green boxes below the impact level and the first three objectives are grouped together in the yellow area of the theory of change diagram. This is done to depict that a key intervention strategy underlying these strategic outcomes is capacity strengthening. In this respect, the reconstruction of the theory of change recognizes that capacity strengthening permeates a larger area of the CSP than is recognized under the lines of sight, in which only SO1 and SO3 are considered capacity strengthening interventions. Looking at the practice of implementation of actions under SO2, it also shows that capacity strengthening is key under this strategic outcome. SO4 (emergency and crisis responses) and SO5 (demand-driven service delivery) can be considered delivery strategies in which WFP is providing services and food and cash-based transfer (CBT) as a key intervention strategy.

8. The orange boxes in the diagram represent longer-term outcomes of the CSP interventions that are contributing to the achievement of the strategic outcomes and ultimately the impacts at the highest level.

9. The blue boxes refer to intermediate outcomes at the level of specific partners, stakeholders and beneficiary groups that are expected to materialize during and towards the current CSP implementation framework. This also illustrates an important message of this theory of change, which is that longer-term outcomes and impact will require multiple CSP framework periods spanning more than the five-year duration of a single CSP. This long-term nature of interventions is not fully reflected in WFP CSP planning and reporting documents that sometimes state a high ambition of achieving outcomes and impact within the time-frame of a single CSP.

10. The blue outcome boxes for the SO1 and SO3 at the left side of the theory of change diagram refer to changes in terms of capacities of partners and beneficiaries. The outcomes for SO2 and SO4 refer to changes in living conditions of beneficiaries as a result of delivery of food, nutrients and cash, sometimes provided directly provided by WFP (under SO4) or sometimes indirectly through capacity development of local partners that take responsibility for this delivery (under SO2 and SO4). The intervention strategy under SO5 is supportive to the other strategies, though here WFP provides on-demand services to other partners. The interventions and delivery of services of these other partners, though is done without any further involvement of WFP in implementation, monitoring and evaluation. In this respect, the pathway of change under SO5 is somewhat separate from the other four SO4, where WFP and its national partners closely work together. SO5 therefore can be considered a supportive strategy to the other strategies rather than a core intervention strategy.

11. Under SO4, the pathway of change towards the higher-level outcomes, does not contain capacity strengthening interventions, such as are presented under the first three strategic outcomes. This does not mean that no capacity strengthening at all is done. It shows that the delivery of services and humanitarian assistance in emergencies is the key driver of the change ambition to improve the situation and conditions of target groups in situations of disaster and emergency. Where possible, capacity strengthening is also done at the partner and beneficiary levels, though it is not a requirement by default.

12. SO5 and SO4 are linked, showing that much of the service delivery of WFP to other partners is primary provided to enable these other partners to reach out to target populations in situations of humanitarian crisis, emergencies and disasters.

13. The grey boxes in the diagram refer to outputs as stated in programme planning and reporting documents. These activities incorporate also elements of specific theory of changes that were developed by the country office in previous years on the first three strategic outcomes. As such they provide a bit more

detail on the generic activities as described in the line of sight, and in programmes and reporting. However, these details establish more direct change pathways and contributions to higher-level outcomes and changes that are described in the orange boxes with longer-term outcomes under the five strategic outcomes.

14. The white boxes on the bottom of the diagram describe the inputs that WFP is providing to its partners and to beneficiary groups, in terms of technical assistance in specific technical areas and provision of services and support in implementation of programmes and direct services to partners and beneficiary groups.

15. The red circles in the diagram present a number of key assumptions that need to materialize in order to enable progressing upwards in the pathways of the theory of change diagram. These assumptions are further introduced below.

Inclusion of assumptions in the theory of change

16. The numbering of the assumptions in the lists presented below correspond to the numbered red circles in the theory of change diagram above.

17. The assumptions were developed in consultation with the country office during the workshops of 2 and 5 August, 2022 and further processed by the evaluation team. At the same time, it was decided to reduce the number of assumptions to manageable proportions in the light of the CSPE process. Therefore, the listing of assumptions is not exhaustive but focuses on key issues of interest in the light of the evaluation criteria and questions specified in the terms of reference (ToR) of the CSPE.

18. All the assumptions below are integrated under the evaluation questions and lines of enquiry in the evaluation matrix (see Annex 4) and each assumption (between brackets) refers to specific evaluation questions and lines of inquiry under which these questions are incorporated. The evaluation matrix in Annex 4 also contains references to the assumptions below between brackets and marked in grey.

19. Two sets of key assumptions are specified:

a. Input and WFP (headquarters, the regional bureau in Panama (RBP) and the country office) internal related assumptions:

- (1) Continued interest international bilateral and multilateral development partners (IDPs) and the Government of the Dominican Republic (GoDR) to invest in WFP strategic objectives in the Dominican Republic (nutrition, food-security, emergency and disaster-preparedness interventions). *(This aspect is included as a line of enquiry under evaluation question 1.3.2)*
- (2) Continued willingness of partners (the Government and international) to invest in disaster preparedness capacity, also in times without disasters *(This aspect is included as a line of enquiry under evaluation question 2.4.2)*
- (3) Coordination and complementarity of actions within United Nations (and particularly Rome-based organizations) *(subject of question 1.3.1 and line of enquiry under 2.1.2 and 4.3.1)*
- (4) United Nations process of the joint United Nations Development Assistance Framework (UNDAF) chapter on Haiti and the Dominican Republic continues and United Nations partners buy into this Island-level planning concept *(line of inquiry under 1.3.1 and 2.4.2)*
- (5) Global inflation and food crisis do not inhibit actions of WFP and its national partners *(line of inquiry under 4.5.1)*
- (6) Experiences and knowledge obtained through triangular and South-South exchange has direct utility for the Dominican Republic's challenges as a medium-income, small island state in Caribbean *(line of inquiry under 1.5.2)*

b. External and outcome and impact related assumptions:

- (7) Absorption capacity of technical assistance among national partners *(line of inquiry under 2.1.3 and 2.3.1)*
- (8) The new Government is able to properly establish land and consolidate itself (after COVID-19 and in current inflation crisis) *(line of inquiry under 2.3.1 and 4.5.)*

- (9) Willingness and capacity to use evidence-based data for policy and programme development by national partners (*line of inquiry under all question under 2.2*)
- (10) The humanitarian corridor remains high on the agenda in the Dominican Republic and in Haiti (*line of inquiry under 2.4.1*)
- (11) Tolerance of Dominican Republic society to welcome refugees and migrants and support undocumented people (*line of inquiry under 2.2.1*)
- (12) Genuine interest and capacity of United Nations and local partners to strengthen humanitarian-development nexus (*line of inquiry under 2.4.2*)
- (13) Willingness of Dominican Republic partners to engage in meaningful (multistakeholder) partnerships (*line of inquiry under 2.3.2*)
- (14) The language used in campaigns, lobby and advocacy and awareness-raising communication is relevant and understandable by specific target audiences (*line of inquiry under 2.1.3*)

Annex 4: Evaluation matrix

20. Two introductory notes are required to enhance legibility and understanding of the evaluation matrix below:

- A few changes are suggested in some evaluation questions in this matrix as compared with the original terms of reference. These suggested changes are presented in the text in the table marked in **red**.
- Assumptions from the theory of change are included in the matrix, under one evaluation-sub-question and a number of lines of inquiry. These are marked in grey.

Table 1: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
EQ 1 (RELEVANCE) To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges and the food security and nutrition issues prevailing in the Dominican Republic to ensure its relevance at design stage?					
1.1.1 What is the existence, quality and frequency of context and risk analyses underlying the CSP and its specific interventions?	<ul style="list-style-type: none"> - What is the methodology, structure and contents of context and risk analysis documents? - What is the reliability of available data on food security and nutrition? - Who is involved in the context and risk analyses? - To what extent do WFP activities, expected results and objectives relate to identified needs, including underlying causes of food insecurity and malnutrition? 	<ul style="list-style-type: none"> - Frequency of context and risk analyses - Extent to which (T-I)CSP makes specific references to context and risk analysis - Degree of compliance of CSP design and its context and risk analyses with requirements, expectations and needs 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; the DR related reviews - GoDR policies, strategies, plans programmes, SDG plans and reports - Contextual data - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - Semi-structured key informant interviews (KIIs) - Focus groups 	<ul style="list-style-type: none"> - Context and political economy analysis - Meta-analysis evaluations - Gender, protection from sexual exploitation and abuse (PSEA), social inclusion and accountability to affected populations (AAP) analysis - Content analysis KIIs - Data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
					triangulation
1.1.2 To what extent and how were different partners and stakeholder groups included in CSP design & planning?	<ul style="list-style-type: none"> - Which stakeholders were involved in CSP design and planning? - What was timing and intensity of involvement of and technical consultations with partners and stakeholders? - How were expectations and suggestions of stakeholders considered in CSP? - Have any joint needs assessment been carried out? 	<ul style="list-style-type: none"> - % of partners and stakeholders from stakeholder mapping that were actively involved in CSP design & planning - Appreciation/ownership of key partners and stakeholders of inclusion their interests and needs in CSP design & planning - Number and kind of key partner and stakeholders' interests that were not included in CSP - Number and quality of joint needs assessments 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; the DR related reviews - WFP (CO) - GoDR representatives and partners - Implementing partners - UN and IDPs 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Data triangulation
1.1.3 To what extent and how does CSP (and its specific interventions) focus on the most vulnerable & marginalized groups and include gender equality and women's empowerment (GEWE), PSEA and AAP?	<ul style="list-style-type: none"> - Match between WFP- understanding of vulnerability and GEWE vis-à-vis national stakeholders? - What is the quality and timeliness of available data on vulnerable groups? - To what extent are undocumented persons included in data? - Have protection aspects and accountability to most vulnerable & marginalized groups been considered in CSP design? 	<ul style="list-style-type: none"> - Number and kind of explicit references in CSP to: <ul style="list-style-type: none"> - a) (protection /accountability) to vulnerable and marginalized groups; - b) GEWE recognition and appreciation of CSP's inclusiveness (vulnerable groups and GEWE) by key partners and stakeholder groups 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; the DR related reviews - WFP (CO) - GoDR representatives and partners - Implementing partners - UN and IDPs 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Data triangulation
- 1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs? ?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
1.2.1 To what extent and how are CSP objectives aligned to national policies, strategies, and plans?	<ul style="list-style-type: none"> - What is quality and coverage of national policies and plans on nutrition, food security, climate change, emergency preparedness and mitigation? - Who are national partners in these policies and plans and how do they perceive the cooperation with WFP? - What are differences in vision, strategy and approach of WFP and key national partners in the areas above? - With which national government policies, strategies and plans has WFP aligned its CSP design and approach? 	<ul style="list-style-type: none"> - Degree of match of SOs in CSP with national policy, strategies and plans <ul style="list-style-type: none"> a) in documents; b) according to key national stakeholders - Number and kind of national nutrition, food security and emergency preparedness and mitigation priorities that are not included in CSP - Existence of divergencies or conflicts on priorities as perceived by WFP and by national stakeholders (and solutions, if any) 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; the DR related reviews - GoDR policies, strategies, plans programmes, SDG plans and reports - WFP (CO) - GoDR representatives and partners - Implementing partners - UN and IDPs - 	<ul style="list-style-type: none"> - Document review - Indicator development review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Context and political economy analysis - Indicator analysis - Meta-analysis evaluations - Content analysis KIIs - Data triangulation
1.2.2 To what extent and how are CSP objectives aligned to SDGs?	<ul style="list-style-type: none"> - How are hunger, climate change and partnership related SDGs translated in national priorities? - In which (WFP-relevant) areas is the GoDR not complying with the SDGs? - What are key national constraints in progressing towards (WFP-relevant) SDGs? 	<ul style="list-style-type: none"> - Degree of match of SOs and specific actions in CSP with SDGs and national SDG priorities - Assessment of relevance of WFP and the CSP by national stakeholders to contribute to achievement of SDGs - Existence (and solutions) of divergent approaches and actions of WFP vis-à-vis national stakeholders 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; - GoDR: SDG plans and reports - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Indicator development review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Context and political economy analysis - Indicator analysis - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Data triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
- 1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.3.1 To what extent are WFP objectives and programming aligned to UNDAF/United Nations Sustainable Development Cooperation Framework (UNSCDF) in RD? <i>(ToC-Ass 3)</i>	<ul style="list-style-type: none"> - What are the mechanisms of UN planning and programming and how do UN partners, including WFP, participate? - How do UN partners perceive WFP's specific role and contribution in UNDAF/UNSCDF? - What is the progress of the UN process of joint UNDAF chapter on Haiti and the Dominican Republic and what are the interests of UN partners in Island-level programming? <i>(ToC Ass 4)</i> 	<ul style="list-style-type: none"> - Degree of match and inclusion of CSP SOs in UNDAF and UNSCDF frameworks; - Assessment of WFP's alignment (in objectives and programming) with UNDAF/UNSCDF by: <ul style="list-style-type: none"> a) different UN partners; b) key national partners 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; the DR related reviews - United Nations reports: UNDAF common country analysis (CCA); UNDAF 2016-2018; UNDAF 2019-2023; UN COVID Socioeconomic Response and Recovery Plan; National Human Development Report - WFP (CO) - GoDR representatives and partners - UN and IDPs 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Data triangulation
1.3.2. What are the comparative advantages that WFP brings to strategic partnerships in RD at a) UN-level; b) 'Rome-based organizations'; and c) other national/international partnerships?	<ul style="list-style-type: none"> - Who are the key international development partners (in UN or possibly others) in specific sectors and topics, as perceived by key national stakeholders? - How do national partners perceive progress of UN acting as one in the DR? - What is the international community's perception of WFP's comparative advantages in the UN landscape in the country? - How do WFP actions match with interests of donors and 	<ul style="list-style-type: none"> - Assessment/appreciation of WFP comparative advantages with UN by: <ul style="list-style-type: none"> a) Key UN partners; b) Key national partners; c) donor community - Assessment/appreciation of complementarity of Rome-based UN organizations by key national partners - Number and kind of situations in which complementarity of WFP has been challenged (and solved) 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - United Nations reports: UNDAF CCA; UNDAF 2016-2018; UNDAF 2019-2023; UN COVID-19 Socioeconomic Response and Recovery Plan; National Human Development Report - WFP (CO) - GoDR representatives and partners - Implementing partners - UN and IDPs 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Data triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
	translate into their financial commitments to WFP actions in the country? (ToC-Ass 1)				
- 1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.4.1 What is the quality of WFP's intervention logic and theory of change in CSP in DR, including the synergy of SOs in the CSP?	<ul style="list-style-type: none"> - Reconstruction of ToC as conducted during the inception phase (see also Annex 3) - What are opinions on the usefulness of a ToC by WFP CO and key partners involved in the SOs of the CSP? 	<ul style="list-style-type: none"> - Perception of implementation of SOs in CSP in silos or in synergy by: <ul style="list-style-type: none"> - a) WFP CO; - b) key partners - Match of reconstructed ToC with line of sight, log-frames and SO-ToCs as perceived by the CO - Extent to which projects and actions combine elements of different SOs in synergy 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - ToC workshops - Semi-structured KIIs 	<ul style="list-style-type: none"> - ToC reconstruction - Meta-analysis evaluations - Content analysis KIIs - Data triangulation
- 1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national and regional capacities and needs – in particular in response to the COVID-19 pandemic?					
1.5.1 How and to what extent WFP has secured its continued CSP relevance and the timeliness of (re)alignment and (new) partnerships in the context of political and institutional change in RD, including in COVID-19 responses?	<ul style="list-style-type: none"> - What are the mechanisms of WFP to monitoring external developments and how are they applied in practice? - How (and how fast) has the CO responded to the COVID-19 pandemic? - What were changes in overall international/UN frameworks due to COVID-19 and what strategic role has WFP played? 	<ul style="list-style-type: none"> - Number and kind of revisions made in planning, throughout T-ICSP and CSP implementation - Number and kind of (new) partnerships started throughout T-ICSP and CSP 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data; country briefs; situation reports (including on COVID-19); the DR related reviews; WFP Haiti strategic documents; emergency assessments - GoDR policies, strategies, plans programmes - Country and regional contextual documents - WFP (CO, RBP, HQ) 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Context and political economy analysis - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Contribution

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
		<ul style="list-style-type: none"> and as a response to COVID-19 - Time-frame until revisions were effectuated in new planning and activities - Assessment of international/UN community on WFP's strategic role in COVID-19 response 	<ul style="list-style-type: none"> - GoDR representatives and partners - Implementing partners - UN and IDPs 		<ul style="list-style-type: none"> analysis - Data triangulation
1.5.2 Regional alignment and cooperation (South-South and triangular exchange) in the light of regional challenges (emergency responsiveness; humanitarian crisis in Haiti)	<ul style="list-style-type: none"> - What kind of exchange activities have taken place throughout the T-ICSP and CSP? Can they be listed in terms of relevance to the CSP implementation? - What has been the utility of experiences and knowledge obtained through triangular and South-South exchange for DR's challenges as medium-income small island state in Caribbean <i>(Toc-Ass. 6)</i> - To what extent and how has the humanitarian crisis in Haiti influenced the CSP design and planning in DR? 	<ul style="list-style-type: none"> - Ranking of exchange activities according to relevance for CSP - The extent to which DR specific challenges and interests have been included in exchange activities - Number and kind of exchange and cooperation initiatives that have taken into account the humanitarian crisis in Haiti 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data; country briefs; situation reports (including on COVID-19); the DR related reviews; WFP Haiti strategic documents; emergency assessments - GoDR policies, strategies, plans programmes - Country and regional contextual documents - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - South-South and diagonal partners 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Focus groups 	<ul style="list-style-type: none"> - Context and political economy analysis - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Contribution analysis - Data triangulation
- EQ 2 (EFFECTIVENESS) What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the Dominican Republic?					
- 2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNDAF? Were there any unintended outcomes, positive or negative?					
2.1.1 To what extent do	- Analysis of output indicator	- % of output indicators that	- WFP: CSP and T-ICSP plans	- Document	- Indicator

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
the implementation and delivery of activities and delivery of outputs match original design and planning?	reporting and identification of key areas of variation in implementation (in terms of under- and overachievement), based on first desk review in inception phase (see Annex 10) - What are the explanations that are provided for variation in implementation?	were fully achieved (or are in line with planning) - The quality of explanations provided on outputs that were underachieved or overachieved - The extent to which targets in indicators have been revised over time (and their rationale)	and reports; budget & expenditure data; country briefs; budget revisions; COMET datasets; country monitoring and evaluation (M&E) plan and data; dashboards; monthly monitoring reports - WFP (CO) - GoDR representatives and partners - Implementing partners	review - Workshop - Indicator development review - Financial review - Semi-structured KIIs	analysis - Financial analysis - Meta-analysis evaluations - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation
2.1.2 What have been the outcomes of WFP's CSP and possible contributions to outcomes in the UNDAF and UNSCDF?	- Analysis of outcome indicator reporting and identification of key areas of variation in implementation (in terms of under- and overachievement), based on first desk review in inception phase (see Annex 10) - What are the explanations that are provided for variation in implementation?	- % of outcome indicators that were fully achieved (or are in line with planning) - The quality of explanations provided on outcomes that were underachieved or overachieved - Ranking of outcomes in terms of contribution to UNDAF and UNSCDF - Perception of WFP contributions to UNDAF and UNSCDF by: a) UN partners; b) key national partners	- WFP: CSP and T-ICSP plans and reports; budget & expenditure data; country briefs; budget revisions; COMET datasets; country M&E plan and data; dashboards; - United Nations reports: UNDAF CCA; UNDAF 2016-2018; UNDAF 2019-2023; UN COVID-19 Socioeconomic Response and Recovery Plan - WFP (CO) - GoDR representatives and partners - Implementing partners - UN partners	- Document review - Workshop - Indicator development review - Financial review - Semi-structured KIIs	- Indicator analysis - Financial analysis - Meta-analysis evaluations - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
2.1.3 What is the quality of the process of delivery of outcomes (capacity strengthening, logistics, supply chain services, food assistance, CBT, communication and other relevant services) as perceived by partners and stakeholders?	<ul style="list-style-type: none"> - What is the absorption capacity of TA among national partners? (ToC-Ass. 7) - What is the satisfaction among key national partners of the cooperation with and services provided by WFP? - How is language used in campaigns, lobby and advocacy and awareness raising communication adapted by specific target audiences? (ToC-Ass. 14) 	<ul style="list-style-type: none"> - The extent to which WFP assistance has matched absorption capacity of key partners - Appreciation of WFP's TA and other support actions by key national partners (and ranking of most appreciated support activities) - The understanding and appreciation of evidence generation, advocacy and campaign messages supported in the CSP by: <ul style="list-style-type: none"> - a) key national partners; b) targeted audiences in communication 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; country M&E plan; dashboards; monthly monitoring reports - WFP (CO) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Field visits - Semi-structured KIIs 	<ul style="list-style-type: none"> - Indicator analysis - Meta-analysis evaluations - Gender, PSEA, Social inclusion and AAP analysis - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation
- 2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and disaster preparedness)?					
2.2.1 What has been the contribution of WFP interventions to GEWE and inclusion under each SO and across all SOs and how and to what extent have national partners capacities for inclusion been strengthened?	<ul style="list-style-type: none"> - How have GEWE and inclusion been included in interventions and what have been challenges in doing so; at <ul style="list-style-type: none"> a) the level of WFP and b) the level of WFP partners involved in WFP activities? - What is the capacity of national partners to use GEWE and inclusion related data in policy and programme development and implementation and how did 	<ul style="list-style-type: none"> - Inclusion of GEWE and inclusion related information in planning and reporting on all SOs - Ranked GEWE and inclusion contributions under different SOs - Quality of explanations provided when planned contributions in GEWE and inclusion were not achieved - Evidence of transferred capacities by WFP to national partners on 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; country M&E plan; dDashboards; monthly monitoring reports - United Nations reports: UNDAF CCA; UNDAF 2016-2018; UNDAF 2019-2023; UN Women COVID-19 and Violence against Women Report; reports on Gender Equality and Climate 	<ul style="list-style-type: none"> - Document review - Indicator development review - Semi-structured KIIs - Field visits - Focus groups 	<ul style="list-style-type: none"> - Indicator analysis - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Contribution analysis - Capacity assessment

