



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

STRATEGIC EVALUATION OF FUNDING WFP'S WORK

TABLE OF CONTENTS

1. Background.....	1
1.1. Introduction	1
1.2. SDG Funding Context and Strategy	1
1.3. WFP Funding Context.....	2
2. Reasons for the Evaluation.....	5
2.1. Rationale.....	5
2.2. Objectives	7
2.3. Stakeholders and Users of the Evaluation	7
3. Subject of the Evaluation	8
3.1. Strategic and Policy Framework.....	8
3.2. Overview of Relevant WFP Activities.....	10
3.3. Scope of the Evaluation	12
4. Evaluation Approach, Questions and Methodology	13
4.1. Overview of Evaluation Approach	13
4.2. Evaluability Assessment	13
4.3. Evaluation Questions.....	14
4.4. Methodology	15
4.5. Quality Assurance.....	17
5. Organization of the Evaluation.....	18
5.1. Phases and Deliverables	18
5.2. OEV Roles and Responsibilities.....	18
5.3. Evaluation Team Composition	18
5.4. WFP Roles and Responsibilities	20
5.5. Evaluation Governance.....	20
5.6. Communication	20
5.7. Budget	21

Annex 1: Detailed Evaluation Timeline	22
Annex 2: Evaluation Communication and Learning Plan	24
Annex 3: Basic Funding Data	26
Annex 4: Tentative list of countries for data collection missions	28
Annex 5: Proposed visits to capitals and HQs.....	29
Annex 6: Key Documents	30
Annex 7: Office of Evaluation Guidance	32
Annex 8: Members of the Internal Reference Group (IRG)	33
Annex 9: Selected Definitions	34
Acronyms	35

1. Background

1.1. Introduction

1. Strategic Evaluations focus on strategic and systemic issues of corporate relevance, including new WFP strategic directions and the associated policy, operations and activities. They evaluate the quality of work being done in relation to the new strategic direction as well as its results, and seek to explain why and how these results occurred.

2. The Terms of Reference (ToR) were prepared by the WFP Office of Evaluation (OEV) evaluation manager, Michael Reynolds, Senior Evaluation Advisor, based on a document review and discussions with stakeholders. The purpose of the ToR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The ToR are also used as the basis for consulting companies to prepare proposals for undertaking the evaluation and set the parameters for the detailed design in the inception phase.

3. The ToR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the policy and strategy framework, the relevant activities undertaken, and the scope of the evaluation; Chapter 4 sets out the evaluation approach and methodology; and Chapter 5 indicates how the evaluation will be organized.

4. The annexes provide additional information on the evaluation timeline (Annex 1), the communication and learning plan (Annex 2), basic funding data (Annex 3), tentative list of possible countries for data collection missions (Annex 4), proposed visits to capitals and headquarters (Annex 5), key documents (Annex 6), OEV guidance (Annex 7), proposed composition of the Internal Reference Group (Annex 8) and selected definitions (Annex 9).

5. The evaluation is scheduled to take place from May 2019 to March 2020. It will be managed by the OEV and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board at the Annual Session in June 2020 together with the management response.

1.2. SDG Funding Context and Strategy

6. The UN estimates that USD 5-7 trillion is needed annually to achieve the Sustainable Development Goals (SDGs). Continued Official Development Assistance (ODA) will be critical to leave no one behind and catalyse other financing streams, but by itself will be insufficient for achieving the goals. The challenge of financing the 2030 Agenda at the country level has emerged as a key issue since the adoption of the SDGs in September 2015. The Addis Ababa Action Agenda (AAAA), lays the foundations for the financing of the SDGs and is an integral part of the 2030 Agenda.

7. More recently, the SDG Financing Strategy¹ presented by the UN Secretary-General in September 2018, reiterates that the “United Nations has a critical role in supporting the mobilization of finance for sustainable development”. The financing needs for the SDGs therefore call for a comprehensive overhaul in the UN system’s approach to financing. Specifically, this will require the UN to shift from the funding

¹ The Secretary-General’s Strategy for Financing the 2030 Agenda for Sustainable Development (2018-2021)

of individual projects to the financing of transformative change: Leveraging all existing financial flows and instruments to finance the overall development results to which the UN contributes.

8. The Financing Strategy builds on the new and ambitious phase of the ongoing United Nations reform process initiated by the Secretary General in mid-2017.² These reforms may lead to some significant changes in the way the United Nations is organised and the way it approaches development. A new approach to United Nations system-wide programming at the country level – the United Nations Sustainable Development Cooperation Framework (UNSDCF) – will link funding of the framework with overall SDG financing needs.

9. In addition, Member States have been discussing a funding compact to explore reasonable options that could help improve the flexibility and predictability of resources allocated to the UN development system, in return for greater effectiveness, transparency and accountability on system-wide results. The compact is in line with recent agreements between the community of humanitarian donors and aid organisations.³

10. Although WFP has a dual development and humanitarian mandate, the majority of its expenditures is in the humanitarian area. The 2018 State of the Humanitarian System report noted a number of key features in terms of humanitarian financing. First, humanitarian needs continued to increase in 2015–17 with an estimated 201 million people requiring international humanitarian assistance in 2017, the highest number to date. The number of people forcibly displaced by conflict and violence also increased, reaching 68.5 million in 2017. Second, a small number of complex crises received most of the funding: over the three years, half of all international humanitarian assistance went to just four crises (Syria, Yemen, South Sudan and Iraq). Third, most international assistance went to countries affected by multiple types of crisis: generally, conflict-affected countries that were also hosting refugees or experiencing ‘natural’ disasters. Fourth, a small number of donor governments contributed the majority of international humanitarian assistance over 2015–17: the three largest donors accounted for 59% of all government contributions in 2017. Fifth, most donor funding (60% in 2016) went to multilateral agencies, although much of this money was then passed on as grants to non-governmental organisations (NGOs).

