

# Evaluation

## Summary Terms of Reference



## Evaluation of the Update of WFP's Safety Nets Policy (2012)

*Policy evaluations focus on a WFP policy and the guidance, arrangements, operations and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.*

### Subject and Focus of the Evaluation

The Evaluation of the Update of WFP's Safety Nets Policy: The Role of Food Assistance in Social Protection (2012) aims to understand the extent to which the Policy Update and related guidance was and continues to be useful for WFP as it works to define its comparative advantage in strengthening social protection systems.

The Policy Update describes potential roles for WFP, which are clustered according to five different levels of country stability and capacity. It also identifies a series of priority for WFP's work in this area: i. technical support and practical expertise for safety nets; ii. embedding food security and nutrition objectives into safety nets; iii. supporting governments to build safety nets; iv. strengthening institutional mechanisms v. evidence-based reviews of safety nets (assessments, evaluations); vi. strategic partnerships for safety nets; vii. mobilizing resources; and, viii. strengthening institutional decision-making.

### Objectives and Users of the Evaluation

Evaluations serve the dual objectives of **accountability and learning**. This evaluation will assess the quality and results of the Update of WFP's Safety Nets Policy (2012), of the associated guidance, approach and implementation activities. It will also determine the reasons why certain changes occurred or not to draw lessons for WFP. The evaluation will be retrospective in the assessment of quality and results of the policy but it also strives to be forward-looking to contribute to future policy and guidance.

The investment in WFP's social protection work has increased over the past few years. Updated Guidance was produced in 2017, a series of 15 social protection case studies were published, the unit managing these issues at HQ has grown and the first WFP Global Social Protection Meeting was held in

March 2018. There are also plans to develop a new Social Protection Policy. These factors indicate a certain level of maturity and make this evaluation a timely one.

As safety nets are mechanisms with a wide range of connection points rather than a single programming area, there are a number of internal and external actors who can be defined as key users in safety nets, as well as broader social protection interventions. The primary users are: i) the Safety Nets and Social Protection Unit; ii) WFP senior leadership; iii) Executive Board; iv) policy-makers and programme designers and implementers at HQ, Regional Bureau (RB) and Country Office (CO) level; and, v) global humanitarian and development actors, academics, consortia and networks working on issues related to safety nets and social protection.

### Key Evaluation Questions

The evaluation will address the following three key questions:

**Question 1: What is the quality of the policy and associated guidance?** The evaluation will compare the policy and its provisions, as articulated, with international good practice, practice of comparators and partners, and other benchmarks to understand whether WFP's policy, from its outset, was clear, appropriate and geared towards attaining results.

**Question 2: What are the results of the policy?** The evaluation will collect information and data on results that can plausibly be associated with the policy and arrangements developed to implement it. The evaluation will specifically explore the results achieved through interventions implemented by WFP and those owned fully by government where WFP plays an enabling role.

**Question 3: Why has the Policy produced the results that have been observed?** The internal and external factors enabling and hindering achievement of results will be assessed.

## Scope and Methodology

The scope of the evaluation is from 2012 to 2017, which spans three different Strategic Plan periods for WFP.

The evaluation will be theory-based and use a mixed method design. A theory of change will be constructed for the evaluation and serve to guide its conceptualization. It will identify the policy’s intended results pathways and key assumptions as a way of informing the evaluation framework.

Document review, secondary data analysis, survey of key stakeholders and interviews will be the main forms of data collection. Up to 6 in-depth country desk studies and 6 desk reviews will be undertaken based on an analysis of a range of criteria. The evaluation will also build on evidence from centralized evaluations and their corresponding management responses that have taken place since the policy approval. The evaluation will also rely on country-level and corporate reporting on safety nets-related programming, as well as audit reports.

## Roles and Responsibilities

### Evaluation Team

The evaluation will be conducted by a team of external consultants. The team will have a strong evaluation background and experience of policy evaluation and of safety nets/social protection, food security-related safety nets, disaster preparedness and response, nutrition (specific and sensitive), gender equality, equity, organizational change, technical assistance and capacity strengthening.

### OEV Evaluation Manager

The Evaluation Manager is Deborah McWhinney, Senior Evaluation Officer in WFP’s Office of Evaluation.

### Stakeholders

WFP stakeholders at country, regional and headquarters levels are expected to engage with the evaluation process to ensure a high degree of utility and transparency. Engagement during and following field missions will be complemented by involvement in commenting on key draft documents and participating in the learning workshop.

## Communications

An **Internal Reference Group**, comprising WFP staff from key technical units and Regional Bureaux will be substantially involved throughout the evaluation process. A debriefing with HQ, RB and relevant CO will be organised following each country mission, and a final global workshop will be organised to discuss draft findings, conclusions and recommendations.

An **external advisory panel** composed of experts from UN agencies, research institutes, donor organizations, international NGOs and foundations with a focus on safety nets programming will provide further quality assurance on the evaluation products with inputs at key stages in the evaluation process.

## Timing and Key Milestones

**Inception Phase:** May - August 2018

**Data Collection Phase:** Sept. - Oct. 2018

**Debrief** October 31, 2018

**Reporting Phase:** Nov. 2018 – March 2019

**Learning Workshop** January 23-24, 2019

**Executive Board:** Annual Session, June 2019