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
	<p>this evolve over time? (ToC-Ass. 9)</p> <ul style="list-style-type: none"> - How do attitudes of Dominican society towards refugees, migrants and undocumented people influence CSP implementation? (ToC-Ass. 11) 	<p>inclusion of the most vulnerable</p> <ul style="list-style-type: none"> - Appreciation of WFP's national partners' capacities for inclusion of most vulnerable by key beneficiary groups (representatives) 	<p>Change; 2021 Sustainable Development Report</p> <ul style="list-style-type: none"> - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - Civil society in the DR - Private sector in the DR 		<ul style="list-style-type: none"> - Data triangulation
2.2.2 To what extent and how has WFP secured humanitarian principles, protection (PSEA) and AAP in CSP implementation?	<ul style="list-style-type: none"> - In which areas and interventions are humanitarian principles, protection and AAP secured in CSP implementation? - What specific mechanisms have been established to improve protection and AAP? - How are these principles included in country capacity strengthening (CCS) strategies and action? - What is the willingness and capacity to use evidence-based data for policy and programme development by national partners? (ToC-Ass. 9) 	<ul style="list-style-type: none"> - Appreciation of WFP's compliance with humanitarian principles, protection and AAP by relevant: a) key partners; b) key beneficiary groups (representatives) - Existence (and solution) of challenges in ensuring humanitarian principles, protection and AAP during CSP implementation - Existence of mechanisms for improved protection and AAP - Evidence of transferred capacities in humanitarian principles, protection and APP to national partners 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; - UN; triple nexus related documents - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Field visits - Focus groups 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation
2.2.3 To what extent and how has WFP contributed to environmental sustainability, climate	<ul style="list-style-type: none"> - In which areas and interventions are environmental sustainability, climate change resilience and disaster preparedness actions 	<ul style="list-style-type: none"> - Development of Emergency Preparedness Capacity Index - Appreciation of WFP's contributions to 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - UN: Landmark study on the strategic area by the Governments of Haiti and 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
change resilience and disaster preparedness and their respective effects?	<p>secured in CSP implementation?</p> <ul style="list-style-type: none"> - How are these actions included in country capacity strengthening (CCS) strategies and action? - What is the willingness and capacity to use evidence-based data for policy and programme development by national partners? (ToC-Ass. 9) 	<p>environmental and climate and disaster resilience related outcomes by relevant: a) key partners; b) key beneficiary groups (representatives)</p> <ul style="list-style-type: none"> - Existence (and solution) of challenges in addressing environmental and climate and disaster resilience related challenges in CSP implementation - Evidence of transferred capacities to national partners in this area 	<p>the Dominican Republic, UNEP reports</p> <ul style="list-style-type: none"> - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Field visits - Focus groups 	<p>analysis</p> <ul style="list-style-type: none"> - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation
<p>- 2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?</p>					
2.3.1 What is the level of ownership of and commitment to CSP capacity development interventions and results by government institutions and key partners in DR?	<ul style="list-style-type: none"> - How was CCS strategy and actions implemented in DR and how has it been appreciated by national key partners? - What has been the absorption capacity of TA among national partners? (ToC-Ass. 7) - To what extent has the new Government of the DR been able to properly establish land and consolidate itself (after COVID-19 and in current inflation crisis)? (ToC-Ass 8) 	<ul style="list-style-type: none"> - Appreciation of CCS interventions (and TA-provision) by key national partners - Evidence of continuity and follow up of CCS (and TA) transferred capacities in policies, programmes and actions - Level of agreement on capacity development needs and challenges throughout CSP implementation among national partners and WFP 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - GoDR policies, strategies, plans and programmes and districts, provinces and sub-district level documents - United Nations reports: UNDAF - WFP (CO) - GoDR representatives and partners - Implementing partners - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
2.3.2 To what extent have WFP and its project partners in DR been able to establish multi-stakeholder (public, private, civil) partnerships and secure knowledge and funds to sustain and further advance and replicate CSP achievements?	<ul style="list-style-type: none"> - Did WFP develop a partnership strategy? And how strategic was WFP in selecting its partners? - Interest and willingness of Dominican partners to engage in meaningful (multi-stakeholder) partnerships (ToC-Ass. 13) - What haven been the most interesting and promising initiatives for partnerships and who have been involved in these? - What have been key success and failure factors in establishing and developing partnerships? 	<ul style="list-style-type: none"> - Existence and quality of WFP's partnership strategy - Examples of successful partnerships in mobilizing and pooling knowledge and funds for continuing activities under the partnership (and quantity and type or resources generated in these partnerships) - Existence of policies, programmes and support mechanisms in the DR to support partnerships - Appreciation of WFP and partners performance in partnerships as perceived by other partners involved 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - GoDR policies, strategies, plans and programmes and districts, provinces and sub-district level documents - United Nations reports: UNDAF - WFP (CO) - GoDR representatives and partners - Implementing partners - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Contribution analysis - Capacity assessment - Data triangulation
- 2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
2.4.1 To what extent and how humanitarian actions in the CSP include a strategy and steps towards continued development interventions?	<ul style="list-style-type: none"> - How is the humanitarian-development nexus secured in Dominican Republic emergency and development actions and what has been WFP's contribution in strengthening the humanitarian-development nexus? - How has WFP sought to balance its humanitarian approaches with development interventions? - How does the humanitarian crisis in Haiti and climate 	<ul style="list-style-type: none"> - Examples of development interventions that have built upon or resulted from previous emergency responses - The extent to which development interventions include resilience to disasters and emergency responses - Stakeholder perception of WFP's balance between humanitarian and development work 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; the DR related reviews - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Indicator development review - ToC workshops - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - ToC reconstruction - Context and indicator analysis - Meta-analysis evaluations - Content analysis KIIs - Capacity assessment - Data triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
	change (cyclones) influence policies, programmes and interventions in the DR?	- The extent to which island-level and Caribbean climate related challenges were addressed in national development policies and strategies			
2.4.2 To what extent and how actions in the CSP and partnerships established by WFP have secured and strengthened the humanitarian-development nexus in its service delivery and humanitarian interventions?	<ul style="list-style-type: none"> - What is the interest and capacity of different UN and national partners to strengthen humanitarian-development nexus? (ToC-Ass. 12) - Are partners willing to invest in capacity to respond to disasters in times without disasters? (incl. continued interest in humanitarian corridor) (ToC-Ass 2 and 10) - What is the support of different partners to a new joint chapter in UN-planning document covering both Haiti and the Dominican Republic; what is the interest of different partners into island-level (Haiti-DR) strategies and actions related to the humanitarian-development nexus (ToC Ass 4) 	<ul style="list-style-type: none"> - Examples of partnerships that have addressed the humanitarian-development nexus; - Level of continued support and investments of partners to ensure a disaster response capacity in the DR - Level of commitment and support of a) UN and b) Dominican Republic key partners to ensure the humanitarian corridor over time 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; the DR related reviews - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Indicator development review - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - Context and political economy analysis - Indicator analysis - Meta-analysis evaluations - Content analysis KIIs - Capacity assessment - Data triangulation
- EQ 3 (EFFICIENCY) To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
- 3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 To what extent and how was budget depletion secured during T-ICSP and CSP,	- Analysis of budget and expenditures (partially conducted during inception phase, see Annex 10)	- % budget depletion throughout T-ICSP and CSP and explanations for under- and over achievements, and changes in depletion	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data and revisions; - WFP (CO, RBP, HQ) 	<ul style="list-style-type: none"> - Document review - Financial review - Semi- 	<ul style="list-style-type: none"> - Financial analysis - Meta-analysis evaluations - Content

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
including revisions (also related to COVID-19)?	<ul style="list-style-type: none"> - What is the size of budget in relation to ambitions and implementation capacity of CO? - How has COVID-19 changed timeliness of revisions in planning to ensure full budget expenditure of additional COVID-19 budget provided by WFP donors in the DR? 	<ul style="list-style-type: none"> rates after during and after COVID-19 - Existence of revisions and corrective measures to ensure proper and timely responses to COVID-19 	<ul style="list-style-type: none"> - GoDR representatives and partners - Implementing partners 	structured KIIs	<ul style="list-style-type: none"> analysis KIIs - Data triangulation
3.1.2 What was timeliness of delivery of planned actions under all SOs, including timeliness of responses to changing circumstances, including adapting to the COVID-19 pandemic?	<ul style="list-style-type: none"> - How do different partners and stakeholders perceive the timeliness of WFP responses to changing circumstances, including in a comparative perspective among other UN agencies? - How and to what extent do structural arrangements and business processes in the CO influence timeliness of decision making? - How has COVID-19 changed (timeliness of) implementation (number of beneficiaries, regions, targeting, transfer modalities) of CSP and the available donor-support to WFP in the DR? 	<ul style="list-style-type: none"> - Time between the occurrence of external factors (particularly COVID-19) and effective implementation of responses and changes in planning - Number of steps and time between steps in decision making on budget planning and implementation - Perception of timeliness of responses of WFP to changing circumstances by: a) UN partners; b) key national partners - Level of adaptation in number of beneficiaries, locations and transfer modalities during and after the COVID-19 pandemic 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data and revisions; - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - Financial review - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - Financial analysis - Meta-analysis evaluations - Content analysis KIIs - Data triangulation
- 3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?					-

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
3.2.1 To what extent and how coverage and targeting have secured inclusion of the most vulnerable to food-security in planning and implementation of CSP?	<ul style="list-style-type: none"> - What is reliability and timeliness of data on vulnerable groups in the DR? - What were significant changes in situation/conditions of the most vulnerable groups over time (including as a result of COVID-19)? - How did targeting take into account geographic regions, age, gender and diversity? - To what extent was WFP targeting aligned with other partners and - How was WFP targeting influenced by its other partners? 	<ul style="list-style-type: none"> - % budget and expenditures that include a focus on most vulnerable in CSP actions - Existence and quality of targeting strategy, instruments, methods and criteria - Appreciation of inclusion of most vulnerable in CSP planning and implementation by national partners and proof of inclusion in planning and implementation by these partners 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; context and needs assessments; gender & age assessments; the DR related evaluations - WFP (CO) - GoDR representatives and partners - Implementing partners - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Indicator development review - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - Indicator analysis - Meta-analysis evaluations - Gender, PSEA, social inclusion and AAP analysis - Content analysis KIIs - Data triangulation
- 3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.3.1 What is cost-efficiency of delivery of WFP's activities related to size of operations under SOs and number of beneficiaries (economies of scale)?	<ul style="list-style-type: none"> - Analysis of beneficiaries in the CSP combined with analysis of budget and expenditures (partially done during the inception phase (see Annex 10)) - How does the CO and its national partners appreciate the economies of scale of WFP's operations in the DR? - What are transaction and transfer costs in different implementation and transfer modalities? 	<ul style="list-style-type: none"> - Size of CO-staffing compared to size of operations under SOs in CSP - Average cost of activities for specific beneficiary-groups, compared to size and type of these groups - % of transfer costs related with cash and food transfers - Administration and transaction costs for different activity-types 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data; - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - Financial review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Financial analysis - Content analysis KIIs - Data triangulation
- 3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
3.4.1 To what extent and how were measures taken to improve cost effectiveness and efficiency of operations in CSP delivery as a result of M&E of activities?	<ul style="list-style-type: none"> - How are M&E data used in planning and implementation - How are M&E data used for quality and efficiency improvement in the CSP - Were the alternative cost-effective measures consulted with key partners? 	<ul style="list-style-type: none"> - Evidence of use of M&E data in revisions in planning and cost-effective measures in the CSP - Cost effectiveness and efficiency ratio development throughout T-ICSP and CSP implementation - Existence of evidence of consultations made with key partners on alternative cost-effective measures 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Content analysis KIIs - Data triangulation
3.4.2 To what extent have new insights, developments and technologies to improve cost effectiveness of operations have been considered in (re)design and (re)planning?	<ul style="list-style-type: none"> - What are important technological developments in the framework of the different SOs of the CSP; - How does the CO pick up on international developments in technology and methodology? - What is the importance of S-S and triangular exchanges for the introduction of new technologies and methodologies 	<ul style="list-style-type: none"> - Evidence of inclusion and use of new technologies and methods in CSP implementation - Origin of these new technologies and methods - Changes in cost effectiveness and efficiency ratios after the introduction of new technologies 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Financial analysis - Content analysis KIIs - Triangulation data
- EQ 4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
- 4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.1.1 To what extent the CSP at the start and during revisions included a funding strategy, based on needs-based planning?	<ul style="list-style-type: none"> - How is needs-based budgeting applied in practices and what are its key principles? - How have context analyses, capacity assessments and 	<ul style="list-style-type: none"> - Evidence of base-lines and needs analyses at the start of the T-ICSP and CSP and major budget revisions? 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; budget & expenditure data; budget revisions; context and needs analyses - WFP (CO, RBP, HQ) 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Content analysis KIIs - Triangulation data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
	needs analyses been integrated in planning?	-Evidence of existence of fundraising strategies for: a) SOs and b) the CSP as a whole	- GoDR representatives and partners - Implementing partners		
4.1.2 To what extent have donor-diversification, donor priorities, earmarking and funding horizons influenced the course and scope of the CSP?	- How have different key donors, over time, influenced the contents and course of CSP implementation over time? - How have country characteristics of the DR as a medium income economy and small island state influenced interests and funds from different development partners? - How has GoDR's support to the CSP implementation developed over time?	- The amount and kind of specific donor-earmarking specified in contracts - Time horizon of available funding for the remaining period, throughout the CSP implementation - Available capacity and funds for contingency planning - % of funding of the CSP originating from GoDR	- WFP: CSP and T-ICSP plans and reports; budget & expenditure data; budget revisions; the DR related evaluations - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs	- Document review - Financial review - Semi-structured KIIs	- Financial analysis - Meta-analysis evaluations - Content analysis KIIs - Triangulation data
- 4.2 To what extent were monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.2.1 What were the quality and timeliness of M&E data, indicators, and data-sources used in CSP monitoring (as reliable management information) and how were these data used in management decisions?	- How and with what frequency M&E data are used for management decisions? - How does management look at quality and timeliness of M&E data? - What other type of data are used to inform management decisions of the CO?	- Evidence of use of M&E data in revisions in management decisions of the CO - Timeliness of management decisions based on M&E and learning according to CO management and staff members - Evidence of other data that have been used in taking management decisions by the CO	- WFP: CSP and T-ICSP plans and reports; budget revisions; country M&E plan; dashboards; monthly monitoring reports - WFP (CO)	- Document review - Semi-structured KIIs	- Meta-analysis evaluations - Content analysis of interview data - Triangulation data
- 4.3 How did the partnerships and collaborations with other actors influence performance and results?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
4.3.1 To what extent and how has identification of new partnerships and collaboration enhanced performance and results? What were critical success and failure factors in these partnerships to enhance performance?	<ul style="list-style-type: none"> - What kind of partnerships have been developed in the CSP and what were underlying considerations? - What kind of critical success and failure factors have influenced WFPs performance in the DR - How do WFP, other UN agencies and other national partners appreciate coordination and complementarity of actions within UN (and particularly of Rome-based organizations)? <i>(Toc-Ass 3)</i> 	<ul style="list-style-type: none"> - Ranking of key partners that have influenced the CO's performance in the DR, according to: a) CO and b) external partners - Examples of successful and non-successful collaborations of WFP with other partners as perceived by external stakeholders - Ranking of key success and failure factors identified in the different partnership experiences 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; the DR related evaluations revisions; - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs - Field visits 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Capacity assessment - Triangulation data
- 4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?					
4.4.1 What is size and quality of staffing of CO in relation to size & ambitions of CSP? What are gaps in competencies and number of staff?	<ul style="list-style-type: none"> - How is staffing matched with available budget at CSP and specific SO level? - What are strengths and weaknesses in competencies of CO staff members? 	<ul style="list-style-type: none"> - Ranking of competencies of staff members of CO from strong to weak? - Missing competencies in the CO according to: a) CO management and staff; b) external partners - Gender-composition of staff of CO 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; the DR related evaluations - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Capacity assessment - Triangulation data
- 4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					
4.5.1 What are the enabling and disabling factors in the internal and external environment that have influenced WFP's	<ul style="list-style-type: none"> - What are the most important enabling and disabling factors that have influenced goals achievement in the SDG according to internal and external actors? 	<ul style="list-style-type: none"> - Ranking of enabling and disabling factors for performance and goals achievement by the CO and its implementing partners 	<ul style="list-style-type: none"> - WFP: CSP and T-ICSP plans and reports; early warning lists; market assessments updates; rapid needs assessments 	<ul style="list-style-type: none"> - Document review - Semi-structured KIIs 	<ul style="list-style-type: none"> - Meta-analysis evaluations - Content analysis KIIs - Contribution Analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
performance in achieving its strategic goals and ToC?	<ul style="list-style-type: none"> - What are the effects of the global inflation and food-crisis on CSP actions and those of national partners? <i>(ToC-Ass-5)</i> - To what extent and how are recent global challenges (e.g. COVID-19, and inflation) influencing capacities of GoDR to achieve SDG 2 related results? <i>(ToC-Ass 8)</i> 	<ul style="list-style-type: none"> - Evidence and examples of effective actions of the CO to mitigate disabling factors or to grasp new opportunities 	<ul style="list-style-type: none"> - GoDR policies, strategies, plans programmes, SDG plans, reports - UN reports; COVID-19 socioeconomic response & recovery plan; - Country and regional contextual documents - WFP (CO, RBP, HQ) - GoDR representatives and partners - Implementing partners - UN and IDPs - Civil society in the DR - Private sector in the DR 	<ul style="list-style-type: none"> - Field visits - Focus groups 	<ul style="list-style-type: none"> - Capacity assessment - Triangulation data

Annex 5: Methodology guidance

21. The methodological principles of this evaluation are based on a theory-based approach and call for a mixed methods approach. In this annex, the evaluation team is providing further methodological background and guidance to these methodological principles considered throughout the evaluation implementation.