1.3. WFP Funding Context

11. WFP has gone from being a \$2 billion a year organization in 2002 to one with contributions reaching over \$7 billion in 2017 and 2018. Unfortunately, needs have risen at the same time, assessed at over \$10 billion in 2018 and 2019 (annex 3.a). WFP’s move beyond saving lives to changing lives through strengthen the resilience of affected people, as well as the root causes of their vulnerability, has implications for funding, with investments now expected to reduce humanitarian needs in the future.

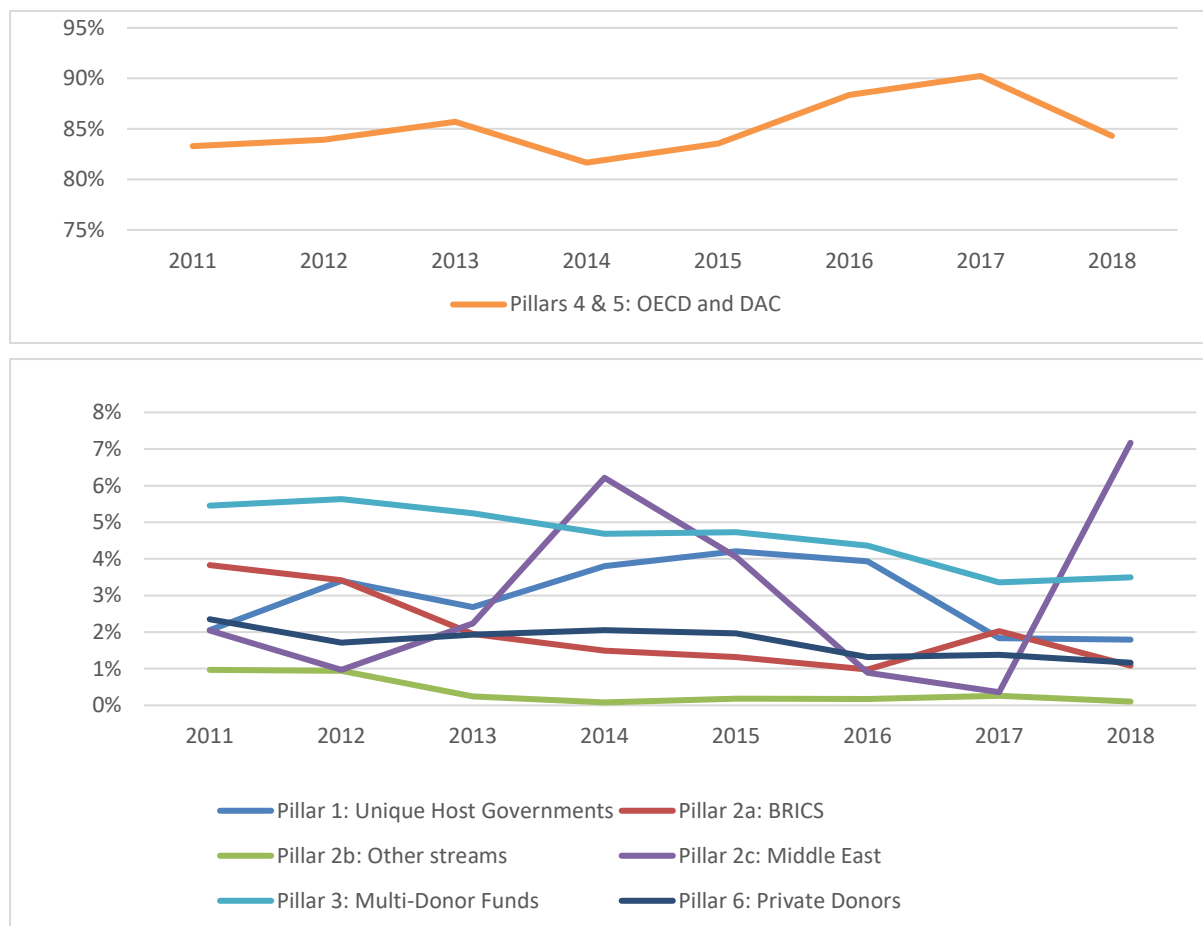
12. **Sources of funding.** By far the largest source of funding for WFP’s work is from governments and specifically from OECD/DAC members. In 2017, contributions from OECD/DAC countries had reached over 90% of the total. Support is concentrated among a few donors with the top 4 donors accounting for 67% of all government contributions over the 5 years 2014-2018. Gulf Cooperation Council and middle east

² UN Reform <https://www.un.org/sustainabledevelopment/repositioning-the-un-development-system/>

³ For example, the 2016 Grand Bargain. In the Grand Bargain, the term “organisations” refers to all humanitarian aid providers including the United Nations, its agencies, funds and programmes, the International Organisation for Migration (IOM), national and international NGOs, the International Red Cross and Red Crescent Movement.

donor contributions have been large but not consistent, reaching 8% of total contributions in 2018. Similarly, BRICS, although these have been in decline since reaching almost 4% of total contributions in 2011. The contribution of host governments has varied between 1 and 4% over the 2011-2018 period.

