

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE

Strategic Evaluation of WFP's Support for Enhanced Resilience.

Strategic Evaluations (SEs) commissioned by the Office of Evaluation (OEV) are forward-looking and focus on strategies, systemic or emerging corporate issues and/or programmes and initiatives with global or regional coverage.

Subject and Scope of the Evaluation

The theme of 'resilience' is not new to the field of development or humanitarian assistance. It has been linked to the areas of disaster risk reduction, climate change, conflict and, more recently, the humanitarian-development nexus. WFP has articulated its position in relation to these various themes through a series of policies over the past decade and has worked to incorporate a gender equality perspective.

The evaluation will cover the WFP support for enhanced resilience through activities, programmes, initiatives and policies from 2014 to 2017. It will analyze WFP's conceptual approach and programmes in the context of disaster risk reduction, crisis response, transition/recovery and capacity strengthening. The non-linearity and multi-stakeholder nature of resilience work will be central. WFP's work on system strengthening will also be included. The Policy on Resilience for Food Security and Nutrition will be an important framing document but will not be the sole reference point for this strategic evaluation

On-going and deactivated L2 and L3 emergencies will be included in the scope of this evaluation as a way of capturing lessons related to WFP's corporate emergency response, as well as to gain lessons from the emergency response with a resilience lens, particularly as countries shift from L3 to L2 status and beyond.

Objectives and Users of the Evaluation

This evaluation will serve the dual objectives of learning and accountability.

Learning- Analyze WFP's readiness to deliver on resilience outcomes; assess the extent to which WFP's resilience work is relevant and equitable

and if the organization is 'fit for purpose' to deliver on the resilience agenda as defined in the Strategic Plan 2017-2021; assess WFP's resilience programming principles, including its capacity to meet the conceptual and operational challenges identified in the New Ways of Working; identify whether WFP Country Offices are able to access, analyze and use relevant and accurate data to inform their resilience programming and measure results.

Accountability- Assess whether WFP and its partners adequately support efforts to enhance resilience, including for different groups, particularly in protracted crises. Reflect on the early performance of the broad range of WFP's resilience-related programme activities, programme approaches and programme packages.

Key Evaluation Questions

The evaluation will address the following five key questions:

Question 1: How relevant is WFP's resilience work and for whom (is it doing the right things)?

Question 2: Is WFP engaged in the right partnerships to enable strong resilience outcomes?

Question 3: Is WFP 'fit for purpose' to implement appropriate, equitable, effective and coherent resilience programming in the context of the Strategic Plan 2017-2021 (is it doing them right)?

Question 4: Does WFP have a clear and consistent approach to measuring outcomes related to resilience and are WFP COs able to access, analyze and use (relevant, accurate, timely and sex disaggregated) data to make informed decisions related to resilience-related programming?

Question 5: What emerging lessons can be identified regarding the most successful

approaches in terms of resource mobilization, enhanced partnerships, joint planning, design and implementation of resilience-building programmes?

Methodology

The evaluation methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purposes of accountability and learning. It will adopt a mixed method approach, which combines qualitative and quantitative data. A theory of change will be constructed in order to ground the evaluation in a clear results-based framework.

A substantial document review will be required to assess the ways in which resilience has been conceived, measured and reported in WFP. The Evaluation will also include a literature review of the academic work on the topic of resilience. Country case studies will be used along with a theory-based approach: the evaluation team will visit in total eight countries, two during the inception phase and six during the data collection.

Findings will be defined following the triangulation of evidence from different sources of evidence. The sources of evidence will be presented along with the evaluation questions in a detailed evaluation matrix, which will be developed by the evaluation team and included in the Inception Report.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of external consultants with strong capacity in conducting global, thematic evaluations that incorporate country level case studies and the use of mixed methods in evaluation. The team will also be required to have a strong experience of evaluating resilience concepts, programmes and monitoring, evaluation and learning.

OEV Evaluation Manager: The evaluation is managed by the WFP Office of Evaluation (OEV) with Mrs. Deborah McWhinney as Evaluation Manager (EM). The EM is responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process.

Stakeholders: The members of the Executive Board, WFP senior management and country-level programme colleagues are the primary audience for this evaluation. Internal stakeholders at central (HQ) level are: the Policy Programme Division

(OSZ) units involved in resilience activities; the Emergency Preparedness and Support Division (OSE); The Emergency Preparedness branch (OSEP), the Nutrition Division (OSN), the Rome-Based Agencies Division (PGR); the Gender Office (GEN); and at the decentralised level : regional and country level resilience and programme advisors. Stakeholder at country, regional and HQ level are expected to engage with the evaluation process.

Communications

Three different groups of experts will be consulted during the whole evaluation process:

- A **Consultative Group**, made up of senior WFP staff/Directors at the HQ and Regional
- A smaller **Internal Reference Group** of subject-matter WFP experts working on resilience programming;
- An **Expert Technical Panel** composed of internal and external individuals with technical expertise and experience with resilience and gender equality concepts.

The Evaluation Manager will draft a Summary Evaluation Report (SER), which will be validated by the evaluation team and presented to the Executive Board.

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

Timing and Key Milestones

Inception Phase: September 2017 - March 2018

Evaluation Phase: April – June 2018

Reporting, including Fieldwork: July – November 2018

WFP Executive Board and follow-up: December 2018 – February 2019



Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses.

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