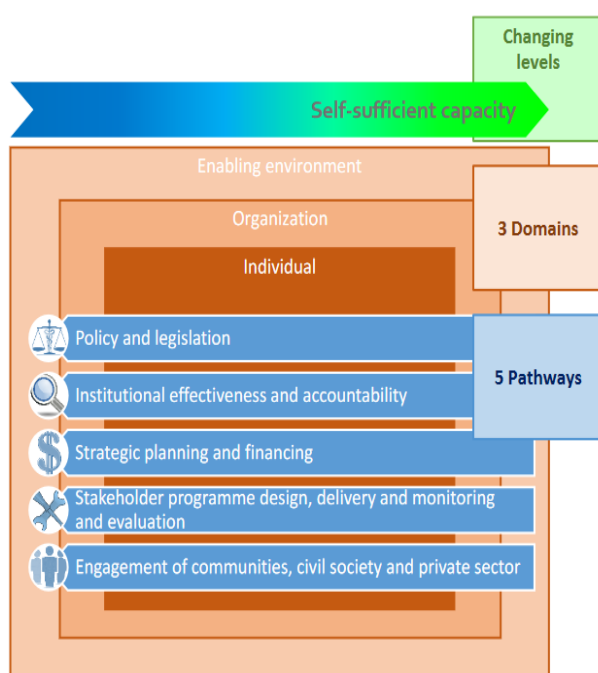
Guidance on analysis and assessment of capacity strengthening aspects of CSP implementation

22. The approach followed in this evaluation follows the WFP corporate approach as referred to in country capacity strengthening (CCS) documents, as listed below:

- National Capacity Index (NCI) - Measuring Change in Capacity for Hunger Governance in Support of Projects to Strengthen National Capacity to End Hunger. Complementary Guidelines: Series #2 (WFP, 2014);
- Country Capacity Strengthening Think Tank report (WFP, 2020);
- WFP Corporate Approach to Country Capacity Strengthening (CCS) CCS Toolkit Component 001 (WFP, no date);
- WFP CCS Toolkit 2. Capacity needs mapping (WFP, no date); and
- Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations, report to annual session executive board 21-25 June 2021 (WFP 2021).

23. The key dimensions of WFP frameworks for country capacity strengthening are presented in the figure below:

Figure 2: WFP corporate framework for country capacity strengthening



Source: WFP. Not dated. CCS Toolkit Component 001 – WFP Approach to CCS. p 1.

24. The figure shows three key domains of capacity strengthening: individual, organizational and institutional (enabling environment) in each of which capacity strengthening interventions are carried out in the framework of CSP implementation.

25. The country capacity strengthening approach identifies four distinctive levels to measure and monitor capacity strengthening processes. These levels range from latent (level 1) to self-sufficient (level 4).

26. Five pathways or dimensions of capacity strengthening are specified:

- a. capacity to develop and implement policies and legislation;
- b. institutional effectiveness and accountability;
- c. strategic planning and financing;
- d. stakeholder programme design, delivery and monitoring and evaluation; and
- e. engagement of communities, civil society and private sector.

27. While these pathways and dimensions are relevant to all domains of capacity strengthening, they refer more specifically to capacities at the organizational level.

28. As also clearly shown in the theory of change, capacity strengthening is key to the intervention strategy and approach of WFP in the Dominican Republic, covering the three most substantial (and historic) strategic outcomes of the programme. This will require looking at capacity strengthening aspects and the evaluation team believes that the WFP country capacity strengthening approach and framework is particularly useful.

29. The evaluation team also focused on a further capacity strengthening analysis to be able to cost-effectively apply this method and tool within the budget and time frame of this evaluation. The focus was the capacity strengthening analysis on organizational and enabling environment levels. **In the opinion of the evaluation team** the evaluation is **suited** to measuring capacity strengthening at **the** individual level **in** that it is usually relatively well captured in existing instruments and is also incorporated and embedded in organizational performance. To measure organizational performance, the evaluators looked at the results of capacity (needs) assessments that have been realized at the organizational level among key partners in implementation of the CSP. These results were further analysed in depth for at least one key partner under each of the first three strategic outcomes in the CSP. The evaluation team has conducted its own assessment of organizational capacity levels under the different pathways and compared the results with earlier exercises. The assessment by the evaluation team served two purposes:

- identify key progress and results in capacity strengthening of key partners in CSP implementation; and
- compare results with earlier assessments and identify discrepancies or gaps in the analysis and identify possible gaps in implementation of capacity assessments in the framework of CSP implementation.

30. A second point of focus refers to the enabling environment level of capacity strengthening and this focus has been chosen because of the importance given to it in the framework of CSP implementation: engaging in and strengthening (multistakeholder) partnerships to implement CSP interventions and to replicate and expand interventions, particularly in the area of campaigns ('Hambre cero'/zero hunger campaign), lobby and advocacy, and evidence generation.

31. While the evaluation team's approach followed the country capacity strengthening approach to partnerships (under the pathway of engagement of communities, civil society and private sector), an additional component in the analysis of this capacity has been introduced that will help to conduct this analysis in the wider environment of key partners of WFP in the Dominican Republic. This analysis has been conducted at the national level of CSP implemented and included a limited number of 5-10 key strategic partners, covering the first three strategic outcomes of the CSP

32. In interviews with WFP and partners, three specific assessment subjects have been included:

- a. WFP and partners' self-assessment on their commitment, participation and specific role and competencies in partnering with each other;
- b. WFP and partners' assessment of the commitment, participation and specific role and competencies of the other partners in the partnership; and
- c. the overall appreciation that different partners express on the quality and progress of the partnership (and comparison with this appreciation among partners).

33. To allow a more in-depth analysis and discussion, a focus group discussion (FGD) was envisaged; however, it did not happen in the evaluation fieldwork.

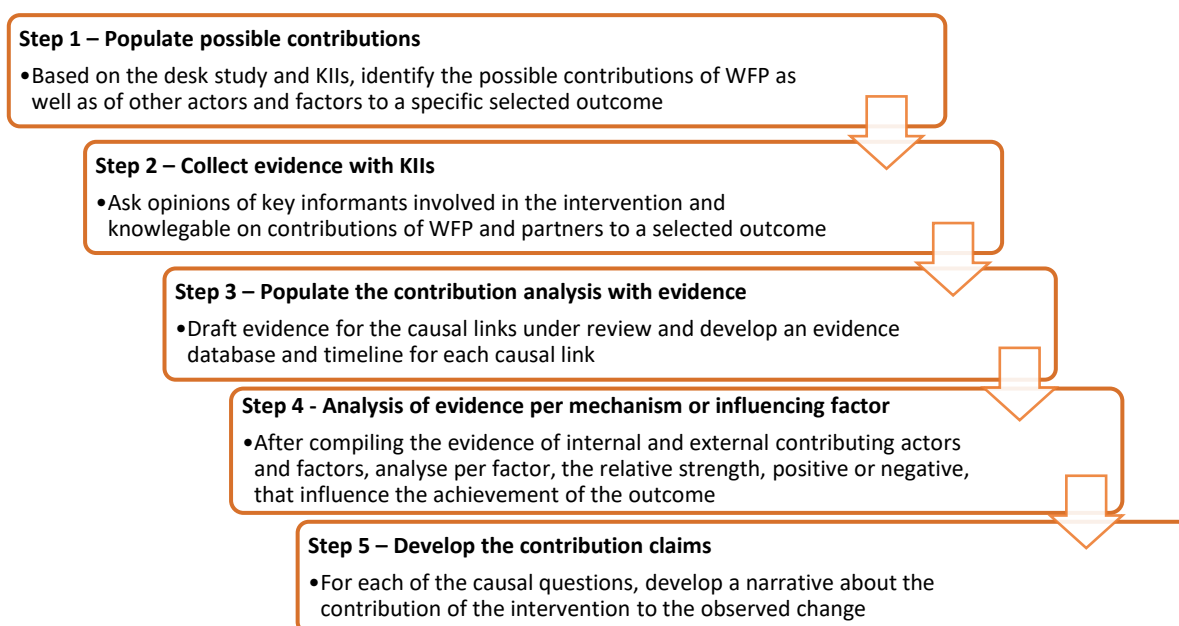
34. A final point of interest under capacity assessment is to look at the process and results of the emergency preparedness capacity indexes (EPCIs) that have been consistently applied in the Dominican

Republic and therefore are one of the few indicator sets that allow for comparison over time throughout the entire programme. For more details, please refer to Annex 11.

Guidance on contribution analysis

35. Contribution analysis is a systematic approach to analysing causal questions. It can be used in situations where more than one factor contributes to a change and where other forms of causal analysis (for example, using counterfactuals) is not possible. A contribution analysis systematically searches for the mechanisms and factors that contributed to a certain change and tries to find and weigh the evidence for the existence and contribution of each of these factors. This results in a statement that identifies the contribution of an intervention to a certain change (or set of changes), where the contribution is seen in relation to other factors that contributed.

36. The contribution analysis follows five basic steps – also followed by the evaluation team - starting with the identification of a key outcome to subject to analysis in order to identify the possible contributions of WFP. It ends with a small narrative on the contribution claim. The steps are:



37.

Step 1 – Populate possible contributions

38. Start by establishing a good understanding of how the selected causal question fits in the planned and executed interventions. Based on this, create a simple visualization (diagram) zooming into possible contributions to the selected outcome.

39. Then, construct a factor and evidence table for the contribution analysis. Start with a simple listing of contributing factors, beginning with the factors that are part of the intervention (activities and outputs).

Step 2 – Collect evidence with key informant interviews in case studies

40. Subsequently, identify the most relevant key informants and conduct interviews to collect further information about the occurrence and significance of contributing factors.

Step 3: Gather evidence per influencing actor or factors of contribution to the outcome

41. After the interview, define the type of the contributing factor. Choose from the following types:

- primary factors – those that are within the scope of the programme;
- contributory factor (precondition or assumption that was foreseen and in place as the project took place); or
- rival factor (other factors that took place in parallel outside the scope of the project undermining the contribution story of the project). This factor can both be helpful or inhibiting.

Step 4: Analysis and the specific influencing actors or factors and their contributions

42. Analyse the factors further considering the following elements:

- **place in time-line:** reconstruct the timing of specific changes/contributions in the table to support causal links, also in time;
- **evidence:** how does one know that the factor occurred (what signs or indicators was observed that illustrate this factor indeed played a role);
- **positive/negative:** does this factor help or hinder the realization of the change (outcome);
- **weight of contribution:** to what extent does the data prove a strong contribution of this factor (strong, reasonable, moderate, weak); and
- **conclusion on significance:** reviewing relevance and strength of evidence how significant is this factor judged to be (1. strong, 2. reasonable, 3. moderate, 4. weak).

Step 5: Develop the contribution claim

43. This is the concluding part of the analysis, in which the contribution story of the project in light of other valid factors for which reliable data is analysed. Obviously, the occurrence of rival factors of strong weight (that is, high validity) that are backed up by reliable data, the weaker the contribution claim of the specific actor (WFP and/or WFP partner to the project outcome becomes a percent). Specific guidelines were used and they are included in Annex 7.

Guidance on gender and inclusion-sensitive methods and approaches in the evaluation

44. The evaluation team applied gender-sensitive methods throughout the evaluation process.

Table 2: Actions and mechanisms to ensure gender and inclusion in the evaluation process and deliverables

Evaluation phase	Activities to ensure gender and inclusion in the evaluation process and deliverables
Inception	<p>Inclusion of gender and inclusion aspects in the evaluation matrix</p> <p>Consideration of gender and inclusion aspects in the evaluability assessment</p> <p>Inclusion of gender consideration in the stakeholder mapping and population of interview lists</p> <p>Ensure balance in gender of the team in national and in specific field visits</p> <p>Inclusion of a specific tool for gender and inclusion analysis to be applied in evaluation</p>
Data collection and mission to the Dominican Republic	<p>Include an assessment of the quality of gender analysis that was undertaken to inform the CSP</p> <p>Include an assessment of whether results of the gender analysis were integrated into the programme design, and the definition of gender marker levels/codes for components of the CSP</p> <p>Assess key documents on programme implementation for evidence of gendered outcomes, how gender was addressed by programmes in practice and their coherence with relevant gender policies</p> <p>Combine meetings with both men and women with men and women only meetings (at the level of target groups)</p> <p>Check gender balance in participation throughout the implementation of the evaluation and take corrective measures if and when needed</p> <p>Ensure disaggregation of findings per sex, if primary data allow for this</p>

	Systematically consider the possibility of variance in effects of interventions for men and women and inclusion of other groups (including undocumented persons)
Analysis and reporting	<p>Analysis of data collected is based on a good understanding of the context, relationships and power dynamics that affect the responses of interviewees</p> <p>Cross-checking and triangulation of gender/age disaggregated data is applied to include voices of women, men, boys, and girls and verification of key findings by various data sources</p> <p>Gender is mainstreamed throughout the final evaluation report. There are specific gender sections and specific interventions and/or results where gender is targeted</p> <p>The final evaluation report includes gender-sensitive analysis of findings, translated into conclusions and recommendations</p>

45. **Guidance on ensuring prevention of sexual exploitation and abuse (PSEA) and accountability to affected populations (AAP)** PSEA and accountability to affected populations have been included as evaluation questions and lines of inquiry under in the evaluation criteria. The extent to which PSEA and accountability to affected populations are applied in design, implementation and monitoring and in the evaluation were assessed in the evaluation report.

46. The evaluation team, however, is also accountable to affected populations and for the prevention of sexual exploitation and abuse and the following methodological provisions were proposed for this purpose.

Table 3: Accountability of evaluation and evaluation team to affected populations and for protection from sexual exploitation and abuse (PSEA)

Activity	Measures to strengthen AAP and PSEA of evaluation team
Planning and preparation of evaluation activities	<p>The evaluation team prepared briefing notes and conducted briefings at the start of specific evaluation activities (including for specific evaluation field visits)</p> <p>A summary ToR in Spanish was made available by WFP for information and briefing purposes</p> <p>Planning of interviews and specific field visits was prepared in a timely manner so that people could properly plan for these. To assist with this, special permission was requested to fast track the planning of field visits and interviews with key stakeholders prior to the final approval of the IR</p>
Information provision to affected people regarding CSP evaluation	<p>During interviews and field visits, the purpose and scope of the evaluation were explained to stakeholders and the ToR is shared upon request;</p> <p>Where needed, the evaluation team requested WFP and partners to provide a proper introduction of the evaluation to key informants and stakeholders (without further compromising confidentiality of meetings in this evaluation)</p> <p>The timeline and context of the evaluation were explained upon request</p> <p>Information provision and interviews at the national level have always been done in Spanish to allow for inclusion</p>
Consent and consultation of partners and affected people (and their organizations)	<p>At the start and end of the interviews consent for the use of interview findings was requested, assuring confidentiality of all key informant interviews in the evaluations</p> <p>Interviews, particularly at the beneficiary level, if and where required, were conducted between team members and key informants of the same gender</p>

	<p>The interviews ended with an open question to provide feedback and recommendations to the evaluation team, WFP and partners</p> <p>In group settings individual participants were enabled to provide inputs in written and confidential form, in case they didn't want to express themselves in the group</p>
Complaints and feedback	<p>The evaluators shared their email addresses with interviewees to allow them to provide feedback at other moments than the interview/meeting itself</p> <p>The evaluators explained to participants in the evaluation process that they could complain about the evaluation process and conduct of the evaluation team, either to the WFP evaluation manager (CO or OEV level) or at quality assurance (QA) at the level of the evaluation company, Lattanzio KIBS</p>
Follow-up evaluation actions	<p>All stakeholders were informed about the next steps and follow-up of specific evaluation activities, as far as relevant to them</p> <p>At the end of the evaluation process, publishable findings of the evaluation can be shared with stakeholder groups (see also communication and dissemination plan)</p>

47. Table 4 further summarizes the evaluation team's approach to gender, inclusion, protection and accountability to affected populations.

Table 4: Approach to gender, inclusion, protection and accountability to affected populations within the evaluation

Phase	Gender, protection, accountability to affected populations and social inclusion-sensitive activities
Proposal	<p>Gender and inclusion</p> <ul style="list-style-type: none"> • Selection of a gender-balanced and culturally diverse team of evaluators with expertise in gender and inclusion analysis • Identification of a team member with responsibility for overseeing the mainstreaming of gender and inclusion in the evaluation design and guiding other team members to collect information in a gender-sensitive manner
Inception	<p>Gender and inclusion</p> <ul style="list-style-type: none"> • Evaluability assessment establishes the extent to which gender sensitive/disaggregated secondary sources are available for consultation • Stakeholder analysis is conducted with a gender lens and informs a gender representative sample where possible • Stakeholder analysis is also conducted with an inclusion lens and ensures representation across levels (national and subnational) and categories (government, CSOs, community-based organizations (CBOs)) • Engagement with WFP gender focal persons as the main intermediaries of the WFP gender policy implementation • Evaluation matrix designed to measure the different effects/experiences of men, women, girls, and boys, with gender-sensitive indicators (qualitative and quantitative) • Inception report includes a gender and inclusion-sensitive context analysis • Design of a framework/method to assess the gender marker levels of CSP interventions for the CO during desk review • Assessment of gender actions are well aligned with WFP Gender Policy 2015-2020 (or new WFP Gender Policy 2022-2026) <p>Protection and AAP</p> <ul style="list-style-type: none"> • Design of data collection methods to ensure confidentiality and consent. For KII protocols, this includes ensuring that respondents feel safe and confident to provide

	<p>feedback and are confident that their input will be confidential. For FGD participants this includes making sure FGDs are sex- and age-disaggregated, to ensure participants have the space to speak openly, and providing enough information for informed consent to be realistic</p>
<p>Desk review</p>	<p>Gender</p> <ul style="list-style-type: none"> • Assessment of the quality of gender analysis that was undertaken to inform the CSP, based on the following questions: <ul style="list-style-type: none"> ○ Were contextual constraints and opportunities in relation to gender equality (e.g. laws and attitudes) identified? ○ Did the analysis review how well main actors (state, government or other) have reached out to girls, boys, women and men to promote gender equality? ○ Was sex- and age-disaggregated data collected and analysed? ○ Did the analysis show appreciation for differences within non-homogenous social groups? • Assessment of whether results of the gender analysis were integrated into programme design, and definition of gender marker levels/codes for components of the CSP against the following Gender with Age Marker (GAM) scale: <ul style="list-style-type: none"> ○ -1: gender discriminatory and adverse actions ○ 0: no reflection of gender (gender blind) ○ 1: limited reflection of gender ○ 2: potential to contribute significantly to gender equality, and ○ 3: the project's principal purpose is to promote gender equality • Review key documents on programme implementation for evidence of gendered outcomes, how gender was addressed by programmes in practice and coherence with relevant national and WFP gender policies
<p>Data collection and field work</p>	<p>Gender and inclusion</p> <ul style="list-style-type: none"> • Design of data collection tools and instruments (e.g., interview guides) that encourage evaluators to seek views of participants on gender issues; understand the context, relationships and power dynamics; and gather information on differential gender effects and outcomes and the reasons for them • Data collected on and from both men and women participants in WFP activities, applying a mixed method approach. FDGs are sex- and age-disaggregated and ensure inclusive participation • Give due consideration to ethical issues as outlined in Section 1.4 and take measures that encourage participants to share honest views in confidence • Collected data are consistently disaggregated by age, sex, and disability <p>Protection and AAP</p> <ul style="list-style-type: none"> • For key informant interviews, all interviewees are given full information about how their data will be used, and how their confidentiality will be kept within this evaluation • For any concerns arising within the data collection phase with regard to protection issues, the ET take the advice of OEV and / or the Dominican Republic Country Director for reporting • All FGD participants are asked to provide informed consent; meaning they fully understand the purpose of the discussion, and how the information they provide will be used, and that they consent to this. All FGD participants are made fully aware that it is not mandatory to answer any question or to participate and that they are free to leave at any time. All FGD participants are treated with dignity, respect and kindness. No children and youth participate in any of the FGDs and interviews planned
<p>Analysis and reporting</p>	<p>Gender and inclusion</p> <ul style="list-style-type: none"> • Analysis of data collected is informed by an adequate understanding of the context, relationships and power dynamics that affect the responses of interviewees • Triangulation of gender/age disaggregated data to ensure that the voices of women, men, boys and girls are heard and verified by various data sources

	<ul style="list-style-type: none"> • Triangulation of data across different levels (national and subnational) and different categories (such as the Government and CSOs, private sector) of respondents, to ensure that the voices of all are reflected and not just those who hold the most power • Gender is mainstreamed throughout the final evaluation report. There is a specific gender section only if and when: <ul style="list-style-type: none"> ○ design of the interventions included specific, targeted, gender activities (e.g., nutrition or school feeding) combined with specific outcomes and indicators; ○ monitoring reports indicated gender-specific outcomes that were unintended ; ○ highly relevant gender issues related to the context are identified; and ○ there is a need to report progress towards WFP gender policy objectives • The final evaluation report includes gender- and inclusion-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations and technical annex • Analysis of data is consistently disaggregated by age, sex, and disability <p>Protection</p> <ul style="list-style-type: none"> • The ET will retain full confidentiality of all respondents (KIIs and FGD participants) within the final report and ensure that no comment can be attributed back to any particular person
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Source: Evaluation team elaboration.