Figure 1: Contributions by source of funds, 2011-2018 (percentage of total)



Source: WFP Factory

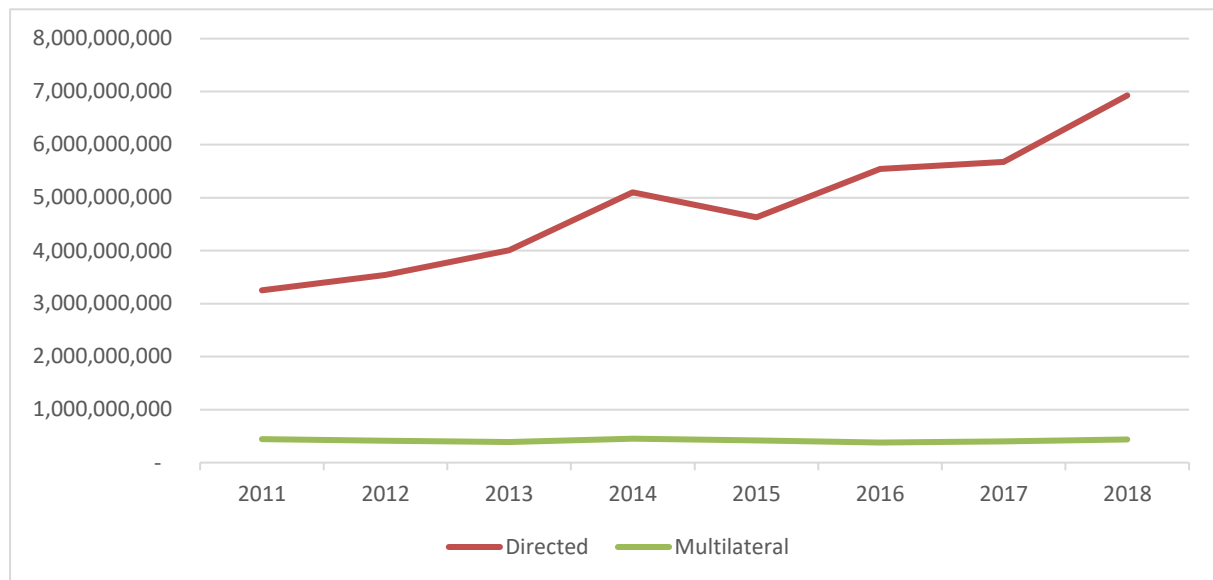
13. Pooled funds, also referred to as multi-donor trust funds, aggregate funding from multiple donors to maximize impact in a specific geographic or thematic area. While governments are the main donors to pooled funds, private sector actors and foundations are increasingly important contributors to these mechanisms. However, the majority of pooled funds available to WFP are administered by the UN, and are referred to as UN inter-agency pooled funds.

14. Although the amount of private sector contribution has been increasing, its share has declined from over 2% of the total in 2011 to about 1% in 2018. Other sources have been very limited, including from international financial institutions such as the World Bank.

15. **The flexibility of funding.** With multilateral contributions WFP determines the country programme or WFP activities in which the contribution will be used and how it will be used. It could also be a contribution made in response to a broad-based appeal for which WFP determines, within the scope of the appeal, the country programme or WFP activities in which the contribution will be used and how it will be used, and for which the donor will accept reports submitted to the Board as sufficient

to meet the requirements of the donor. In 2011, multilateral contributions represented 12% of total contributions to WFP but in 2017 only represented 5% (it was 19% in 2002). The actual amount has not decreased so much (by just over 10%) but in relative terms it has not kept pace with the rapid growth in directed funds as illustrated in Figure 2.

Figure 2: Directed and multilateral contributions, 2011-2018 (US Dollars)



Source: WFP Factory

16. A 2013 analysis of contributions from the top 10 donors to the project system showed that 88 percent of all contributions were earmarked to below the project level or had additional conditions attached relating to purchasing restrictions or geographic targeting. Although introduction of the Integrated Road Map (IRM) was expected to lead to a reduction in earmarking, more recent analysis shows the dominance of activity-level registration of grants, representing 88 percent of total funding received as of early 2018. The impact of activity-level earmarking may be compounded by secondary conditions attached to grants that restrict their use to specific geographic locations, modalities, beneficiary groups, sub-activities, and purchasing restrictions, or combinations of these.

17. Recent analysis also shows that while 70 percent of the grants received had spending deadlines of more than 12 months, the remaining 30 had spending deadlines of less than 12 months. While spending deadlines have always posed challenges to funds management, the project-based cumulative pot facilitated a greater space to optimise grants, including those with extremely tight and strict TOD/TDD⁴, whilst the new system is less flexible.

18. **How the funds are used.** The key characteristic of resource allocation is the high concentration among a small number of host countries. In 2017 WFP, Syria +5 response, and operations in South Sudan, Yemen, Somalia, Ethiopia, Nigeria and Sudan accounted for approximately 63% of all WFP expenditure.⁵ Although most funds are used for crisis response, the proportion of funding for resilience building activities have almost doubled, from nearly 16 percent of the 2018 implementation

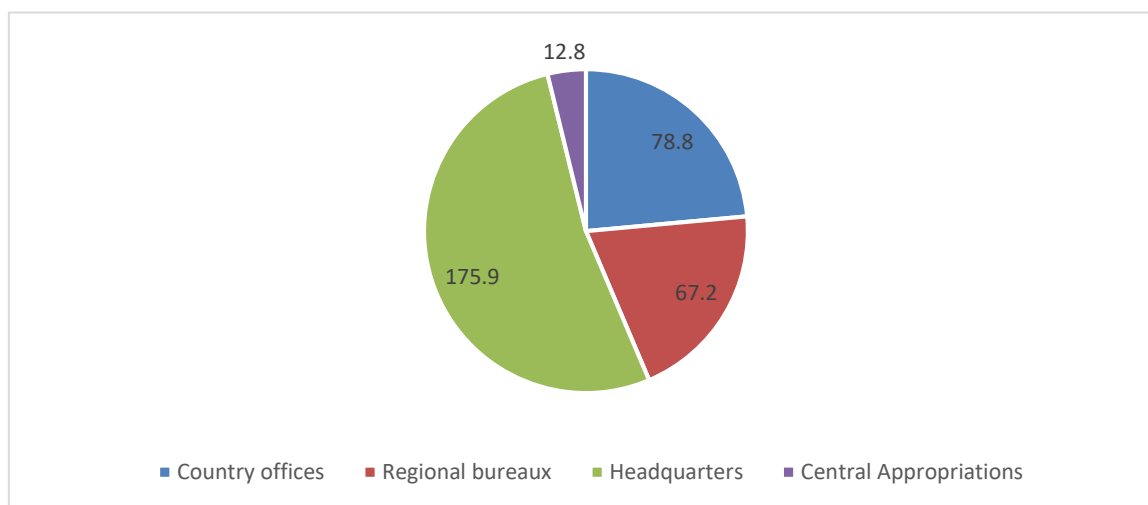
⁴ Terminal Obligation date (TOD) and Valid To dates (TDD - Terminal Disbursement date)

⁵ WFP Annual Performance Report 2017, Annex VII-B.

plan to 29 percent in 2019. At the same time, requirements for the “response to root causes”⁶ focus area account for 6 percent of the implementation plan, down from 10 percent in 2018.⁷

19. Contributions are charged a cost recovery rate to cover indirect support costs (ISC) in accordance with the WFP full cost recovery policy.⁸ The Programme Support and Administrative (PSA) budget is funded from the ISC income amounting to USD 385.1 million in 2019.⁹ A standard PSA allocation is made to each of WFP’s 83 COs to provide funds for country director positions, with additional allocations for national staff and operating costs (and in some cases positions to provide strategic and targeted support). Figure 3 shows that PSA expenditures at the headquarters (HQ) level represent more than half the total.

Figure 3: PSA Budget by Organizational Level 2017 (USD Million)



Source: Management Plan 2019-2021 Table IV.13

20. The PSA equalization account (PSEA) is used to fund the difference between the ISC income and approved PSA expenditure i.e. it is a reserve that underwrites the risk of decrease in ISC income. In the 2019-21 management plan, the Executive Board (EB) approved the use of some of the PSEA for critical corporate initiatives.

2. Reasons for the Evaluation

2.1. Rationale

21. Shortages of funds compared to needs has been a longstanding challenge for WFP and one that has become more acute in recent years. Significantly increased beneficiary needs coupled with multiple and simultaneous L-3 emergencies may strain donor capacity to respond to emergencies and development programmes within WFP's portfolio. Reducing the gap between resources and needs remains a priority for the organization¹⁰ but comes with risks in a highly unpredictable environment for

⁶ “Response to root causes” is one of three WFP focus areas described in Annex 9.

⁷ WFP Management Plan 2019-2021 page 2

⁸ The current ISC recovery rate is 6.5%, reduced to 4% for host government contributions to programmes in their own countries and from developing countries or countries in transition.

⁹ WFP Management Plan 2019-2021 page 93

¹⁰ The original Corporate Results Framework 2017-2021 lists “the percentage of gross funding needs met” as a Key Performance Indicator listed in the APR 2017 with a target of 100% and 2016 baseline of 67%. The revised CRF approved in November 2018 (WFP/EB.2/2018/5-B/Rev.1) has a similar KPI “Percentage of needs-based plan funded in country office operations” but a target has yet to be approved.

both, making it necessary for WFP to remain flexible and able to adapt. As noted in the previous section, WFP is heavily reliant on a small number of donors and there is need to understand how the organization can encourage other donors to increase their contributions.

22. It is also clear that some areas of WFP's work are significantly less funded than others, especially those related to addressing "root causes". Moreover, in 2018, 65% of country offices had less than 60% funded against the Country Strategic Plan (CSP).¹¹ Many country offices, especially those in middle-income countries without humanitarian components, are struggling and this is partly the reflection of the concentration of a large part of overall funding on a small number of countries in humanitarian crisis.

23. Funding and partnerships for zero hunger is also one of the WFP Executive Director's priorities (categorized as an enabling priority). Noting that WFP recorded a record level of contribution revenues in 2017, the Executive Director emphasized opportunities for augmenting the scope of funding streams from existing donors in line with its mandate and consistent with its operational competence.

24. Evidence from evaluations¹² shows that funding shortfalls restricted the majority of WFP operations, not only in their ability to fully meet assessed needs, but also in their scope for innovating, strengthening capacities and ensuring linkages across the humanitarian–development–peace nexus. Effects included curtailed activities, pipeline breaks and reduced coverage of geographic areas and populations and frequency of assistance provision. Opportunities to pilot test innovations, implement capacity strengthening activities and undertake activities focused on the transition from emergency to recovery were also constrained.

25. Funding is marked by low-flexibility as reflected in high levels of earmarking with more flexible "multilateral funding" in decline and only slowly increasing multiyear funding. The 2018 Strategic Evaluation of the CSP Pilots found that this situation (that also existed before the IRM) forces COs into a cycle of constant, expedient short-term funding decisions aimed at creating liquidity. One consequence is that creative solutions are found to manage short-term fluctuations in budget availability in specific activity budget lines, which can obscure the intended line of sight between resources and results. This ongoing lack of predictability has required repetitive revisions to spending plans, led to inconsistent support across activities and risks WFP reputational damage.