Guidance on sampling approach and methods in this evaluation

48. Sampling in this evaluation process was applied in three evaluation activities: outcome selection; key informant selection; and field visit location selection.

Outcome selection for contribution analysis

49. Further sampling for specific outcomes has been done in liaison with the country office.

Key informant selection based on stakeholder mapping

50. Sampling of key informants was done on the basis of stakeholder mapping and the allocation of interview slots among the different stakeholder groups. The number of interview slots is based on the variety of specific stakeholder groups in the evaluation and the reach of the CSP to these groups.

51. Based on the allocation of time-slots for interviews, WFP (at the country office, the regional bureau in Panama and headquarters levels) was requested to develop a long list of possible key informants. Where specific key informants represent similar organizations with similar stakes in the CSP, (for example, a specific rice-fortification company, local or regional units of government, private sector or civil society organizations), and time was not permitting to meet with all, a blind (ad-random) selection of the key informant was made.

52. The sampling of interviews among stakeholders is presented in the table below:

Table 5: Sampling of interviews across stakeholder categories

Stakeholder category	Specific organizations/ departments/persons	Number of interviews*
WFP Internal (HQ, BRP and CO)	Director SO Managers Finance & administration M&E Communication Assistants Hambre Cero Consultant Nutrition Programme Coordinator Nutrition Programme Associate Supervision Officer COMET Support Consultant	18 (19)
Ministries and government commissions in the Democratic Republic	Ministry of the Presidency Ministry of Public Health and Social Assistance Ministry of Economy, Planning and Development Ministry of Agriculture Cabinet of Social Policies (GCPS) National System for Disaster Prevention, Mitigation and Response National Commission for Emergencies National Council for HIV and AIDS Dependencia de la Presidencia de la Republica Dominicana	12 (3)
Implementing and cooperating partners (government and civil society)	Progresando con Solidaridad/ SUPERATE Technical Secretariat for Food Sovereignty and Food and Nutrition Security (SETESSAN) Defensa Civil Cruz Roja Dominicana Sistema Único de Beneficiarios (SIUBEN) National Institute for Student Welfare (INABIE) National Institute for Early Childhood Development (INAIFI) Emergency Operations Centre (COE) Administradora de Subsidios Sociales (ADESS) National Public Canteens Authority (CEED) Oficina Nacional de Meteorología (ONAMET) Direccion General de la Policia Nacional Servicio Nacional de Salud (SAI)	27 (6)
Beneficiaries and beneficiary group representatives (in field visits)	Local/regional beneficiary groups: identified per location Local/regional key partners/stakeholders: identified per location (CSOs, private sector, and/or Centros Tecnológicos Comunitarios (CTC))	9
UN and other relevant international development partners	UN- Resident Coordinator's Office Office for the Coordination of Humanitarian Affairs (OCHA) Food and Agriculture Organization of the United Nations (FAO) United Nations Development Programme (UNDP) United Nations International Children's Emergency Fund (UNICEF) United Nations High Commissioner for Refugees (UNHCR) Joint United Nations Programme on HIV/AIDS (UNAIDS) United Nations Emergency Team (UNETE) World Bank (WB) Inter-American Development Bank (IADB) ECHO BHA (USAID)	17 (5)

Other stakeholders at the national level	Private Sector: Royal DSM, rice-fortification companies, Sanar una Nación; Clinica de Familia, PRODAL, CRES, DP World	12
	Civil society: World Vision International (WVI); Plan International and local non-governmental organizations (NGOs) (e.g. Centro de Desarrollo Sostenible (CEDESO), CESAL and/or Aldeas Infantiles, ASCALA), Agencias de Desarrollo Economico Territorial (ADELVA, ADETTA), Juntas/Clubs locales (Junta de Vecinos La Habanica, Club de madres en la Bomba)	15
	Media/other: Guadalupe Valdez. Ex diputada nacional, and special ambassador Hambre Cero: market staff	4
Other stakeholders at the international level	Haiti: WFP CO Director, UN Resident Coordinator German Embassy	3
Total		112

53. Source: Evaluation team. Note *: between brackets and in italics: the number of key informants that were already consulted during the inception phase. Some of the interviews during the research phase were the same key informants as during the inception phase.

Field visit location selection

54. The locations for the field visits in this evaluation are presented in Table 6.

55. The field visit sampling was based on the following criteria:

- representation of the activities of the three most substantial strategic outcomes in the CSP;
- regional coverage in the Democratic Republic, including coverage of more vulnerable regions with particular vulnerabilities in disaster preparedness, nutrition and food security;
- spread over rural and urban areas;
- inclusion of a region close to the Haitian border;
- spread over different partners involved in implementation of interventions;
- regions with multiple parallel interventions combined with stand-alone interventions to look at aspects of complementarity and synergy of these interventions;
- different time frames of implementation (closed, ongoing or starting-up); and
- different sizes of budgets and expenditures in different regions.

56. These criteria are also combined with the criteria of cost effectiveness and viability to conduct field visits in a limited period of time and with limited travel time in between different locations.

57. This process of selection of field visit locations started in consultation with the WFP country office staff, who provided suggestions for possible locations for visits, based on the criteria presented above.

Table 6: Sampling of field visits for evaluation field work

Visit	Location	Subject of field visit (case study)	Considerations for selection of field visit location
1	Monte Cristi	Multiple interventions involving different partners and target groups (all SOs)	Regional urban centre in a remote region, close to Haitian border; possibility to look at synergy between different interventions and more partners are involved in implementation
	Valverde (Mao)	Forecast based financing (SO3)	Starting up of a new programme in a rural area
	Dajabón	Cash-based transfers (SO3)	Closed project in a rural area with the possibility to apply a retrospective perspective

2	(Greater) Santo Domingo	Rice fortification experience and partners involved (SO2)	Urban area, multistakeholder (and private sector) cooperation
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Source: Evaluation team, in consultation with the country office.

58. Logistics and time criteria were applied to arrive at a final suggestion of field visits to be conducted in this evaluation. The visit to the three locations in the northwest of the Dominican Republic was based on the suggestions of the evaluation team and their criteria for selection.

59. The evaluation team suggested and carried out an additional case study and field visit that focused on the urban context of Santo Domingo, because urban poverty and food security is considered an important phenomenon of poverty in the Dominican Republic. The evaluation team considered it important to complement the three visits focusing more on smaller urban centres with those in rural regions.

60. The mix of four field visits is a representative coverage of WFP interventions in the Dominican Republic under the three most substantial strategic outcomes of the CSP (SO1, SO2 and SO3)

61. The field visits combined different data collection methods and included a contribution analysis of prioritized outcomes in the specific field visits.

62. The outcomes on which the contribution analysis focused in each case study was based on available reporting on the specific intervention and the final selection of the outcome(s) was confirmed during an introductory briefing meeting at the start of each respective field visit.

Annex 6: Analysis of gender equality and women's empowerment aspects in CSP planning and implementation

63. The National Road Map for Sustainable Development Goal 2 "zero hunger 2016-2017" was the result of a broad multisectoral participatory process that identifies a set of priorities in order to achieve the eradication of hunger in the Dominican Republic. One of these priorities is the generation of consistent data disaggregated by sex and age, as well as a gender analysis of the country's food security and nutrition policies and programmes. In addition, the road map identifies gender inequalities as one of the main factors affecting malnutrition in the national population. This document subsequently becomes the main input for the formulation of the WFP CSP 2019-2023.

64. Contextual data and progress towards SDG 2 of the road map provide information while identifying needs for national progress on gender equality. In line with these important inputs, the CSP 2019-2023 recognizes that "gender inequalities represent one of the main drivers of food insecurity and malnutrition in the country." In line with these statements, the CSP 2019-2023 refers to this issue in each of its components.

65. Among the strategic changes defined for this new programme cycle, the CSP 2019-2023 highlights the gender-transformative approach as a central element in the fight against food insecurity. And in the section on WFP strategic orientation, it foresees "promoting food security through rights-based gender transformative approaches".

66. These, and other references to the key issue of gender inequalities and their link to food insecurity, are part of the narrative throughout the CSP document. Such statements are in line with WFP Gender Policy (2022-2026), which includes as one of its objectives: "Progress on gender equality by tackling the root causes of gender inequality."¹

67. Regarding the focus on transforming gender relations, the policy states:

(...) *gender relations transformation approach*, whereby an initiative, program, policy or activity will focus attention on transforming unequal gender relations through interventions that challenge discriminatory gender norms, biases and stereotypes to promote the sharing of power, control of resources, decision-making and workload, as well as support the empowerment of all people, particularly women and girls.²

INCLUSION OF THE GENDER APPROACH IN THE DESIGN OF THE CSP

68. As mentioned above, the gender approach is part of the narrative of the CSP 2019-2023 document in all its components. However, the incorporation of this element in the argumentative and descriptive part of the document presents a gap with respect to the operational part of the CSP. The expected results, activities, sub-activities and indicators do not reflect in the same dimension and scope that which is established in the first part of the CSP.

69. Despite repeated calls for the necessary inclusion of a gender-transformative approach, no gender indicators have been identified to report on the progress and challenges in this area.

¹ WFP. 2021. *WFP Gender Policy (2022-2026)*, p.8

² WFP. 2021. *WFP Gender Policy (2022-2026)*, p.8

70. Only one indicator on gender equality is included, which is however quite difficult to apply: "There is greater gender equality and empowerment of women among WFP-assisted populations."³

71. The application of gender indicators are important inputs in the monitoring and evaluation of progress achieved in this area as a result of the fulfillment of the objectives of the CSP. Hence the need to strengthen this aspect of planning for the current CSP and the need for its inclusion in the next one.

72. With respect to accountability mechanisms (limited to the possibility of addressing complaints), the CSP does not refer to the application of protection measures that take into account gender inequalities that may increase women's risk of phenomena such as domestic violence, HIV-positive discrimination, or other risks associated with, for example, their status as undocumented migrant women.

73. Regarding the participation of gender interests in the SDG 2 road map process, which served as the basis for the formulation of the CSP 2019-2023, it is important to note that out of a total of 88 government institutions and civil society, private sector and international cooperation agencies that participated in that process, only two of them were linked to the issue of gender equality: the Ministry of Women and Women in Development (MUDE).⁴ This fact alone may be indicative of the level of deepening that this topic would have in the SDG 2 road map and, moreover, in the CSP 2019-2023.

74. However, it is worth mentioning that the document "Systematization Inputs from the Consultation with Government Partners for Country Plan 2019-2023" includes a section on the integration of the gender cross-cutting axis, which is concretized through the proposed strategies contained in a table on categorization of the contributions of partners on how gender differences can be taken into account to achieve the results of the plan proposed by WFP.⁵ Unfortunately, these inputs are not reflected in the 2019-2023 CSP document.

75. On the other hand, the country office's capacity to implement WFP gender policies at the global level has relied primarily on the gender focal point, who at the same time fulfills other functions such as HIV focal point and SO2 partner. This combination of functions, coupled with the lack of capacity building in this area for all country office staff and limited internal coordination between areas has meant that "the actions implemented have not had an intentionally gender-sensitive approach" as noted in the CSP 2019-2023 review report.

76. At the budgetary level, no resources are specifically identified in the CSP 2019-2023 for gender mainstreaming interventions in strategic outcomes, nor were there specifications about the development of gender-targeted measures in the terms established in the Gender Policy as a twin-track strategy).⁶ In addition, the resource mobilization strategy section of the CSP indicates that "WFP will seek financial resources for the implementation of activities that promote gender equality,".⁷ However, these efforts did not translate into concrete budget allocation for these purposes.

INCLUSION OF THE GENDER APPROACH IN THE IMPLEMENTATION OF THE CSP 2019-2023⁸

77. Some essential elements of the gender approach analysed in light of the implementation of the different interventions contemplated in the strategic outcomes of the CSP 2019-2023 are described below.

➤ Sexual division of labour and social organization of care

³ WFP. 2018. *Dominican Republic Country Strategic Plan (2019-2023)*, p.32.

⁴ WFP. 2018. *Dominican Republic Country Strategic Plan (2019-2023)*.

⁵ WFP. 2018. *Dominican Republic Country Strategic Plan (2019-2023)*, p.21.

⁶ WFP. 2021. *WFP Gender Policy (2022-2026)*, p.8

⁷ WFP. 2018. *Dominican Republic Country Strategic Plan (2019-2023)*, p. 25.

⁸ The categories of analysis developed here are based on: Ramil Paz, Estrella (2021). Elementos de análisis a tener en cuenta a la hora de identificar y/o evaluar la perspectiva de género en proyectos y programas de desarrollo (Supporting material). Master Equality and Equity in Development. Barcelona: Cooperació- UVIC.

78. As a result of the social organization of care, based on the sexual division of labour, women are traditionally assigned the responsibility of providing care to others around them, while men are assigned productive work. Both spheres, productive work (public sphere) and reproductive work (private sphere), have a differentiated economic, social and cultural value. Care work, which includes the responsibility assumed by women to feed their families, is a prerequisite for the achievement of a minimum level of well-being. Generally, women are the ones who manage, prepare and distribute the food. On many occasions they are also involved in its production (family crops) or acquisition at the market. Women are also often involved in community management and/or productive work. All of this represents an overload of free-of-charge and time-consuming work, thus having direct effects that limit them in the exercise of their human rights.

79. This issue is addressed in different interventions (and at different levels) of the CSP's strategic objectives.

In reference to SO1:

- The communication campaigns (SO1) present the inclusion of a gender approach through the incorporation of non-sexist language, gender parity in the disseminated images, and the inclusion of gender roles that overcome traditional stereotypes of girls as future mothers and boys as future decision makers. However, there is still room to deepen messages that move away from the stereotype of women as caregivers (the girl doctor who wants to cure others) or with skills associated with delicacy (the girl ballet dancer), and images of men in professions that require a spirit of adventure (airline pilot) or sportsman in masculinized disciplines (the baseball player).
- The "16 Days of Activism Against Violence Against Women" campaigns, in which WFP is actively involved as a member of the UNETE Campaign, provide an underutilized framework that shows the link between women's right to a life free of violence and the right to food.
- A unique experience that demonstrates the potential of these messages is the "Awareness-raising workshop through stories to interact with children on gender violence, food rights and zero hunger", carried out in the context of the 16 days of activism against gender-based violence (GBV).
- Institutional capacity building does not incorporate the issue of food and nutritional security and its link with gender equality in the work with strategic outcome partner institutions, such as SAI, UNAP, INAPI, INABIE, among others.
- The South-South cooperation initiative has not used this platform to address gender inequalities as a determining factor in food security and strengthening emergency response through social protection.

In reference to SO2

- The training plan for the different groups reached through direct nutritional assistance developed by SO2 does not evidence a systematic and planned work on the link between food security and nutrition and gender equality. Although the consulted sources report the approach of these contents in the direct work of the gender focal point, they also express the view that this has not been an institutionalized practice and therefore it is difficult to evaluate its results.
- Supporting social protection programmes through nutrition counselling does not incorporate gender-transformative strategies, as proposed in the CSP 2019- 2023 document (p.16).
- The exception to this rule is the recent agreement between WFP and the Ministry of Women's Affairs (pending implementation), whose work plan establishes as expected outputs in its second phase (in 2023): Component 2. Gender/gender-based violence prevention and women's empowerment, and Component 3: Gender-sensitive social protection.
- Although exceeding the evaluation period, these products and their respective actions undoubtedly represent an important programmatic advance towards the implementation of the gender-transformative approach in the CSP 2019-2023.
- Together with communication campaigns, SO2 is probably the most suitable for addressing gender inequalities in direct work with target populations. From here, more easily measurable actions can be encouraged in line with the objective of promoting social and behavioural changes regarding gender inequalities in order to improve nutrition and food habits.

In reference to SO3

- SO3 focuses on disaster risk management and emergency response. Its main strategy is specialized technical assistance, which represents an opportunity to work on the issue of gender equality from the lens of social protection policies. The partnership with the Social Cabinet and the Supérate programme has been an unused entry point for WFP to contribute to gender-sensitive tools and develop and/or strengthen comprehensive disaster risk reduction and social protection strategies from a gender perspective.

In reference to SO4

- Under SO4 WFP provides assistance to the most vulnerable populations affected by COVID-19 or climatic phenomena. Food assistance is provided through cash and in-kind transfers to populations affected by shocks. With these populations, the issue of gender equality and its link with food security and nutrition has been scarcely addressed. Certainly, the target population of these interventions is highly mobile and therefore post-donation contact is difficult to achieve, which is why awareness-raising work requires innovative strategies. It is very useful to analyse, from a rights and gender perspective, the different effects that interventions of this type can have on women and men in order to measure their effectiveness and impact on the lives of people, especially those, such as women, who are socially disadvantaged.
- One of the served populations under this strategic outcome are undocumented migrants of Haitian origin, a population historically subjected to serious manifestations of discrimination in the country. In the case of women, discrimination based on ethnic origin or nationality is combined with and increased by discrimination based on gender. Sexual violence is an expression of this intersectionality of violence and needs to be addressed in WFP work.

➤ **Access and control to resources and benefits**

80. In the CSP 2019-2023, SO2 and SO4 contemplate actions to deliver food rations in-kind or cash transfers to the most vulnerable groups in emergency contexts: undocumented migrants, people with disabilities, people living in extreme poverty, and people living with HIV (PLHIV). These types of interventions require a gender analysis to inform and prevent negative effects on women. This analysis has not been considered in these interventions, reducing the possibility of assessing the effects of the use and control of resources, in this case of economic value (food received or produced):

- Consultation with women beneficiaries is an element that should be taken into account in the design stage in more depth. This information could provide important inputs for assessing possible changes in gender relations within households or communities.
- It is worth noting that in the family garden initiative, aimed especially at people living with HIV (SO2), accompaniment and guidance to the participating women on the issue of gender equality becomes more and more relevant, to the extent that it opens up the possibility for them to generate their own income and to have control over it. This can lead to changes in gender relations, providing women with elements to strengthen their self-esteem and/or collective empowerment, or on the contrary, promoting risk factors for gender violence or greater discrimination due to HIV. Primary and secondary sources do not show an approach to these issues. The absence of gender indicators complicates the task of monitoring and evaluating these interventions from a gender-based analysis.

➤ **Practical needs and strategic gender interests**

81. In light of the contributions of the feminist theory on the analysis of practical needs and strategic gender interests, it is possible to conclude that the CSP has focused on practical needs in its implementation. The emphasis has been placed on improving the material living conditions of women and their families, through access to food. It has failed in promoting changes in the unequal power relations between genders, which can be expressed in women's work overload, lack or limited control of resources

and benefits, and restriction in decision making, at the individual and collective level, as well as conditioning the exercise of other women's rights.⁹

82. In this sense, most of the interventions reviewed are focused on the practical needs of women and therefore fail to question the causes or implications of the subordinate position that women occupy for reasons of gender.

83. For example, there is no analysis on the possible changes generated by the interventions - such as those contemplated in SO2, SO3 and SO4, - as it is not questioned or investigated whether they imply an overload of work for women in their role as mothers and caregivers, a greater risk of violence, or greater control of resources, including the use of time, better levels of autonomy or self-esteem. Taken together, these effects are worthy of gender analysis and evaluation, given the potential outcome of reinforcing gender roles or contributing to modifying gender inequalities.

84. Again, the exception to this rule is identified in the memorandum of understanding (MoU) between WFP and the Ministry of Women's Affairs, in its components 2 and 3. This document contemplates results and goals that aim, on the one hand, to identify the link between gender violence and food and nutritional security and, on the other hand, to identify gender gaps and triggers that affect the design and implementation of actions and mechanisms that ensure women's lives, establishing the connection with gender-sensitive social protection programmes. These goals entail the questioning of gender inequalities and women's subordinate position.

➤ Participation

85. The participation of women and men in the implementation of the CSP 2019-2023 focuses on the most vulnerable people. In line with this criterion, the highest proportion of women as direct beneficiaries is focused on breastfeeding women, pregnant women, heads of households living in poverty, women living with HIV, undocumented migrants, and women with disabilities, among others. The data recorded in WFP reports show a higher proportion of women as beneficiaries than men.

86. It is important to note that the implementation of the interventions contemplated in the CSP has data disaggregated by gender. This information is a valuable tool for operational and strategic decision making.