26. WFP also faces the challenge of allocating resources to corporate programme and policy priorities, despite the large portion of PSA allocated to HQ.¹³ It needs to adapt its funding and allocation mechanisms to the new environment of the IRM and more specifically, the CSP framework. These mechanisms also need to address the challenge of preparing for changes envisaged in the ongoing UN reform process and the implications for funding WFP's work. Existing mechanisms have yet to move from funding projects to financing transformative change and ensuring national partners have adequate resources to undertake their activities aimed at achieving zero hunger and SDG2.

¹¹ IRM Analytics CPB Financial management overview

¹² Synthesis report on operation evaluations for 2016–2017; country portfolio evaluations;

¹³ Audits, evaluations including the 2019 Strategic Evaluation of WFP Support for Enhanced Resilience

2.2. Objectives

27. Evaluations serve the dual objectives of accountability and learning. As such, the Strategic Evaluation of Funding WFP's Work will:

- Assess and report on the quality and results of WFP's direct and indirect efforts to support appropriate funding of efforts towards zero hunger, taking into account relevant risks and opportunities (accountability).
- Determine the reasons why WFP has or has not been able to fund its work in order to draw lessons to strengthen efforts aimed at progress towards zero hunger (learning).

28. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. A detailed strategy will be developed in the Evaluation Communication and Learning Plan (an initial version can be found in Annex 2).

2.3. Stakeholders and Users of the Evaluation

29. There are various groups of stakeholders in this evaluation, but the primary audiences are the members of the Executive Board, WFP senior management, and WFP staff and partners at the regional and country-levels. Key internal stakeholders and users with varied normative, technical and programming perspectives are expected across the organization. More specifically, key users at Headquarters level will include¹⁴:

- The Partnership and Governance Department: the Government Partnership Division (PGG); the Private Sector Partnership Division (PGP); the Rome-based Agencies Division (PGR); UN system, Africa Union and Multilateral Partnerships Division (NYC); WFP offices in Washington and Brussels (WAS and BRU)
- The Resource Management Department: the Budget and Programming Division (RMB); the Performance Management and Monitoring Division (RMP)
- The Operations Services Department: the Division for Emergency Preparedness and Support Response (OSE); the Supply Chain Division (OSC); the Policy and Programme Division (OSZ); Nutrition's Division (OSN); School Feeding Service (OSF)
- Office of the Deputy Executive Director: Gender Office (GEN); Strategic Coordination and Support Division (STR)
- Chief of Staff: Communications, Advocacy and Marketing Division (CAM)

30. At the decentralized level, key users will include WFP regional bureaux and country office staff working on internal and external fund raising as well as internal allocation of resources. It is expected that the results of the evaluation (findings, conclusions and recommendations) will be used to strengthen the understanding WFP's work on mobilizing resources for the SDGs.

31. Potential global stakeholders and users of the evaluation will include humanitarian and development actors, academics, consortia and networks working on issues related to WFP's mandate. National governments and implementing agencies in the countries where WFP works are important potential users of the

¹⁴ A proposal to change the organizational structure will be presented to the Executive Board at the annual session in June 2019.

evaluation. Equally, UN entities, both in terms of learning from the WFP experience as well as in relation to their own work as well as clients of WFP common services. Other potential users include the World Bank and regional development banks, donor countries and their humanitarian/development agencies, national/international NGOs, regional entities, universities and research institutions. Finally, private sector partners, actual and potential, may use the evaluation in establishing new or strengthening existing partnerships. The inception report to be prepared by the evaluation team at the start of the process, will include a more in-depth stakeholder analysis.

3. Subject of the Evaluation

32. WFP is a voluntarily funded organization that relies entirely on contributions from governments, corporations and individuals to finance its operations. Unlike many United Nations entities (specialized agencies and others),¹⁵ WFP does not have assessed contributions that provide a predictable source of funds.¹⁶

3.1. Strategic and Policy Framework

33. The General Regulations and General Rules is the document that establishes the World Food Programme (WFP) as an organization and outlines its rules of governance. Article XIII sets out the overall framework for contributions and Article X of the Financial Regulations deals with the WFP Fund.

34. There is no formal overarching funding strategy and strategic plans have provided limited direction. The Strategic Plan 2008-2013 noted that it will guide discussions on WFP's funding mechanisms, which may require adjustments. The next Strategic Plan 2014-2017 noted the challenging funding environment and the need to advocate for more flexible and longer-term funding. The Strategic Plan 2017-2021 noted that the Country Strategic Plan (CSP) will be the vehicle for resource mobilization, fund management and spending authority. The CSPs should also guide internal resource allocation mechanisms.

35. The CSP were introduced as part of the comprehensive IRM that links four inter-related corporate components – the Strategic Plan (2017-2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework. The integrated approach of the IRM aims at helping WFP to design better programmes aligned with national priorities in order to:

- enable WFP to serve people in need more effectively and efficiently
- support government policies, actions and resource allocations for eliminating hunger in their countries
- clearly communicate what WFP is delivering and its distinct added value
- efficiently plan and implement WFP programmes for those in greatest need by being focused on the results WFP needs to achieve
- better allocate resources to achieve, measure and understand results and impacts
- learn from performance management and accountability systems to improve WFP programme design and implementation

¹⁵ Only 10 of the 34 key UN entities have no assessed funds (UN MPTF Office and Dag Hammarskjöld Foundation. *Financing the UN Development System: opening doors*. 2018)

¹⁶ This is the same for the other major United Nations funds and programmes - UNDP, UNICEF and UNFPA – although the proportion of core funds in these entities is higher.