87. With regard to the type of participation of women as beneficiaries, most of the participation is passive, that is, passive recipients of services or benefits, with no participation in their management or control.¹⁰ At most, in some interventions, such as those established in SO2, an obedient type of participation is observed, defined as that which shows women in activities decided by others, following instructions over which they have no influence or control. This type of participation limits the purpose of women's empowerment, as it does not encourage women to decide autonomously on the actions that affect their lives (active participation).

88. Similarly, the limited partnership with women's organizations in all strategic outcomes detracts from the potential of a gender-transformative approach. Women's organizations can make a decisive contribution to the inclusion of practical needs and, especially, strategic gender interests.

CONCLUSIONS

89. The present evaluative work coincides with and subscribes to the conclusion on implementation of cross-cutting axes pointed out in the Mid-Term Review report of the CSP 2019-2023, carried out in February 2022. The document states that:

"Although in the design phase of the CSP reference was made to the importance of the gender perspective and the inclusion of the gender transformative program approach, in practice, the implementation of the strategic results and activities has contemplated

⁹ Ramil Paz, Estrella (2021). Elementos de análisis a tener en cuenta a la hora de identificar y/o evaluar la perspectiva de género en proyectos y programas de desarrollo (Supporting material). Master Equality and Equity in Development. Barcelona: Cooperació- UVIC

¹⁰ Ibid

gender in a limited and partial way. The design and implementation of projects and programmes has timidly contemplated gender issues focused on establishing participation quotes for women. However, the projects and programmes have not received a gender evaluation that would allow identifying transforming actions that can be promoted from WFP. (...).¹¹

90. In this regard, the following is a description of the progress or strengths identified in terms of gender mainstreaming in the design, implementation and monitoring of the CSP 2019-2023:

- registration of target population disaggregated by gender;
- policy decision, implemented in practice, to integrate women in equal or higher proportions than men as recipients of benefits provided by WFP to the most vulnerable populations;
- inclusion of non-sexist language in its communication and awareness-raising materials;
- promoting changes in gender stereotypes through communication campaigns on food security and nutrition;
- contribution of the agency to the UNITE campaign that takes place every year as part of the 16 days of activism against violence against women;
- definition of action plan within the framework of the WFP-Ministry of Women's Affairs memorandum of understanding.

¹¹ WFP. 2022. Mid-Term Review of the WFP Dominican Republic Country Strategic Plan (2019-2023), p.46

Annex 7: Data collection tools

91. The data collection approach requires a number of specific tools and formats for data collection and for formatting the analysis of data, where specific and individual team members may be involved in data collection. To ensure clear guidance and uniformity in implementation and reporting the following specific tools and formats were prepared for the evaluation team members.

A. Format for analysis of beneficiary, output and outcome indicators

92. The preliminary analysis of beneficiary, output and outcome indicators was updated during the research phase of this evaluation. However, for beneficiaries only, data are available with updates up to September 2022 (see Annex 10). A summary analysis of the beneficiary, output and outcome indicator data has been developed and used in the evaluation report.

Table 7: Format for summary analysis of beneficiary, output and outcome indicators (2018-2022/3rd trimester)

Category	Component
Beneficiaries	<ul style="list-style-type: none"> - Comparison of target and realized values over time - Gender composition of beneficiaries and changes over time - Distribution of beneficiaries across the different SOs of the CSP (and overlaps in beneficiaries across SOs) - Cross-checked with financial analysis: average costs of activities and value of transfers per beneficiary and developments over time
Outputs	<ul style="list-style-type: none"> - Comparison of target and realized values over time - Variance of output indicators across gender and other criteria (e.g. age) and developments over time - Cross-checked with narrative reporting: provision of explanations with deviations in indicator values from original planning
Outcomes	<ul style="list-style-type: none"> - Comparison of target and realized values over time - Variance of outcome indicators across gender and other criteria (e.g. age) and developments over time - Cross-checked with narrative reporting: provision of explanations with deviations in indicator values from original planning

B. Format for financial review (budget and expenditures)

93. As with the data on beneficiaries, the financial data presented in Annex 10 has been updated.

94. The summary financial analysis was structured as detailed in Table 8.

Table 8: Format for summary analysis of budget and expenditures (2018-2022/3rd trimester)

Level	Component
Overall CSP	<ul style="list-style-type: none"> - Annual analysis of overall budget and expenditures - Cross-checked with narrative reporting: provision of explanation of deviations in expenditures compared with planning, including with needs-based budgets
Specific SOs	<ul style="list-style-type: none"> - Annual analysis of budget and expenditures under specific SOs and analysis of reallocation of budgets and expenditures across SOs and additional budget and expenditures under specific SOs - Cross-checked with narrative reporting: provision of explanation of deviations in expenditures compared with planning, including with needs-based budgets
Budget categories (including management,	<ul style="list-style-type: none"> - Analysis of budget and expenditures under specific budget categories and changes over time

administration and transfer costs)	- Analysis of percentages spent on specific budget categories and assessment whether these are in line with WFP requirements and generic efficiency criteria
Origin of funds for activities	- Analysis of donor funds available for specific SOs and budget categories and developments over time
Financial projections/pipeline	- Analysis of pipeline of ongoing and new contracts with donors as a percentage of funding of CSP and specific SO budgets for the remaining CSP period

C. Checklist for semi-structured key informant interviews (KIIs)

95. The evaluation team will, prior to conducting each interview, select a maximum of ten interview topics/questions to be discussed in an individual interview, to ensure proper planning and performance of the interviews within the timeframe allocated to the interview.

96. In some cases, notably during field visits, it may be considered best to conduct some of the interviews in a group. In those occasions, multiple representatives of stakeholder and/or beneficiary groups can be invited for a collective meeting to discuss aspects of programme implementation and the results of projects. When groups are large, interviewing may be combined with collection of written data sheets of individual participants, to allow all persons to give their inputs and also to do this in a confidential way.

97. The key informant interviews will typically last 45 minutes to one hour and will follow a semi-structured format. In case key informant interviews are conducted with multiple persons and/or in groups the time for the interview may be extended up to 90 minutes.

a. Introduction of the Interview (3 minutes):

- personal/team introduction;
- the evaluation process and terms of reference (make printed version of terms of reference available to stakeholders);
- explain the strict confidentiality of the interview; and
- request for cooperation and consent to use interview results (confidentially).

b. Body of the interview: (40 minutes):

- select a maximum of ten sub-questions and/or lines of inquiry from the evaluation matrix for key informant interviews. Table 9 illustrates the focus of interviews in specific stakeholder groups.

Table 9: Checklist for key informant interviews

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
EQ 1 (RELEVANCE) To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable?						
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the Dominican Republic to ensure its relevance at design stage?						
1.1.1 What is the Existence, Quality and Frequency of context and risk analyses underlying the CSP and its specific interventions?	X	X	X			
1.1.2 To what extent and how were different partners and stakeholder groups included in CSP design & planning?	X	X	X	X		
1.1.3 To what extent and how does CSP (and its specific interventions) focus on most vulnerable & marginalized groups and includes GEWE?	X	X	X			
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs? ?						
1.2.1 To what extent and how are CSP objectives aligned to national policies, strategies, and plans?	X	X	X			
1.2.2 To what extent and how are CSP objectives aligned to SDGs?	X	X	X	X		X
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?						
1.3.1 What is alignment of WFP objectives and programming with UNDAF/UNSCDF in RD?	X	X	X	X		
1.3.2. What are comparative advantages that WFP brings to strategic partnerships in RD at a) UN-level; b) 'Rome-based organizations'; and c) other national/international partnerships?	X	X	X	X		X

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?						
1.4.1 What is the quality of WFPs intervention logic and Theory of Change in CSP in RD, including the synergy of SOs in the CSP?	X		X			
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national and regional capacities and needs – in particular in response to the COVID-19 pandemic?						
1.5.1 How and to what extent WFP has secured its continued CSP relevance & timeliness of (re)alignment & (new) partnerships in the context of political and institutional change, including in COVID-19?	X	X	X	X	X	
1.5.2 Regional alignment and cooperation (S-S and triangular exchange) in the light of regional challenges (emergency responsiveness; humanitarian crisis in Haiti)?	X	X	X	X		X
EQ)2 (EFFECTIVENESS) What is extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the DR?						
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?						
2.1.1 To what extent the implementation and delivery of activities and delivery of outputs matches original design and planning?	X		X			
2.1.2 What have been outcomes of WFP's CSP and possible contributions to outcomes in the UNDAF and UNSCDF?	X	X	X	X		
2.1.3 What is quality of delivery-process of outcomes (capacity strengthening, logistics, supply chain services, food assistance, CBT,		X	X	X	X	

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
communication and others) as perceived by partners & stakeholders?						
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and disaster preparedness)?						
2.2.1 What has been the contribution of WFP interventions to GEWE and inclusion under each SO and across all SOs?	X	X	X	X	X	
2.2.2 To what extent and how has WFP secured humanitarian principles, protection and AAP in CSP implementation?	X	X	X	X	X	
2.2.3 To what extent and how has WFP contributed to environmental sustainability, climate change resilience and disaster preparedness and their respective effects?	X	X	X	X	X	X
2.3 To what extent are CSP achievements likely to be sustainable, in particular from a financial, social, institutional & environmental perspective?						
2.3.1 What is the level of ownership of and commitment to CSP capacity development interventions and results by Government institutions and key partners in RD?	X	X	X			
2.3.2 To what extent have WFP and partners been able to establish multi-stakeholder (public, private, civil) partnerships TO secure: a) knowledge; b) funds to sustain and further advance and replicate CSP achievements?	X	X	X		X	X
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?						
2.4.1 To what extent and how humanitarian actions in the CSP include a strategy and steps towards continued development interventions?	X	X	X			

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
2.4.2 To what extent and how actions in CSP and WFP partnerships have secured and strengthened Humanitarian-Development Nexus in its service delivery and humanitarian interventions?	X	X	X	X	X	
EQ 3 (EFFICIENCY) To what extent has WFP used its resources efficiently in contributing to CSP plan outputs and strategic outcomes?						
3.1 To what extent were outputs delivered within the intended timeframe?						
3.1.1 To what extent and how was budget-depletion secured during T-ICSP and CSP, including revisions (also related to COVID-19)?	X					
3.1.2 What was timeliness of delivery of planned actions under all SOs, including timeliness of responses to changing circumstances, including adapting to the COVID-19 pandemic?	X	X	X		X	
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?						
3.2.1 To what extent and how coverage and targeting have secured inclusion of the most vulnerable to food-security in planning and implementation of CSP?	X	X	X		X	
3.2.2. To what extent and how capacity strengthening interventions have included and contributed to capacities of local institutions, ensuring inclusion of the most vulnerable?	X	X	X		X	
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?						
3.3.1 What is cost-efficiency of delivery of WFP's activities related to size of operations under SOs & number of beneficiaries (economies of scale)?	X		X			

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
3.4 To what extent were alternative, more cost-effective measures considered?						
3.4.1 To what extent and how were measures taken to improve cost-effectiveness and efficiency of operations in CSP delivery as a result of M&E of activities?	X		X			
3.4.2 To what extent have new insights, developments and technologies to improve cost-effectiveness of operations have been considered in (re)design and (re) planning?	X		X			
EQ 4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?						
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?						
4.1.1 To what extent the CSP at the start and during revisions included a funding strategy, based on Needs-based planning?	X	X				
4.1.2 To what extent have donor-diversification, donor priorities, earmarking & funding horizons influenced course & scope of CSP?	X			X		X
4.2 To what extent were monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?						
4.2.1 What were quality, timeliness of M&E data, indicators, data-sources used in CSP monitoring (as reliable management information) and how were these data used in management decisions?	X					
4.3 How did the partnerships and collaborations with other actors influence performance and results?						
4.3.1 To what extent & how has identification of new partnerships and collaboration	X	X	X	X	X	X

Key interview topics and evaluation questions	Key Informant categories					
	WFP (CO/RBP/HQ)	GoDR/ (Nat./ Local)	Partners in CSP	UN	Civil & Private sector	International (Haiti, donors, S-S triangular)
enhanced performance & results? What were critical success & failure factors in partnerships to enhance performance?						
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?						
4.4.1 What is size and quality of staffing of CO in relation to size and ambitions of CSP? What are gaps in capacities (number and competencies of staffing)?	X	X	X			
4.5 What are other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?						
4.5.1 Enabling and disabling factors in the a) internal and b) external environment that have influenced WFP's performance at in achieving its strategic goals and ToC	X	X	X	X	X	
TOTAL NUMBER OF POSSIBLE INTERVIEW QUESTIONS (FROM WHICH TO SELECT A MAXIMUM OF 10 PER KII)	32	20	26	12	12	3

a. *Closure of the interview (2 minutes):*

- explain the next steps in the evaluation process and its results;
- thank the interviewees for their cooperation; and
- put notes of the interviews in bullet points in a matrix format (structured along the evaluation matrix format) to allow tracking of specific inputs of key informants on specific evaluation questions.

D. Guidelines for facilitation of focus group discussions

98. At the field visit location level, the focus group discussions focus on the experiencing of effects of WFP and partners' interventions on the ground by local target groups and stakeholders and on obtaining their inputs on the performance of WFP and partners on the ground in the delivery of programme activities.

99. The focus group discussions will typically have a duration of two hours, with 10 to 20 participants, constituting good coverage among the key stakeholders in the subject of the focus group discussion.

100. At the level of the field visits, where time and availability of local stakeholders permits, it will be attempted to organize one focus group discussion with beneficiary groups and civil society and private sector representatives, during the field visit to discuss the experiences and effects of interventions on the

ground by these target groups and stakeholders and to obtain their inputs on the performance of WFP and partners on the ground in the delivery of programme activities.

101. The facilitators of the focus group discussion will solicit quick inputs of participants in the form of cards on three key subjects in three quick rounds. These cards will be put on a board in front of the group and then an exchange of opinions in the group will be developed. At the end of each round, all participants will be requested to write their key individual take away/conclusion on the subject (on paper or laptop). These inputs will be selected by the evaluators to prepare a short report of the focus group discussion, that will be shared with the participants (anonymized) and used by the evaluation team for further analysis.

102. The focus group discussion meeting programme is structured as follows:

Time/Duration	National-level FGDs	Field visit-level FGDs
0.00 – 0.10	Introduction of ET and participants and programme	Introduction of ET and participants and programme
0.10 - 0.40	1 st round: key capacity achievements of partners in the past years	1 st round: key effects and results of WFP and partner interventions on the ground
0.40 - 0.50	Short break	Short break
0.50 - 1.20	2 nd round: key contributions of partners to these achievements	2 nd round: key contributions of WFP and partners to these effects and results
1.20 - 1.50	3 rd round: challenges and bottlenecks	3 rd round: key remaining needs and challenges and expectations to WFP and partners
1.50 – 2.00	Conclusions and word of thanks	Conclusions and word of thanks

103. Please note that the focus group discussion meetings findings and report can be used, if timing allows, for the collection of inputs on outcomes and contributing factors and actors in the contribution analyses on capacity strengthening at the national level and on effects and results of WFP and partner interventions at the level of field visits.

E. Guidelines on the contribution analysis and format for reporting

Step 1 – Populate possible contributions

104. Construct a factor and evidence table for the contribution analysis. Start with a simple listing of contributing factors, beginning with the factors that are part of the intervention (activities and outputs).

105. From reading CSP-related documentation and strategic outcome/intervention specific reports, a first set of possible contributing factors can already be made. Record these already in the below initial 'factor' table, so they don't get lost and they can be kept in mind during coming interviews. If there are many factors, limit to only five to seven factors likely to be most important.

CONTRIBUTING FACTOR	LIKELY IMPORTANCE	PLACE IN TIMELINE
A		
B		
C		
D		...

Step 2 – Collect evidence with key informant interviews in case studies

106. The line of questioning for the contribution analysis interviews is as follows:

- introduction purpose of contribution analysis and the causal question (make sure interviewee understands what causal links are of interest);
- inventory of factors that they believe explain/contributed to the change (start with an open question, if needed give examples, but keep interview open); and
- ask how they perceive the importance of those contributing factors, and why. (Look for evidence of the contributing actors and factors).

Step 3: Gather evidence per influencing actor or factors of contribution to the outcome

107. Enrich the table above with the type of influencing actor or factor. Choose from the following types:

- primary factors – those that are within the scope of the programme;
- contributory factor (precondition or assumption that was foreseen and in place as the project took place); or
- rival factor (other factors that took place in parallel outside the scope of the project undermining the contribution story of the project). This factor can both be helpful or inhibiting.

Step 4: Analysis and the specific influencing actors or factors and their contributions

108. Analyse the factors further and fill out the table below with the following elements:

- **place in time-line:** reconstruct the timing of specific changes/contributions in the table to be support causal links, also in time;
- **evidence:** how do we know that the factor occurred (what signs or indicators was observed that illustrate this factor indeed played a role);
- **positive/negative:** does this factor help or hinder the realization of the change (outcome);
- **Weight of contribution:** to what extent does the data proof a strong contribution of this factor (strong, reasonable, moderate, weak); and
- **Conclusion on significance:** reviewing relevance and strength of evidence how significant do you judge this factor to be (1. strong, 2. reasonable, 3. moderate, 4. weak).

Observed Change (outcome)					
Describe:					
Contributing factors	Place in time-line	Evidence (Signs/facts)	Positive/negative	Weight of contribution	SIGNIFICANCE Scale 1 (low) -4 (high)

Step 5: Develop the contribution claim

109. This last step of the analysis, is to develop a short narrative of the contribution story of the project in light of other valid factors for which reliable data is analysed.

F. Guidelines for field visits and format for reporting

110. For most field visits (if travelling is done early in the morning and in the evening), it is expected that around six hours will be available for the field visits in the northwest Dominican Republic and one full day in Santo Domingo.

111. As the field visits will be done by a two-person team, it will be possible to split up the team in two for specific interviews.

112. The evaluation team will prepare a short briefing on the field visit in each location with a short explanation of the purpose, scope and programme of the visits, which will be shared in advance with WFP and the local partner(s) to allow for proper preparation.

113. The field visit programme will typically look as follows:

Time/Duration	Activity
30 minutes	Short introduction/briefing meeting all partners involved in field visit
1 Hour and 30 minutes	Individual interviews with key persons/partners involved in implementation (parallel interviews by two team members)
2 hours	Individual interviews with key persons/partners involved local/regional government, civil society and or private sector (parallel interviews by two team members)
2 hours	FGD with beneficiary groups and representatives (not implementors)
If time allows	Observation, house calls, site visits

114. Specific reporting is to be done on the field visits, in a concise three to five page-report:

- interview notes;
- focus group discussion report;
- photos and bullet points on observations during the field visits; and
- key findings and conclusions.

Annex 8: Field mission schedule

115. The field mission was implemented from Monday 31 October until Friday 11 November, 2022 and was conducted by the three core members of the evaluation team. : Frans van Gerwen (team leader), Soledad Posada (international evaluator), and Alina Ramirez (national evaluator).

116. The basic outline of the mission programme was discussed during the inception mission and is summarized in the table below.

Table 10: Field mission schedule

Date	AM/PM (Time)	Activity 1	Team members	Activity 2	Team members
Mon 31 Oct	10.00-11.00	Briefing meeting	Whole team		
	PM (after 11.00)	CO interviews	Whole team	Parallel interviews	
Tue 1 Nov	AM/PM	Government partners interviews	Whole team	Parallel interviews	
Wed 2 Nov	AM/PM	Field visit Monte Cristi	Whole team	Interviews WFP/partners SO1/SO2	Team leader
Thu 3 Nov	AM/PM	Field visit Monte Cristi	Soledad		
	AM/PM	Field visit Dajabon	Frans		
	AM/PM	Field visit Mao	Alina		
Fri 4 Nov	AM	Field visit in Mao	Frans and Soledad	Interviews WFP/partners SO1/SO2	Team leader
	AM/PM	Government partners interviews	Alina		
Sat 5 Nov	AM/PM	Internal teamwork	Whole team	Interviews WFP/partners SO1/SO2	
Sun 6 Nov	AM/PM	Internal teamwork	Whole team		
Mon 7 Nov	AM	Government partners interviews	Whole team	On-line Interviews: (UN level, Haiti, S-S and triangular partners))	Team leader
	PM				
Tue 8 Nov	AM	Government partners interviews	Whole team Frans and Alina	Interviews WFP/partners SO3/SO5	International evaluator
	PM				
Wed 9 Nov	AM	Rice fortification enterprises			
	AM	UN and IDP stakeholder interviews	Whole team	Parallel interviews	
	PM				
Thu 10 Nov	AM	Civil society and private sector partners	Whole team	Parallel interviews	
	PM				

Fri 11 Nov	AM (until 13.00)	Civil society and private sector partners	Whole team	Parallel interviews	
	14.00 – 16.00	Debriefing and validation meeting	Whole team		

Annex 9: Key informants' overview

117. At the inception phase, the team interviewed relevant stakeholders both remotely and during the field mission. Remote inception briefing meetings and interviews took place from 25 to 28 July 2022. The team leader travelled to Santo Domingo for the inception mission from 1 to 5 August and online interviews continued until 10 August, 2022. At data collection, the international team members travelled to Dominican Republic for the fieldwork from 31 October to 11 November and conducted interviews with the national consultants. Online interviews continued until 25 November 2022. Beneficiaries have been listened through field interviews and focus group discussions.

Table 11. Inception phase - briefing meetings and interviews

Organization	F	M
Red Cross in Dominican Republic		2
Civil Defence		1
FAO	1	1
Ministry of Economy, Planning and Development		1
Ministry of Public Health	1	
Ministry of the Presidency		1
SETESSAN	1	
SUPERATE	1	1
UNDAF and UNSCDF	1	2
WFP	1	
WFP - CO Dominican Republic	6	2
WFP-Barbados	1	
WFP-HQ	3	2
WFP-RBP	1	3
Grand Total	17	16

Table 12. Data collection phase – overview key informant interviews

Organization	NA	F	M
ADESS		2	
ADETDA (Territorial Economic Development Agency of - Dejabon)			1
Local Economic Development Agency of Valverde (ADELVA)			1
Almonte Consultancy			1
ASCALA		1	
Inter-American Development Bank			1
BHA		3	1
World Bank		2	
CESAL		2	2
Clínica de Familia		1	
Club de madres en La Bomba		1	
Comedores Económicos			1
Emergency Operations Centre (COE)			2
Consejo Nacional VIH		1	1
Red Cross in Dominican Republic			2
Civil Defence		2	4
DG ECHO Panama		1	1
General Directorate of the National Police		1	
DP World		1	
German Embassy		1	
FAI		1	
Social Policies Coordination Office		3	1
Grant Plan International RD			1

INABIE		1	
INAIPI		2	1
Junta de vecinos La Habanica		1	
Ministry of the Presidency (SETESSAN)			1
Ministry of Agriculture			1
MEPyD		4	
ONAMET		1	2
Plan International RD		2	1
PMS			1
PRODAL			1
PRODAL and Campos			1
Royal DSM		1	
Sanar una Nación			2
Integrated Care Services (SAI)		1	
Integrated Care Services (SAI). National Health Service		1	
SIUBEN		1	
Staff del supermercado CRES en Dajabón	3		
Supérate		3	2
UN			1
UNAIDS		2	
UNDP		1	
UNHCR		1	
UNICEF		1	
WFP		15	5
WFP (currently FAO Chile)		1	

World Vision		1	3
Beneficiaries of the Project "Operación de emergencia limitada para hacer frente a la COVID-19" (Dajabón)	1		
Beneficiaries of the Project CESAL y Visión Mundial (Monte Cristi)	1		
Beneficiaries of the Project "Huertos familiares" (Mao, provincia de Valverde)	1		
Grand Total	6	63	42

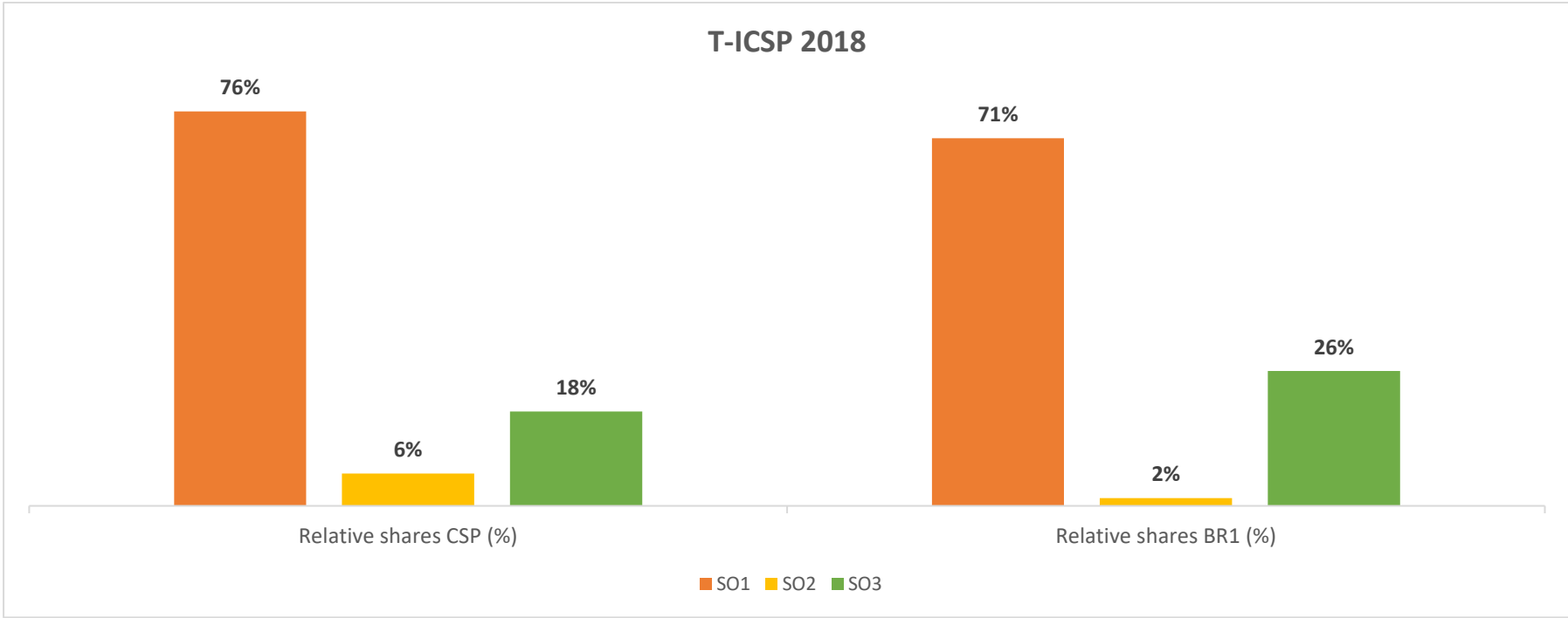
Table 13. Data collection phase - focus group discussion with beneficiaries of WFP interventions

N°	Location	Type of KII	# of participants		
			Male	Female	Total
1	Mao	FGD beneficiaries (members of family gardens)	8	12	20
2	Monte Cristi	FGD beneficiaries (members of CBT project)	8	15	23
3	Dajabon, La Habanica	FGD beneficiaries (members of CBT project)	3	8	11
4	Dajabon, La Bomba	FGD beneficiaries (members of CBT project)	8	17	25
5	Palo verde, Monte Cristi	FGD beneficiaries (members of CBT project)	4	10	14
6	Las Matas de Santa Cruz, Monte Cristi	FGD beneficiaries (members of CBT project)	5	8	13
TOTAL beneficiaries			36	70	106

Annex 10: Quantitative overview of performance

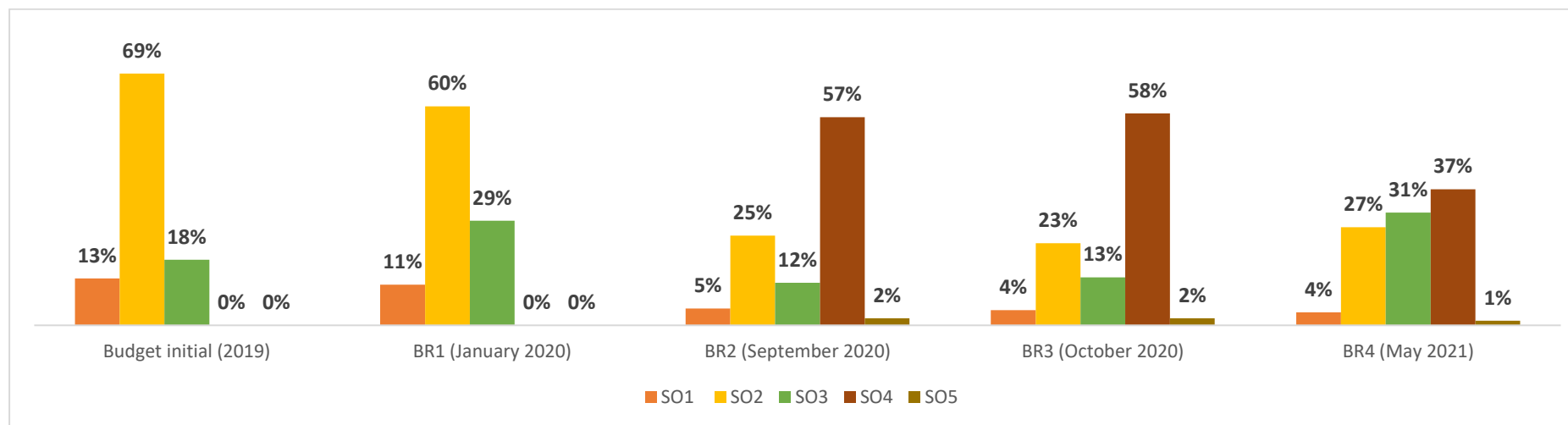
BUDGET AND FUNDING DATA

Figure 3: Budget evolution by strategic direct effect following successive budget revisions (in USD), T-ICSP



Source: Evaluation team - T-ICSP (2018); BR1.

Figure 4: Budget evolution by strategic direct effect following successive budget revisions (in USD), CSP



Source: Evaluation team - CSP (2019); BR1; BR2; BR3; B4.

BENEFICIARIES

Table 14: Summary of planned and actual beneficiaries by gender (2018-2022)

Gender	T-ICSP (2018)		CSP (2019-2023)							
	2018		2019		2020		2021		2022	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Female	72,965	58,710	113,520	52,673	142,500	64,333	171,520	156,350	171,520	73,879
Male	59,917	48,368	88,480	45,650	117,500	53,361	118,480	148,645	118,480	73,870
Total beneficiaries	132,882	107,078	202,000	98,323	260,000	117,694	290,000	304,995	290,000	147,749

Source: COMET report CM-R001b, data extracted on 14.12.2022. Data for 2022 are extracted from "Beneficiaries and Transfers from January to November r - MODA".

Table 15: Summary of planned and actual beneficiaries by age group (T-ICSP 2018)

Age	T-ICSP (2018)		
	Planned	Actual	%
Children (6-23 months)	32,302	22,077	68.3%
Children (24-59 months)	50,580	31,988	63.2%
Children (5-18 years)	2,040	1,432	70.2%
Adults (18 +)	47,960	51,581	107.6%
Total beneficiaries	132,882	107,078	80.6%

Source: COMET report CM-R001b, data extracted on 27.04.2022.

Table 16: Summary of planned and actual beneficiaries by age group (CSP 2019-2023)

Age/Beneficiaries	CSP (2019-2023)											
	2019			2020			2021			2022		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
Children (0-23 months)	66.000	31.163	47,2%	66.200	27.101	40,9%	67.200	108.372	161,3%	67.200	2.954	4,4%
Children (24-59 months)	66.000	30.680	46,5%	67.400	31.269	46,4%	68.400	107.440	157,1%	68.400	5.913	8,6%
Children (5-11 years)	*	*	*	1.200	214	17,8%	1.200	298	24,8%	1.200	2.957	246,4%
Children (12-17 years)	1.600	367	22,9%	9.400	3.939	41,9%	18.360	3.336	18,2%	18.360	19.206	104,6%
Adults (18-59 years)	18.400	4.221	22,9%	53.800	15.351	28,5%	72.840	14.329	19,7%	72.840	87.171	119,7%
Adults (60+ years)	50.000	31.892	63,8%	62.000	39.820	64,2%	62.000	71.220	114,9%	62.000	29.548	47,7%
Total beneficiaries	202.000	98.323	48,7%	260.000	117.694	45,3%	290.000	304.995	105,2%	290.000	147.749	50,9%

Source: COMET report CM-R001b, data extracted on 14.12.2022. Data for 2022 are extracted from "Beneficiaries and Transfers from January to November r - MODA".

*Note: For 2019, the age groups "children between 5 and 11 years of age" have not been included because WFP actions were focused on children below 5 years old, pregnant girls between 12 and 17 years old, pregnant adult woman and the elderly. With the introduction of SO4 in 2020, food distribution was generalized to cope with the COVID-19 pandemic, hence reaching also this age category.

Table 17: T-ICSP and CSP - summary of planned and actual food transfer

Group of products	2018			2019			2020			2021		
	Planned (mt)	Actual (mt)	Actual vs planned (%)	Planned (mt)	Actual (mt)	%	Planned (mt)	Actual (mt)	%	Planned (mt)	Actual (mt)	%
SO2												
Corn soya blend	445,194	83,938	18.9%	648,000	48,630	7.5%	648,000	378,156	58.4%	909,000	557,774	61.4%
Micronutrient powder	9,466	0,798	8.4%	14,400	2,258	15.7%	14,400	2,480	17.2%	14,400	172,999	1201.4%
SO4												

Rations							651,120	67,525	10.4%	1,562,688	-	0
Oat											4,113	N/A
Pasta											6,881	N/A
Rice											9,159	N/A
Iodised salt											2,177	N/A
Vegetable oil											6,881	N/A
Beans											13,784	N/A

Source: COMET, CM-R007 - Annual Distribution (T-ICSP 2018), data extracted on 27.04.2022. Data for 2022 has not been inserted due to discrepancies among available sources. The MODA database, available at the time this report is drafted, does not contain the disaggregation per SO.

T-ICSP AND CSP PERFORMANCE

The evaluation team has analysed T-ICSP and CSP performance by counting the number of output and outcome indicators achieved and by highlighting the rate of achievement per each indicator, for every year. This section is organized by strategic outcome and presents both the T-ICSP and the CSP. The colours represent the percentage of achievement, and specifically: 100 percent or above – green; between 99 percent and 50 percent - yellow; below 50 percent - red. All the tables are elaborated by the evaluation team by looking at annual country reports (ACR) 2018, 2019, 2020 and 2021.

As explained under EQ4, there are limitations to this analysis due the monitoring and evaluation system. Data for 2022 are not available.

Table 18. Total achievements (T-ICSP)

T-ICSP (2018)				
	Achieved	Partially achieved	Not achieved	Total
Outcome indicators	1	1	1	3

Output indicators	26	15	1	42
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Table 19. Total achievement by strategic outcomes (T-ICSP)

T-ICSP			
Outcome indicators		Output indicators	
SO	2018	SO	2018
SO1	0	SO1	10
	1		11
	1		1
Total	2	Total	22
SO3	1	SO2	9
	0		1
	0		0
Total	1	Total	10
		SO3	7
			3
			0
		Total	10

Table 20. Outcome and output achievement under SO1 (T-ICSP)

SO1		
Outcome indicators	Target	Follow up
	2018	
Proportion of eligible population that participates in programme (coverage)	=119,466	107,077
Proportion of target population that participates in an adequate number of distributions (adherence)	>119,466	26,770
Output indicators	Target	Follow up

	2018	
Output B: Children 6 to 59 months of age, pregnant and lactating women and girls, and elderly people at risk of malnutrition receive specialized foods through national public health and social safety net programmes to improve their nutrition status		
Quantity of specialized nutritious foods provided	455	320
Output C: Nutritionally vulnerable populations benefit from enhanced national social protection and health programmes and plans to improve their nutrition status		
Government contributions to WFP for technical assistance and capacity development support (USD)	1,100,000	1,000,000
Number of people trained in infant and young child feeding/maternal, infant and young child nutrition (IYCF/MIYCN)	1,000	525
Number of people trained on anthropometric data collection	750	200
Number of technical assistance activities provided	85	82
Number of cooks trained in nutrition and healthy cooking	700	710
Number of counterparts trained in capacity development on maternal child health and nutrition (MCHN) and nutrition activities	1,750	1,470
Number of government/national partner staff receiving technical assistance and training	2,485	2,736
Number of government/national staff assisted or trained to develop policies/strategies or legislation	55	80
Number of people trained in health, nutrition and healthy lifestyles	25,000	24,503
Number of guidance documents developed and circulated	2	2
Number of studies and assessments supported	4	3
Number of training curriculums designed	3	3
Number of training sessions for beneficiaries carried out (health and nutrition)	750	1,400
Number of training sessions/workshop organized	82	67
Output E: Nutritionally vulnerable populations targeted by public health and social safety net programmes benefit from messaging on specialized nutritious foods and child feeding practices to improve their nutrition status		
Number of community health volunteers (female) supported	350	371
Number of community health volunteers (male) supported	150	139

Number of men receiving WFP-supported nutrition counselling	23,500	24,966
Number of women receiving WFP-supported nutrition counselling	26,500	29,165
Number of caregivers (female) who received messages/training on health and nutrition	15,000	14,055
Number of caregivers (male) who received messages/training on health and nutrition	10,000	10,448
Output J: Nutritionally vulnerable populations benefit from enhanced capacities of government institutions to develop regulations for the production, distribution and retail of fortified rice to improve their nutrition status		
Number of policy reforms identified/advocated	2	1

Table 21. Output achievements per SO2 (T-ICSP)

SO2		
Output indicators	Target	Follow up
	2018	
Output C: People living with HIV benefit from improved nutrition capacities of local health professionals to improve their nutrition status and increase adherence to antiretroviral treatment and other health services		
Number of guidance documents developed and circulated	5	3
Number of government/national partner staff receiving technical assistance and training	10	10
Number of technical assistance activities provided	30	30
Output C: People living with HIV benefit from the creation and management of urban vegetable gardens under the Ministry of Agriculture's support programme to improve their access to food		
Number of training sessions/workshops organized	10	12
Number of individuals who have received short-term agricultural sector productivity or food security training	200	215

Output D: People living with HIV benefit from the creation and management of urban vegetable gardens under the Ministry of Agriculture's support programme to improve their access to food		
Number of assets built, restored or maintained by targeted communities	50	50
Output E: People living with HIV benefit from the creation and management of urban vegetable gardens under the Ministry of Agriculture's support programme to improve their access to food		
Number of men receiving WFP-supported nutrition counselling	50	50
Number of women receiving WFP-supported nutrition counselling	150	165
Number of targeted caregivers (female) receiving three key messages delivered through WFP-supported messaging and counselling	150	165
Number of targeted caregivers (male) receiving three key messages delivered through WFP-supported messaging and counselling	50	50

Outcome indicators are not available under SO2.