- work in a flexible manner, responding to changing country needs while balancing addressing humanitarian needs and development
- move away from fragmentation in WFP’s work and reduce transaction costs
- improve transparency in donor reporting
- harmonise with external partners in the public and private sectors as well as other United Nations agencies

36. As part of its support for SDG 17, the Strategic Plan 2017-2021 includes a strategic outcome category of “increased government access to financial resources” and a related Strategic Result (number 7). The plan recognizes “the critical importance of enhanced roles for governments and other national and local actors in financing development initiatives and humanitarian preparedness, response, and recovery”.¹⁷ It suggests that “WFP’s long experience in developing effective partnerships with public and private actors for financing humanitarian and development activities” can help governments address the complex challenges they face in generating the required investment. This is in line with the SDG financing strategy to move beyond a focus on financing its own projects (as noted in section 2).

37. There are also a limited number of executive board approved policy documents directly relating to funding WFP’s work. The WFP Corporate Partnership Strategy (2014–2017),¹⁸ approved by the Board in 2014, articulates WFP’s partnership approach based on shared goals and the principles of good partnership outlined in the United Nations Global Humanitarian Platform. No new strategy was developed for 2018 onwards but the partnership approach was incorporated as a foundation of the partnership pillar of the Strategic Plan (2017–2021). The principles outlined in the corporate partnership strategy continue to guide partnership implementation of the Strategic Plan, including the Policy on Country Strategic Plans and implementation of the Integrated Road Map. The corporate partnership strategy continues to provide a high-level framework for identifying and guiding the development of effective partnerships.

38. The WFP Gender Policy 2015-2020 aims to ensure that corporate funding is made available to implement the policy. Specifically, gender equality and women’s empowerment activities are included in project budgets, all documents and budget revisions; and the resources identified for work in gender equality and women’s empowerment meet the corporate financial benchmark by representing at least 11 percent of total project costs, increasing to at least 15 percent by 2020.¹⁹

39. The WFP South–South and Triangular Cooperation Policy,²⁰ approved by the Board in 2015, builds on its existing South–South and Triangular Cooperation (SSTC) engagement and notes that South–South cooperation, triangular arrangements and in-kind or cash contributions through twinning²¹ are important potential funding sources.

40. A private sector partnerships and fundraising strategy for 2018–2021 was developed, building on the strategy for 2013–2017. It aimed to maximize the

¹⁷ WFP Strategic Plan 2017-2021, paragraph 53

¹⁸ WFP/EB.A/2014/5-B. The policy was evaluated in 2016: *Policy Evaluation of the WFP Corporate Partnership Strategy (2014-2017)*

¹⁹ The UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women also includes performance indicators related to financial resource tracking and financial resource allocation.

²⁰ WFP/EB.A/2015/5-D

²¹ See paragraph 46

organization's ability to secure private sector support and resources for achieving zero hunger. The strategy also built on the principles outlined in the Corporate Partnership Strategy, as aligned to the principles of good partnership in the UN's Global Humanitarian Platform. It was discussed with the EB at informal consultations but wasn't formally presented. A new version (2020-2025) will be presented at the second regular session of the Executive Board in November 2019.

41. More general reform processes have affected funding. The Fit for Purpose exercise (2013-2016) supported finding better ways to work in partnership and set the ground work for the development of the Integrated Road Map. It also supported savings, estimated to reach 120 million between 2013 and 2019 (largely through the Business Process Review).²²

3.2. Overview of Relevant WFP Activities

42. There is no unit with overarching responsibility for all aspects of funding. At present, responsibilities for resource mobilization rests in Partnerships and Governance Department and responsibilities for allocation of resources rests in the Resource Management Department. Communications, critical for resource mobilization, is located in the Office of the Chief of Staff. Section 2.3 provides a list of other stakeholders.

43. **Attracting Funds.** The Government Partnership Division (PGG) has developed a number of initiatives aimed at attracting donor funds, including online tools for managing partnerships such as Salesforce. WFP aims to be proactive in communicating how donor resources have contributed positively to operations in an effort to encourage further support. Nine liaison offices have been established to ensure partnerships with host governments and facilitate resource mobilization. Two have the status of a division and report to the Assistant Executive Director Partnerships and Governance Department (Brussels and Washington) and the remainder fall under the Government Donor Division (Berlin, Madrid, Paris, Seoul, Tokyo and the United Arab Emirates). Government Partnership Officers posts have also been established in regional and country offices.

44. Mechanisms have been established to facilitate resource mobilization from new donors such as the Emerging Donor Matching Fund (EDMF)²³, which serves as a funding source of last recourse for the operational and support costs associated with commodity contributions from eligible emerging donors who cannot provide the funds to cover such costs. Host governments are also encouraged to become regular donors through twinning with donor countries to cover operational support costs in the short term, with a view to meeting full-cost recovery from their own resources in the long term.

45. WFP has developed a number of specific schemes to attract individuals to fund its work, for example the ShareTheMeal app. The Value Assessment for Opportunities has also been developed to help WFP staff self-assess the benefits of a partnership opportunity, whether an NGO, private sector company, or academic institution. A Communications Advocacy and Marketing Strategy was finalized in mid-2018 includes the objectives of creating an enabling environment for fundraising.