Table 22. Outcome and output achievements under SO3 (T-ICSP)

SO3		
Outcome indicators	Target	Follow up
	2018	
Emergency Preparedness Capacity Index	≤2.83	2.83
Output indicators	Target	Follow up
	2018	
Output C: Vulnerable populations benefit from an enhanced national climate-related early warning system with a focus on food security and nutrition in order to ensure their access to food in the face of climate events		
Number of bulletins, gap analysis, the "who's doing what where" (3Ws) information management tool, maps and other information products compiled and shared	6	8

Number of disaster preparedness and risk management tools (contingency plans, early warning systems (EWS), food safety management systems (FSMS), weather and climate-related tools and services) incorporated in government core functions and budget	2	2
Output C: Vulnerable populations benefit from disaster risk management and social protection institutions' enhanced capacity to develop strategies linking early warning, social protection and risk management in order to protect their food and nutrition security during emergencies		
Number of contingency plans created	6	7
Number of training sessions/workshops organized	10	8
Number of government/national partner staff receiving technical assistance and training	190	276
Number of government staff members trained in contingency planning	100	82
Number of government staff members trained in early warning systems	40	133
Number of government staff members trained in emergency preparedness and response	150	123
Number of technical assistance activities provided	15	23
Output K: Vulnerable populations benefit from disaster risk management and social protection institutions' enhanced capacity to develop strategies linking early warning, social protection and risk management in order to protect their food and nutrition security during emergencies		
Number of partners supported	17	42

Table 23. Total achievements (CSP)

CSP (2019-2021)				
	Achieved	Partially achieved	Not Achieved	Total
Outcome indicators	9	7	1	17
Output indicators	55	14	35	104

Table 24. Total achievements by strategic outcomes (CSP)

CSP

Outcome indicators				Output indicators			
SOs	2019	2020	2021	SOs	2019	2020	2021
SO1	-	1	2	SO1	4	4	3
	-	1	1		0	0	1
	-	-	0		0	0	1
Total	0	2	3	Total	4	4	5
SO2	-	-	4	SO2	2	5	8
	-	1	1		5	4	2
	1	-	0		9	1	4
Total	1	1	5	Total	16	10	14
SO3	-	0	0	SO3	9	7	10
	-	1	1		0	0	2
	-	0	0		0	2	6
Total	0	1	1	Total	9	9	18
SO4	-	-	2	SO4	-	0	0
	-	-	1		-	0	0
	-	-	0		-	4	8
Total	0	0	3	Total	-	4	8
				SO5	-	-	3
					-	-	0
					-	-	0
				Total	-	-	3

Table 25. Outcome and output achievements under SO1 (CSP)

SO1						
Outcome indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	-	=1	≥1	0	1	1
Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)	-	-	≥8,000,000	3,255,595.13	2,651,874.32	8,589,129
Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	-	≥65	≥65	0	58	58
Output indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
C: Vulnerable groups benefit from a multistakeholder and inclusive national social movement that fosters awareness and inter-institutional coordination platforms and social behaviour change communication strategies for improving food security and nutrition						
Number of technical assistance activities provided	-	-	13	-	-	16
Number of training sessions/workshops organized	10	5		17	5	-
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	10	4	8	15	4	12
Number of government/national partner staff receiving technical assistance and training	1,000	150	500	1,108	183	489
Number of tools or products developed	2	-	8	3	-	3
I: The population of the Dominican Republic benefits from strengthened and coherent institutions, legal frameworks, policies and programmes for improving eating habits and addressing food security and nutrition needs						
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	-	4	7	-	5	14

Table 26. Outcome and output achievements under SO2 (CSP)

SO2						
Outcome indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021

Proportion of eligible population that participates in programme (coverage)	-	> 70	> 50	-	53	42
Proportion of eligible population that participates in programme (coverage) - Prevention of micronutrient deficiencies	≤50000	-	-	-	-	-
Food Consumption Score - Percentage of households with Acceptable Food Consumption Score	-	-	≥ 86	-	86	97.25
Food Consumption Score - Percentage of households with Borderline Food Consumption Score	-	-	≤ 10	-	11	0
Food Consumption Score - Percentage of households with Poor Food Consumption Score	-	-	≤ 4	-	3	2.75
Proportion of target population that participates in an adequate number of distributions (adherence)	≤100	-		-	-	-
Proportion of children 6-23 months of age who receive a minimum acceptable diet	< 100	-	> 20	-	-	23.2
Output indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
Beneficiaries receiving food transfers - Children: Prevention of stunting	6,000	6,000	6,000	1,689	7,062	1,230
Beneficiaries receiving food transfers - Children: Prevention of micronutrient deficiencies	120,000	120,000	120,000	58,948	39,650	55,826
Beneficiaries receiving food transfers - Children: Prevention of acute malnutrition	6,000	6,000	6,000	1,206	11,015	20,068
Beneficiaries receiving food transfers - Pregnant and lactating women: Prevention of micronutrient deficiencies	20,000	20,000	48,000	4,588	11,563	6,369
Beneficiaries receiving food transfers - ALL: prevention of micronutrient deficiencies	50,000	50,000	50,000	31,892	37,673	68,243
Beneficiaries receiving capacity strengthening transfers - ALL	-	-	50,000	-	-	68,243
Beneficiaries receiving capacity strengthening transfers - Pregnant and lactating women	-	-	48,000	-	-	6,369
Food transfer	662	662	923	51	381	729
C: Most nutritionally vulnerable groups at different stages in the life cycle, and people living with HIV and/or TB benefit from strengthened services, surveillance systems and programmes for improving nutrition status						
Number of technical assistance activities provided	62	-	-	50	-	-

Number of training sessions/workshops organized	40	40	45	0	34	67
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	2	200	16	2	202	26
Number of government/national partner staff receiving technical assistance and training	1,100	5,000	900	414	7,286	1,230
Number of tools or products developed	5	5	3	4	5	3
E*: Nutritionally vulnerable groups benefit from nutrition counselling and education delivered through government public health and social protection programmes in order to improve their knowledge of nutrition and eating habits						
Number of people reached through interpersonal SBCC approaches (female) - Individual capacity strengthening activities	25,000	-	-	21,850	-	-
Number of people reached through interpersonal SBCC approaches (female) - HIV/TB mitigation on safety nets	150	-	-	160	-	-
Number of people reached through interpersonal SBCC approaches (male) - Individual capacity strengthening activities	25,000	-	-	19,000	-	-
Number of people reached through interpersonal SBCC approaches (male) - HIV/TB mitigation on Safety Nets	150	-	-	40	-	-
Number of people reached through SBCC approaches using mass media (i.e. national TV programmes) - HIV/TB mitigation on Safety Nets	150	-	-	10	-	-
Number of people reached through SBCC approaches using mass media (i.e. national TV programmes).	-	-	3,600,000	-	-	3,000,000
Number of people reached through SBCC approaches using social media (i.e. X – formerly Twitter, Facebook)	-	-	50,000	-	-	50,000

Table 27. Outcome and output achievements under SO3 (CSP)

SO3						
Outcome indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
Emergency Preparedness Capacity Index	2.33	> 3	> 3	-	2.33	1.83

Output indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
C: Populations exposed to adverse events benefit from legal frameworks, policies, institutions and social protection programmes for disaster risk reduction and climate change adaptation, reducing the risks of natural hazards on food security, nutrition and sustainable development						
Number of technical assistance activities provided	3	-	-	3	-	-
Number of technical assistance activities provided - Emergency preparedness activities	-	-	4	-	-	1
Number of training sessions/workshops organized - Climate adaptation and risk management activities	10	6	1	32	2	0
Number of training sessions/workshops organized - Emergency preparedness activities	3	6	-	7	8	-
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new) - Climate adaptation and risk management activities	4	32	32	7	32	32
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new) - Emergency preparedness activities	22	33	32	34	35	35
Number of government/national partner staff receiving technical assistance and training - Climate adaptation and risk management activities	300	30	20	539	36	0
Number of government/national partner staff receiving technical assistance and training - Emergency preparedness activities	100	250	100	143	253	15
Number of tools or products developed - Climate adaptation and risk management activities	8	7	1	14	3	1
Number of tools or products developed - Emergency preparedness activities	3	10	3	3	15	3
Number of tools or products developed - Forecast-based anticipatory climate actions	-	3	3	-	3	4
Number of government/national partner staff receiving technical assistance and training	-	-	35	-	-	43
Number of technical assistance activities provided	-	-	5	-	-	3

Number of training sessions/workshops organized	-	-	20	-	-	21
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	-	-	28	-	-	27
G: Populations exposed to adverse events benefit from legal frameworks, policies, institutions and social protection programmes for disaster risk reduction and climate change adaptation, reducing the risks of natural hazards on food security, nutrition and sustainable development						
Number of people covered and assisted through forecast-based anticipatory actions against climate shocks (female)	-	-	5,000	-	-	0
Number of people covered and assisted through forecast-based anticipatory actions against climate shocks (male)	-	-	5,000	-	-	0
Number of people provided with direct access to information on climate and weather risks through face-to-face communication channels	-	-	500	-	-	941
Number of anticipatory action standard operating procedures (SOPs) developed or reviewed through WFP support	-	-	1	-	-	1
Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action	-	-	100	-	-	100

Table 28. Outcome and output achievements under SO4 (CSP)

SO4						
Outcome indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
Food Consumption Score - Percentage of households with Acceptable Food Consumption Score	-	-	≥86	-	-	86.1
Food Consumption Score - Percentage of households with Borderline Food Consumption Score	-	-	≤10	-	-	10.9
Food Consumption Score - Percentage of households with Poor Food Consumption Score	-	-	<4	-	-	3
Output indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
Beneficiaries receiving cash-based transfers: ALL - General distribution	-	40,000	30,000	-	2,760	5,885

Beneficiaries receiving cash-based transfers - ALL: Forecast-based anticipatory climate actions	-	-	10,000	-	-	0
Beneficiaries receiving cash-based transfers - CHILDREN: General distribution	-	-	0	-	-	137,794
Beneficiaries receiving food transfers: ALL - General distribution	-	20,000	20,000	-	7,972	9,000
Beneficiaries receiving capacity strengthening transfers: ALL - General distribution	-	-	5,000	-	-	1,800
Beneficiaries receiving capacity strengthening transfers - ALL: Forecast-based anticipatory climate actions	-	-	2,500	-	-	579
Food transfers	-	651	1,563	-	68	43
Cash-based transfers	-	2,016,000	3,024,000	-	138,398	660,512

Table 29. Output achievements under SO5 (CSP)

SO5						
Output indicators	Target			Follow up		
	2019	2020	2021	2019	2020	2021
Number of agencies and organizations using storage facilities	-	-	1	-	-	1
Number of mobile storage tents/units made available	-	-	3	-	-	3
Total storage space made available (m ²)	-	-	500	-	-	720

Note: Outcome indicators are not available under SO5.

Annex 11: Concise analysis of the Emergency Preparedness Capacity Index realized in 2019 and 2021

Measurement of capacity strengthening in the Dominican Republic

118. Measuring national capacity strengthening is challenging. In the CSP period, there are no clear indicators that have been used consistently over time and mostly refer to the output level. The Emergency Preparedness Capacity Index (EPCI) is, however, one of the few WFP instruments to measure capacity strengthening. It has been applied twice in the CSP period (in 2019 and 2021). In 2018, the year of the T-ICSP, the EPCI was not developed, but it was carried out previously, in 2015 and 2017. Thus, the EPCI is a good strategy of WFP in the Dominican Republic, but it has not been used systematically. One main reason is that the EPCI is quite a robust tool which requires in-house capacity to develop it and maximize its use. Proof of this is that the index is not applied in many countries, therefore the country office deserves great recognition for the effort of having developed it on several occasions, despite limited internal capacities. Unfortunately, it should be noted that, although the EPCI indexes have been developed together with the Government and other key stakeholders in a participatory manner (see section 'specific EPCI processes'), which allowed for the measuring of national capacity in emergency preparedness and identifying priority capacity gaps to continue reinforcing, the results have not been followed up closely. This is mainly due to the aforementioned limited internal capacity and because the COVID-19 pandemic put other priorities first.

What is the EPCI?

119. The EPCI is a WFP corporate indicator (not mandatory) that is used to assess the state of the national capacity in risk management in the countries where WFP works. In the case of the Dominican Republic, the EPCI is used to assess the emergency preparedness capacity of the National System for Disaster Prevention, Mitigation and Response (NS-PMR).

120. The EPCI is the only tool of indicators that is related to the Government. It is based on six variables and many components within each variable. The variables are adapted to each country context, so there is no standard methodology to apply to all countries. The EPCI is initially developed under a participatory consultative process, that is, in a workshop with key stakeholders of the NS-PMR and other international partners of the civil society and United Nations agencies. Participants score each of the components related to capacities for emergency preparedness. Therefore, the EPCI is not a specific quantitative score but an inter-subjective result of discussions. Participants in different EPCIs vary and this may explain the volatile development of the EPCI over time.

121. As documented in the 2019 and 2021 EPCI reports,¹² the capacity related 'variables' are:

1. risk analysis and early warning systems in support of food security;
2. systems for analysis of food security and vulnerability to climate risks;
3. planning for humanitarian assistance and food assistance;
4. supply chain management and food assistance management;
5. telecommunications in emergencies; and
6. national disaster preparedness and in support of the food and nutrition security.

Different EPCI methodologies

¹² WFP. 2021. Índice de capacidades de preparación ante emergencias – (EPCI) 2021, República Dominicana. WFP. 2019. Resultados taller sobre el Índice de Capacidades en Preparación para Emergencias. Reporte preliminar. 26 y 27 de junio de 2019. Santo Domingo, D.N.

122. As explained above, each variable contains many components whose scores are compiled to an aggregate score. The aggregate score of each of the six variables is categorized as follows: a value of 25 percent implies that the capacity is not currently installed; a value of 50 percent implies an emerging capacity; 75 percent implies only partially installed; and 100 percent implies fully installed (EPCI 2021). Scores in the EPCI 2019 are categorized differently, that is, not in the form of percentages but rather in a 0 - 4 scale where 0 is the lowest score and 4 the highest score. Another difference in the EPCIs 2019 and 2021 methodologies that makes quantitative comparability difficult is that the components are not the same. In total, there are 63 components in EPCI 2019 and 66 in EPCI 2021. This does not mean that components are the same and that the 2021 EPCI only adds three more, but that many components do not coincide. Therefore, an in-depth comparative assessment of EPCI scores (and scores for components) cannot be done.

Specific EPCI processes

123. The two EPCIs of 2019 and 2021 were carried out in a participatory manner. During the workshops, the participants were divided into six groups to each work on a variable. To achieve more objectivity and transparency, the groups had representation of all types of actors (Government, United Nations agencies, NGOs...) and all participants contributed to define the scores through discussions and plenary sessions.

124. Although the EPCI 2019 draft report indicates that the EPCI has a 'multi-threat approach' that considers all the threats that can impact the Dominican Republic - earthquakes, tsunamis, floods, hurricanes and droughts - in interviews with the country office staff it was stated that, in practice, the workshop exercise in 2019 focused mainly on floods. The 2021 exercise extended to more types of threats, such as the COVID-19 pandemic or epidemics. This can be considered another aspect not allowing for a rigorous and reliable comparison of both EPCIs.

125. A shortcoming of both processes that should be noted is that the results were not validated with the Government. Supposedly, in the weeks after the workshop, the results were to be presented in a draft report to the key decision makers of the National Disaster Prevention, Mitigation and Response System (NS-PMR) for final consolidation and validation. In 2019, the EPCI workshop took place in June, the draft report was developed and validated internally in January 2020, and then COVID-19 emerged, so the EPCI ceased to be a priority, even though the Government showed interest. Therefore, there is no final version of the EPCI 2019 report. The EPCI 2021 detailed report was also not finalized nor formally validated with the Government. The available 2021 report is a synthesis that does not contain the level of analysis, recommendations and the action plan in annex that the 2019 draft report does. The need for validating results is explicitly recognized in the EPCI 2021 synthesis report that says that the participatory workshop is only the first step of the EPCI process and in the following weeks it is necessary to validate the data and recommendations with key actors and decision makers of the NS-PMR through various meetings.

Key results of EPCI 2019 and 2021 reports

126. The EPCI 2019 received a final score of 'moderate' capacity for emergency preparedness with a score of 2.33, whereas the EPCI 2021 received a final score of 'emerging' national capacity level with a score of 51 percent, which, translated into the 2019 methodology, is 1.83, thus below the 2019 score.

127. The reasons for the decrease of the EPCI 2021 compared to EPCI 2019 cannot be fully explained. Due to the fact that the EPCIs' methodologies are different (same variables but different components) and despite the fact that the country office has made a great effort to present a global synthesis of results of all years (see the summary of EPCI scores below in Table 30), making a comparison from a quantitative point of view is not feasible. However, some key qualitative results drawn from the EPCIs reports are presented below, allowing for a conclusive analysis in the next section.

128. In the EPCI 2021, the two variables that received a value of less than 50 percent and were therefore considered 'uninstalled capacities' were: systems for analysis of food security and vulnerability to climate risks (36 percent); and planning for humanitarian assistance and food assistance (27 percent). Those same two variables are the ones that also received a lower grade in the EPCI 2019. There is also a coincidence between the EPCIs 2019 and 2021 with respect to the variables that receive higher scores. These are the

three variables of supply chain management, national preparedness and support for food security and telecommunications.

129. Among the 63 components (indicators) of the EPCI 2019 and the 66 of the EPCI 2021, only 1, in EPCI 2019, is considered as a 'fully installed capacity'; this is component 4.4 related to the variable supply chain management and food assistance. This is: 'In case of emergency, there are special mechanisms for the purchase and mobilization of food aid'. What is surprising is that two years later, in 2021, this same indicator is no longer considered a fully installed capacity, but only partially installed. The explanation may lie in the fact that the indicator is not entirely the same;¹³ in 2021 it adds a nuance: 'In case of emergency, there are rapid and special mechanisms for the purchase of food aid'. It is therefore assumed that the mechanisms exist but are not fast enough.

Key conclusions of EPCI 2019 and 2021 reports

130. Conclusions of results come principally from an analysis of the EPCI 2019 and 2021 reports. Unfortunately, the country office has not been able to use the reports and follow up on their results. As explained in the 'Specific EPCI processes' section above, neither of the two reports could be formally finalized and validated. The 2019 EPCI, which is considerably more detailed than the 2021 EPCI, contained a specific action plan. Through the interviews conducted with the country office, the evaluation is aware that the action plan was not implemented.

131. In the EPCI 2021, key considerations or conclusions on the results point in summary at the need to guarantee that the existing gaps identified during the workshop are addressed in a systemic manner, and that inter-institutional and intersectoral coordination are to be ensured through a formal commitment. This formal commitment must be of a legislative and executive nature to ensure the inclusion of food security and nutrition and vulnerability to climate change in the risk management regulatory framework (Law 147-02 currently under review). In turn, the report indicates that it is necessary to guarantee the operationalization of the law and policies both at the national and local levels. Lastly, the need to guarantee a national humanitarian response policy with a focus on social protection and communication adapted to the community level is highlighted.

132. Contrasting with the EPCI 2019 final considerations on its results, it is made clear that similar issues to those present in 2021 were identified already in 2019 in terms of the need for stronger inter-institutional coordination, systemic political will, legal commitment and operability of the law for the benefit of communities. More specifically, the report calls for a legal framework to establish an action plan coordinated between the institutions of the NS-PMR and overall food security and nutrition sector to respond before and during emergencies; that these institutions use an integrated database and that protocols are developed and articulated for monitoring the situation of food security and nutrition and vulnerability to climate change. Reaching the community level must be through close inter-institutional work at all levels that ensures community ownership of the alerts, the risks and the impact on their food security. Although it is only currently under review, the need to update Law 147-02 on risk management to include variables related to drought and food and nutrition security was already identified in 2019. The lower EPCI score in 2021 in indicating these policy-level and coordination challenges, confirms a concern that is widely expressed among key informants in this evaluation. While the current institutes, coordination mechanisms and policies and regulation may enable effective emergency responses in minor and more localized emergencies, the current NS-PMR may not be sufficiently prepared to attend to major, category 5, disasters hitting the country.

133. In spite of the general decrease of the EPCI indicator score since 2019, progress in some aspects also occurred, which were also verified by key informants in this evaluation process. These improvements are related to: the management of the supply chain and humanitarian assistance; the establishment of a telecommunications system in emergencies given that, since the 2019 report, it is recognized that communication is essential to provide an informed adequate response to national disaster preparedness

¹³ The lack of a detailed analysis of the EPCI 2021 does not allow the evaluation team to assess the real reasons for this fact.

with the establishment of a regulatory framework for risk management; and, finally, to planning for food assistance, particularly related to the inclusion, targeting and selection of beneficiaries.

Conclusions

134. The fact that the issues that need to improve the most (that have the worst scores) coincide in both years leads to the basic conclusion that the national system for preparedness, mitigation and response must gain capacity and more political momentum to address its deficiencies. Poor coordination at the institutional level seems to be at the base of this challenge. On the other hand, as it has been made clear also in the main report, that WFP has been contributing to capacity strengthening of specific partners in the NS-PMR with wide recognition by the national system and other stakeholders of the added value of WFP technical assistance in emergency preparedness. WFP key contributions to country capacity strengthening most appreciated by government partners (in interviews) and that coincide with the aspects of emergency preparedness that, according to the two reports, need less improvement (with higher scores) are: supply chain management; and logistics, telecommunications, emergency preparedness and planning processes for targeting and selection of beneficiaries.

135. For the usability and reliability of the EPCI as a tool to measure capacity strengthening, it is clear that the tool itself demands to be applied rigorously, to strictly follow the results consolidation processes and to continuously monitor progress and setbacks over the years. This has not been done by the country office due to clear limiting factors such as the pandemic or changes in Government.