²² *Summary Review of Fit for Purpose Organization-Strengthening Initiative* (WFP/EB.1/2017/11-C) paragraph 46

²³ Established in 2003

46. WFP is also working to position itself with Host Governments receiving funds from international financial institutions (IFIs), such as the World Bank, as a partner and implementer. Complementing the United Nations reform process, new financial instruments and fundraising mechanisms provide additional resource opportunities that can contribute to meeting WFP's corporate needs. The range of potential funding streams includes²⁴ pooled funds, digital fundraising channels, disaster insurance, debt swaps, impact bonds, and blended finance.

47. ***The IRM and the SDG financing.*** CSPs define WFP's role and portfolio of assistance at the country level and are WFP's strategic, programmatic and governance instrument in a country for a period of up to five years, replacing the previous collection of project documents. It was expected that the CSP framework would lead to better predictability and flexibility of resource allocation and that resource mobilization would be enhanced through Improved visibility and communication as well as enhanced performance management, reporting and accountability, with a stronger focus on results.

48. It was also expected that the Financial Framework Review would provide a funding model that is better adapted to the agreed short- and long-term missions of WFP, thus strengthening the CSPs by establishing stronger linkages among financial, short-term and long-term operational goals.

49. The introduction of SR7 mirrors the approach of the UN Secretary General's SDG financing strategy. As of March 2019, only one country (China) has activities contributing to SR7 outlined in its CSP. In other countries, the contribution to SR7 may be directly or indirectly mainstreamed under other strategic results and activities. Moreover, in WFP's revised corporate results framework, the tracking indicator is yet to be defined.

50. In 2018, WFP established the Strategic Partnerships Division (STR) to enhance and support WFP's engagement with IFIs, Host Government Ministries of Finance and Planning and other relevant development planning and financing partners. It will also strengthen relationships with the Africa Union and other related continental institutions. The Addis Ababa and Beijing Offices also fall under the supervision of this division.

51. ***Internal allocation mechanisms.*** WFP can allocate the multilateral and softly earmarked resources it receives and has established mechanisms to do so. The Strategic Resource Allocation Committee (SRAC) was established in 2009, is chaired by the Deputy Executive Director,²⁵ and provides oversight of, and recommendations to the Executive Director, on resource allocations activities. Specifically, it is responsible for:²⁶

- Reviewing future project funding requirements and shortfalls with a view to minimizing the impact of funding fluctuations, while maximising the outcomes of programs.
- Ensuring that the allocation of financial resources, over which management has discretion, including PSA, the Capital Budgeting Facility, multilateral and extra-

²⁴ *Annual Performance Report 2017* paragraph 426

²⁵ Additional members: Chief of Staff (member and alternate Chair); Assistant Executive Directors (members); Director, Budget and Programming Division (observer).

²⁶ Executive Director's Circular. *Strategic Resource Allocation Committee (SRAC) Governance Structure*. OED2018/005

budgetary funds, is carried out in a coherent manner, and in accordance with corporate priorities, policies and procedures.

- Reviewing the status of Internal Project Lending (IPL) and the Immediate Response Account (IRA), to ensure the most effective use of these funding tools taking into account informed risk levels.

52. The IPL mechanism allows forecast contributions to a project to serve as collateral to support spending on the project before the contributions are confirmed. The Executive Board has approved a ceiling for IPL of USD 570 million. This level is guaranteed through the operational reserve of USD 95.2 million, leveraged at a ratio of 6:1. The Macro advance financing (MAF) mechanism is similar to IPL and is managed within the IPL ceiling, but spending authority is based on a general funding forecast acting as collateral instead of specific forecast contributions. MAF was begun on a pilot basis in 2016; it was continued on the same basis in 2017, but fewer countries benefitted from it.

53. The IRA enables WFP to finance specific activities addressing life-threatening situations. Funding allocations from the IRA are made without the need for collateral since the IRA is an existing reserve established by the Executive Board. The IRA is replenished through direct donor contributions. IRA funds allocated to a given project may be revolved when a project allocation is reimbursed from donor contributions made directly to the project. The IRA target level is USD 200 million for each financial period.

54. The Global Commodity Management Facility (GCMF)²⁷, is a strategic financing platform for forward positioning food in a region or corridor, based on anticipated demand of nearby country offices. Established in 2011, the facility aims to reduce delivery lead-time (especially during emergencies) and enabled the forward positioning of nearly 2 million metric tons of food in 2017.

3.3. Scope of the Evaluation

55. The evaluation will focus on four components. The first three relate to attracting funds to WFP and ensuring appropriate levels of flexibility and predictability of that funding. They cover:

- The role of corporate strategies, policies and structures
- The initiatives and individual capacities aimed at mobilizing funds
- The specific role of the IRM in funding WFP's work

The fourth component will cover mechanisms for allocating resources within WFP to fund its work, including the role of the SRAC and advance financing mechanisms.

56. All sources of funds will be examined by the evaluation, including governments (donors and host country), multi-donor funds and multilateral organizations, private donors (individuals, corporations and foundations) and other innovative sources of finance. The evaluation will set the longer-term context and include a description of the evolving funding situation for the ten-year period since 2009.

57. The evaluation will be undertaken within the framework of the IRM and its constituent parts, the Strategic Plan (2017-2021), the Corporate Results Framework, the Financial Framework Review and the Policy on Country Strategic Plans. Given the

²⁷ Formerly known as Forward Purchase Facility or FPF

huge shifts that have taken place with the introduction of the IRM, the evaluation will answer the evaluation questions through looking at information over the past five years.