136. A point to be highlighted is that the country office has developed the EPCI in the Dominican Republic in a very participatory manner and this has contributed to the Government showing interest and ownership of the tool in such a way that it wants to apply it internally. The country office is currently looking at the possibilities of handing over the tool to the Government, as well as the microfinance tool, adapted to the specific use that the Government wants to give them. The fact that the Government has owned and has recognized the value of the tool as a participatory tool to discuss weaknesses in emergency preparedness capacities and identify potential solutions is something that deserves more attention from WFP in the use of the tool through close monitoring of the results to address solutions through a specific country capacity strengthening action plan.

Annex 12: Detailed stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
INTERNAL (WFP) STAKEHOLDERS			
WFP Dominican Republic country office	Responsible for country-level planning and implementation of the current CSP (and prior T-ICSP) and, thus, CO staff have a direct interest in the evaluation and will be a primary user of its results in the planning and implementation of the next CSP. They have a particular interest in all results and recommendations on WFP strategic positioning, strategic/operational comparative advantage and future opportunities for partnership.	Primary stakeholders. Key informants and users of the evaluation findings and recommendations. CO staff (including relevant former staff) were interviewed during the inception phase and data collection phase. They actively participated in the exit debriefing and learning workshop and provided comments on the draft IR, the draft ER, and management response to the CSPE.	Senior management (Country Director, Head of Programme) Evaluation focal point and M&E officer Programme officers (SOs managers) Finance officer Human resources, logistics, and supply chain Fast IT and Telecommunications Emergency and Support Team (FITTEST), staff of area offices and field monitors.
Regional bureau in Panama	Responsible for providing technical support to the CO and ensuring that strategies and activities at the regional and country levels are aligned with the HQ level. They have an interest in learning lessons from the evaluation and promoting good practices in other COs in the region or in other regions (e.g. pioneering SRSP work in Latin America and the Caribbean (LAC) region).	Primary stakeholder and key informants. RBP staff were interviewed during the inception and data collection mission to provide strategic guidance and technical information on the evaluation subject. They provided comments on the draft evaluation reports and participated in the exit debriefing at the end of the evaluation mission. They also had the opportunity to comment on SER and CSPE management response. WFP Multi-country office in Barbados is also a primary stakeholder and key informant of the results achieved in exchanging best practices and lessons for improved social protection and disaster preparedness and response.	RB management and technical advisors on service provision and country capacity strengthening, social protection, nutrition, livelihoods, climate change and resilience, emergency preparedness and response, gender, partnership. Senior management in the Caribbean multi-country office (Barbados)

WFP senior management headquarters divisions	Interested in learning and accountability and in improved reporting on results.	Primary stakeholder and key informants. They provided strategic guidance on WFP approaches and standards and technical support on themes relevant to the CSPE (CCS, social protection, nutrition, resilience, emergency preparedness). They were involved in initial briefings and in data collection where relevant. They had an opportunity to review, learn from and comment on the draft ER, and management response to the CSPE.	Senior management and technical units (country capacity strengthening, social protection, nutrition, livelihoods, climate change and resilience, emergency preparedness and response, gender, partnership).
Executive Board	Responsible for providing final oversight of WFP operations (approval of CSP document and budget revisions).	Primary stakeholders. Presentation of the evaluation results at the Executive Board session to inform the Executive Board about the performance and results of WFP activities in the Dominican Republic.	Executive Board members (not to be interviewed in principle).
Office of Evaluation (OEV)	Responsible for providing independent oversight of the evaluation process through management, quality assurance and approval of final products to be presented to the Executive Board in November 2023. OEV is the main interlocutor between the evaluation team and WFP counterparts.	Commissioner of the Evaluation. OEV has a direct interest in promoting WFP internal learning and including the evaluation findings in the annual synthesis of all CSPE. They provided methodological guidance and practical support throughout the evaluation process. They reviewed and commented on all the draft deliverables and developed the SER and the management response to the CSPE.	Director of Evaluation, senior evaluation officer, research analyst.
IN THE DOMINICAN REPUBLIC			
Government at central, provincial and local levels	Key partners of WFP and recipients of capacity strengthening initiatives for policy and programme design and implementation aligned with the Agenda 2030. They have an interest in knowing whether WFP	Primary stakeholders and key informants. They were interviewed during the inception and data collection mission and were invited to the learning workshop. They have a stake in expressing whether WFP support is relevant to their needs, appropriate to their cultural and social context, timely and	Ministry of the Presidency Office of the Vice-President Ministry of Agriculture Ministry of Education

	<p>enhances partnerships with government entities, fosters inter-institutional coordination and promotes life-cycle approaches for nutrition-sensitive, food-based and gender-responsive social protection programmes. They also have an interest in knowing if WFP helps strengthen the national disaster response system, enhancing their emergency supply chain preparedness and response capacities.</p>	<p>sustainable, and contributes to tackling the causes of poverty, food insecurity and malnutrition.</p>	<p>Ministry of Public Health and Social Assistance Ministry of Economy, Planning and Development Ministry of Women's Affairs Ministry of Environment National Health Service Cabinet of Social Policies (GCPS) Administradora de Subsidios Sociales (ADESS) Sistema Único de Beneficiarios (SIUBEN) Progresando con Solidaridad/ SUPERATE National Council for Food Sovereignty and Food and Nutrition Security (CONASSAN) Technical secretariat for Food Sovereignty and Food and Nutrition Security (SETESSAN) National Council for HIV and AIDS National Institute for Student Welfare (INABIE) National Institute for Early Childhood Development (INAPI) National Public Canteens Authority (CEED) National System for Disaster Prevention, Mitigation and Response National Commission for Emergencies Emergency Operations Centre (COE) Civil Defence Comisión ODS</p>
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			Oficina Nacional de Meteorología (ONAMET) Centros Tecnológicos Comunitarios (CTC))
Cooperating partners and NGOs	They play a key role in implementing CSP activities and have an interest in knowing whether assistance provided is timely and relevant to beneficiary and Government's needs (and changing needs during COVID-19) and enhances synergies with WFP.	Primary stakeholders. They were interviewed during the data collection mission and were involved in report dissemination. They are key informants on how much emergency preparedness and response has improved (e.g. through the setup of a humanitarian logistic corridor to strengthen emergency supply chain management), whether national capacities are strengthened and the extent to which there is complementarity of partners' work.	Dominican Red Cross International Federation of the Red Cross and Red Crescent Societies (IFRC), Mexican Mesoamerica Without Hunger World Vision International (WVI) Oxfam (until December 21) Plan International Selected local CSOs (e.g., CEDESO, CESAL, Iglesia de Cristo, Aldeas Infantiles).
Civil society, private sector, academia and communication media	Current or potential partners from the private sector, the civil society and academia may have an interest in the evaluation results and in the recommendations regarding future opportunities for partnership and collaboration with WFP.	Primary stakeholders (private sector and civil society) were involved in implementation of actions, and otherwise these are secondary stakeholders and ultimate target groups of communication efforts. Academia and media are secondary stakeholders. They were interviewed during the main mission in field visits and key informant interviews. Elements of evaluation report may be disseminated among this audience. Learning about the implications of the evaluation results, in particular of the collaboration in SRSP, food systems and climate change adaptation, in nutrition education (Royal DSM), rice fortification or in the fundraising campaign (Mastercard Caribbean).	Royal DSM Rice Fortification Companies Mastercard Caribbean Dominican Diaspora Universidad Autónoma Santo Domingo (UASD) Federación de Caficultores del Sur (FEDECARES) Confederación Nacional de Mujeres Campesinas (CONAMUCA) Asociación para el Desarrollo de San José de Ocoa (ADESJO) Articulación Nacional Campesina Sanar una Nación (private sector)

			<p>Pastoral Materno Infantil (Priest José Navarro. Father Chochi)</p> <p>Guadalupe Valdez. Former national representative, proponent of Law 589-16 on food security and nutrition and right to food (2016) and special ambassador BV Zero Hunger at FAO.</p>
<p>Direct and indirect beneficiaries of WFP interventions</p>	<p>Ultimate beneficiaries of WFP interventions at the level of citizens receiving services and food support at specific locations both directly through WFP interventions or indirectly through WFP-supported national partners in Government and civil society</p>	<p>Primary stakeholders, as they are ultimately benefiting from the WFP CSP interventions, although most of the interventions in the CSP arrive at this level through other partners. These stakeholders have limited interest in this specific CSPE and only beneficiaries that are involved in location field visits in this evaluation were interviewed and consulted at the level of case studies.</p>	<p>Selected beneficiary groups and representatives in three field visit locations: Monte Cristi, Valverde (Mao) and Dajabón (the fourth case study visit in greater Santo Domingo did not reach out to the beneficiary level, as the focus was on cooperation with private companies in rice fortification.</p>
<p>United Nations country team, international</p>	<p>UN agencies, particularly Rome based Agencies (FAO, IFAD) and other partners in the Dominican</p>	<p>They were interviewed during the inception and data collection missions and were invited to the learning workshop.</p>	<p>UN Resident Coordinator</p>

<p>financial institutions (IFIs) and other IDPs</p>	<p>Republic involved in CCS, food and nutrition assistance, emergency response, disaster risk reduction, resilience and social protection.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with UNSDCF. The CSPE can be used as inputs to increase synergies and improve coordination within the UN system and its partners and promote joint initiatives and funding.</p>	<p>They have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, operational priorities, UN coordination and joint opportunities. Rome-based agencies are key informants of the successes and challenges of their joint forces to promote healthy habits and improve food systems to support the DR in achieving SDG 2. They are also key informants of the relevance and results of the joint country COVID-19 Response Needs Assessment (CRNA).</p>	<p>Food and Agriculture Organization (FAO) United Nations Development Programme (UNDP) United Nations International Children's Emergency Fund (UNICEF) United Nations High Commissioner for Refugees (UNHCR), Joint United Nations Programme on HIV/AIDS (UNAIDS) United Nations Emergency Team (UNETE) United Nations Population Fund (UNFPA) International Organization for Migration (IOM), United Nations Development Group for Latin America and the Caribbean International Fund for Agricultural Development (IFAD) World Bank (WB) Inter-American Development Bank (IADB)</p>
<p>Donors</p>	<p>Donors have an interest in knowing whether their funds have been spent efficiently and whether WFP work is effective and has a comparative advantage in the country.</p>	<p>Primary stakeholders. They were interviewed during the data collection mission and will be involved in report dissemination. They are key informants of strategic issues such as the evolution in WFP strategic positioning, alignment with national priorities, and future funding opportunities.</p>	<p>The Dominican Republic, USA European Union (ECHO) China French Development Agency.</p>

INTERNATIONAL STAKEHOLDERS

Key stakeholders in Haiti	Haitian partners that have a stake in the humanitarian corridor emergency responses and flow of refugees and migrants.	Primary stakeholders in SO5 and SO3, secondary to others	WFP CO (Country Director) Haiti CSP evaluation (team leader) UN Resident Coordinator in Haiti
South-South and triangular cooperation partners (including WFP Caribbean multi-country office in Barbados)	South-South and triangular cooperation partners have an interest in knowing whether sharing lessons and best practices among countries of the region have resulted in enhanced nutrition, social protection programmes and disaster risk reduction.	Secondary stakeholders and key informants of key successes, challenges and tangible results of their disaster risk reduction exchanges (Cuba, Haiti and Barbados), cooperation on social protection and nutrition policies (Chile and Colombia), webinars for enhanced adaptative social protection programmes (Peru, Mexico, Colombia), relevance and effectiveness of WFP COVID-19 South-South Opportunity Fund; the study of The Cost of the Double Burden of Malnutrition (the Economic Commission for Latin America and the Caribbean).	Selected Government partners from other countries in Latin America: Colombia, Mexico, Peru) Economic Commission for Latin America and the Caribbean CARICOM Centro de Coordinación para la Prevención de los Desastres en América Central y República Dominicana (CEPRENAC)

Sources: ToR; CSP document, ACRs 2018-2021, lists of partnerships (excel sheets-periods Apr-May 2020 and Jan-Dec 2018), and inception briefings.

Annex 13: Recommendations, conclusions and findings mapping

Recommendation	Conclusions	Findings
1. WFP's next country strategic plan should more closely reflect the specific political and economic situation of the Dominican Republic as an upper-middle-income country, a Caribbean island State and a country that shares a border with Haiti. WFP should seek stronger alignment with the United Nations planning framework for the Dominican Republic and secure complementarity among the Rome-based agencies.	1	EQ 1.1 and 1.2
2. WFP should strengthen the intervention logic and strategy of its next country strategic plan to enable more synergy in the implementation of activities under different strategic outcomes.	2	EQ 1.3
3. WFP should develop a strategy for transitioning from its capacity strengthening support for government partners to providing demand-based technical assistance to some of these partners.	3	EQ 1.3 EQ 2
4. WFP should develop a specific approach and strategy to strengthen the humanitarian–development nexus in its work. These should be tailored to the context of the Dominican Republic and to specific vulnerabilities arising from emergencies (such as hurricanes and climate change-related flooding or droughts) and for specific vulnerable groups (such as Haitian migrants and undocumented people).	5 and 6	EQ 2 and 4
5. WFP in the Dominican Republic should continue to respond to the humanitarian crisis in Haiti by mobilizing humanitarian assistance for Haiti (humanitarian corridor and WFP's cross-country work in both countries) and in disaster and emergency-related response on both sides of the border.	7 and 8	EQ 2 and 4
6. WFP in the Dominican Republic should increase its focus on gender equality and women's empowerment, inclusion, and accountability to affected populations/protection in planning, programming and monitoring and evaluation. This will require WFP to consider these aspects at the activity and output levels and to pay more systematic attention to empowerment processes and to achieving differential effects and overall impact for specific target groups	4 and 9	EQ 2

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K3 Indicators - SC Performance Management (CO overview Q1 of 2019)

Annex 15: Acronyms

AAP	Accountability to affected populations
ACR	Annual Country Report
ACT	Activity
ADELVA	Local Economic Development Agency of Valverde
ADESJO	Asociación para el Desarrollo de San José de Ocoa
ADESS	Administradora de Subsidios Sociales
ADETDA	Territorial Economic Development Agency of Dejabon
AIP	Annual implementation plan
ALNAP	Active Learning Network for Accountability and Performance
APP	Annual performance plan
APR	Annual Performance Report
BHA	Bureau for Humanitarian Assistance
BR	Budget Revision
CARICOM	Caribbean Community
CBO	Community-based organization
CBT	Cash-based transfer
CCA	Common country analysis
CCS	Country capacity strengthening
CD	Country Director
CEDAL	Centro de Estudios y Solidaridad con América Latina
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEDES	Centro de Desarrollo Sostenible
CEED	National Public Canteens Authority
CEPAL	Comisión Económica para América Latina y el Caribe.
CEQAS	Centralized Evaluation Quality Assurance System
CESAL	Centro de Estudios y Solidaridad con América Latina

CFM	Complaints and Feedback Mechanisms
CM	Communication Management
CNE	National Emergency Commission
CO	Country office
COE	Centre of Emergency Operations
COMET	Country Office Tool for Managing Effectively
CONAMUCA	Confederación Nacional de Mujeres Campesinas
CONASAN	National Council for Food Sovereignty and Food and Nutrition Security
COVID-19	Coronavirus disease 2019
CPB	Country portfolio budget
CPP	Corporate Planning and Performance Division
CRD	Dominican Red Cross
CRF	Corporate Results Framework
CRNA	COVID-19 Response Needs-Assessment
CS	Capacity strengthening
CSI	Institutional capacity strengthening
CSO	Civil society organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CTC	Centros Tecnológicos Comunitarios
DAC	Development Assistance Committee
DoE	Director of Evaluation
DR	The Dominican Republic
DSC	Direct support costs
DSM	Dutch State Mines
EB	Executive Board
ECHO	European Commission Humanitarian Aid Office

ECLAC	Economic Commission for Latin America and the Caribbean
EM	Evaluation Manager
ENAE	Encuesta Nacional de Actividad Económica
ENDESA	Encuestas Demográfica y de Salud
ENESIM	Encuesta Experimental sobre la Situación de las Mujeres
ENHOGAR	Encuesta Nacional de Hogares de Propósitos Múltiples
ENI	Encuesta Nacional de Inmigrantes
EPCI	Emergency Preparedness Capacity Index
ER	Evaluation report
ET	Evaluation team
EWS	Early warning system
FAO	Food and Agriculture Organization of the United Nations
FCS	Food Consumption Score
FEDECARES	Federación de Caficultores del Sur
FGD	Focus group discussion
FITTEST	Fast IT and Telecommunications Emergency and Support Team
FSMS	Food safety management system
GAM	Gender with Age Marker
GCPS	Cabinet of Social Policies
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GoDR	Government of the Dominican Republic
HQ	Headquarters
IAEA	International Atomic Energy Agency
IASC	Inter-Agency Standing Committee
IADB	Inter-American Development Bank
ICT	Information, communication and technology

IDPs	International bilateral and multilateral development partners
IFAD	International Fund for Agricultural Development
IFI	International financial institution
IFRC	International Federation of the Red Cross and Red Crescent Societies
IG	Inspector General (Office of the Inspector General of WFP)
ILO	International Labour Organization
INABIE	National Institute for Student Welfare
INAIFI	National Institute for Early Childhood Development
IOM	International Organization for Migration
IPM-RD	Índice de pobreza multidimensional de la Republica Dominicana
IR	Inception report
IRG	Internal Reference Group
IRM	Integrated Road Map
ISC	Indirect support cost
IYCF	Infant and young child feeding
KII	Key informant interview
LAC	Latin America and the Caribbean
LNOB	Leave no one behind
LoS	Line of sight
LTA	Long-term agreement
LTI	Land transportation instruction
M&E	Monitoring and evaluation
MAPS	Mainstreaming, acceleration and policy support
MCHN	Maternal child health and nutrition
MDG	Millennium Development Goals
MEPyD	Ministry of Economy, Planning and Development

MINERD	Ministry of Education
MIYCN	Maternal, infant and young child nutrition
MMUJER	Ministry of Women’s Affairs
MSP	Ministry of Public Health (Ministerio de Salud Public)
MT	Metric tons
NBP	Needs-based plan
NCI	National Capacity Index
NDS	National Development Strategy
NGO	Non-governmental organization
NPRS	National Poverty Reduction Strategy
NS-PMR	National Disaster Prevention, Mitigation and Response System
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official development assistance
ODS	Objetivos de Desarrollo Sostenible
OECD – DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
OEV	WFP Office of Evaluation
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONAMET	National Meteorological Institute
ONE	Oficina Nacional de Estadística
OPEC	Organization of the Petroleum Exporting Countries
PDM	Post-distribution monitoring
PEISE	Plan Estratégico Sectorial para la Inclusión Social y Económica
PHQA	post hoc quality assessment
PLANEG	Plan Nacional de Igualdad y Equidad de Género
PLHIV	People living with HIV
PMA	Programa Mundial de Alimentos (World Food Programme)
PROSOLI	Progresando con Solidaridad

PRROs	Protracted relief and recovery operations
PSEA	Protection from sexual exploitation and abuse
QA	Quality assurance
QA2	Second-level quality assurer
RA	Research analyst
RBA	Rome-based agency
RBP	Regional bureau in Panama
RD	Regional Director
RDD	Regional Deputy Director
REO	Regional Evaluation Office
RIA	Rapid integrated assessment
RMRP	Refugee and Migrant Response Plan
SAI	Servicio Nacional de Salud
SBCC	social and behavioural change communication
SDGs	Sustainable Development Goals
SER	Summary Evaluation Report
SERP	Socio-Economic Response Plan
SETESSAN	Technical Secretariat for Food Sovereignty and Food and Nutrition Security
SICA	Central American Economic Integration System
SIUBEN	Sistema Único de Beneficiarios
SMP	School meals programme
SO	Strategic Outcome
SR	Strategic Results
SRSP	Shock-responsive social protection strategy
S-S	South-South
SUPERATE	Progresando con Solidaridad

TA	Technical assistance
TF	Trust Fund
T-ICSP	Transitional Interim Country Strategic Plan
TL	Team Leader
ToC	Theory of change
ToR	Terms of reference
ToT	Training of trainers
TPM	Third party monitors
UASD	Universidad Autónoma Santo Domingo
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
ÚNETE	United Nations Emergency Team
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Fund
UNRC	United Nations Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
URT	Unconditional resource transfers
USD	United States dollars
VAM	Vulnerability analysis and mapping
VNRs	Voluntary national reviews
WB	World Bank

WFP	World Food Programme
WHO	World Health Organization
WVI	World Vision International

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org/independent-evaluation