4. Evaluation Approach, Questions and Methodology

4.1. Overview of Evaluation Approach

58. This evaluation will follow OEV's Centralized Evaluation Quality Assurance System (CEQAS) guidance for strategic evaluations. To maximize the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, impartiality and minimize bias. The evaluation questions and sub-questions will be systematically addressed to meet both evaluation objectives. Although the evaluation includes both accountability and learning objectives, it will be formative in nature and will primarily focus on organizational learning.

59. During the inception phase, members of the evaluation team will conduct an inception mission to one country where WFP works to deepen the team's understanding of the process, gather information on data availability and quality, and test data collection instruments and approaches. The inception mission will also visit the respective regional bureau. There will be a validation workshop with internal stakeholders following the mission as an integral part of the inception phase.²⁸ The inception report will include a constructed theory of change, a detailed evaluation matrix and a description of the proposed methodological approach.²⁹ An assessment of gender and equity-related data gaps will be included in the evaluation approach.

60. The evaluation design will consider ongoing WFP efforts to enhance organizational effectiveness, including a country office presence review and a review of headquarters and regional bureaux, which includes the development of ToRs for regional bureaux and headquarters, and a functional review. These exercises should be completed in mid-2019 and feed into the inception phase of the evaluation.

61. The inception process will also take into account an Advisory Assurance on Corporate Resource Allocation to be conducted by the Office of the Inspector General in April/May 2019, which should feed into the design of the component on internal resource allocation mechanisms. The evaluation design will also consider the work of the Strategic Evaluation of WFP's Capacity to Respond to Emergencies which will examine issues related to use of advanced financing mechanisms in emergencies.

4.2. Evaluability Assessment

62. There is a large body of existing evaluations that can be used to provide evidence for the evaluation. These include centralized evaluations, such as the policy and strategic evaluations on pooled funds and the corporate partnership strategy, as well as audits, such as the one on donor fund management (see Annex 6b). Moreover, funding is a recurrent theme within country specific evaluations, including country portfolio evaluations as well as in decentralised evaluations, and further evidence may be extracted from these evaluations as well as synthesis reports.

63. In terms of administrative data on funding, over time WFP has developed different systems to register donor contributions, funding allocations, overall resource

²⁸ If necessary, this could be a virtual meeting.

²⁹ The full details of the inception report can be found in the OEV CEQAS for strategic evaluations.

situations for project, programmes, trust funds and country strategic plans, level of multilateral contributions, reporting on use of advance finance mechanism and on the use of funding. This will include WINGS³⁰, the Factory³¹, the CSP Data Portal³², the annual performance reports, management plans, standard project reports and annual country reports for specific countries and, with the introduction of IRM, the IRM Analytics Platform. Despite these resources, it is important to note that not all the systems have the same level of granularity in terms of data, and comparison between different periods covered by the evaluation may not always be possible.

64. Additional resources may also be available from external global humanitarian and development organizations (OCHA, ALNAP, OECD DAC). Moreover, interviews with relevant external stakeholders (executive board members, donor and other partners including the private sector) will represent an additional resource to respond to the evaluation questions. The evaluation may face challenges collecting data on WFP's catalytic role in attracting funds for host countries. These challenges will be mitigated by effective country selection.

4.3. Evaluation Questions

65. The evaluation will address four broad questions, which collectively aim to generate evaluation insights and evidence that will help WFP colleagues adapt the policy, processes and procedures for supporting funding WFP's work as well as that of its partners. The following evaluation questions will set the framework for the completion of the evaluation matrix. The sub-questions will be detailed further by the evaluation team during the inception phase and finalized in the inception report.

66. The actual flows of funds and the levels of predictability and flexibility will be set as context. In addition, knowledge about the impact of funding shortfalls or low-flexibility funding will be extracted from existing evaluations, audits and lessons learned documents. Evaluation questions 1 and 2 therefore examine the factors that affect these levels of funding. Evaluation question 3 relates to how the IRM has changed WFP's ability to mobilize funds and evaluation question 4 concerns internal allocation mechanisms.

Evaluation Question 1: to what extent has WFP developed a comprehensive, coherent and effective policy framework, strategy and organizational structure to ensure adequate and appropriate funding for WFP's work?

- To what extent have policies and strategies related to funding WFP's work been coherent and flexible in a changing funding landscape?
- To what extent has funding guided the overall organizational strategy?
- To what extent are the organizational architecture, legal framework and governance structures appropriate for ensuring adequate funding?
- To what extent has WFP's level of ambition been consistent with closing the gap between funds and needs?

³⁰ WFP Information Network and Global Systems – see Glossary Annex 9

³¹ One-stop shop for contribution statistics by donor, region and CO – see Glossary Annex 9

³² The CSP Data Portal provides WFP's Member States access to transparent programme, financial and performance-related information on Executive Board approved CSPs/ICSPs

- To what extent is the organization taking into account the risks of working in a volatile funding environment?

Evaluation Question 2: to what extent has WFP successfully implemented the tools, approaches, incentives and individual capacities to attract adequate and appropriate funding for WFP’s work, including from private sources?

- To what extent have WFP initiatives at all levels been effective in supporting mobilization of resources for priority activities?
- To what extent has WFP seized opportunities to attract new sources of funding and engage in innovative funding mechanisms?
- To what extent is WFP at HQ and regional levels providing effective support to COs, including small COs in middle-income countries?
- To what extent is WFP prepared to engage in joint resource mobilization activities with other members of the UN family, including the potential risks and opportunities presented by UN reform?

Evaluation Question 3: To what extent has the move to the IRM helped or hindered mobilization of adequate and appropriate resources and what opportunities are there for the future?

- To what extent has WFP been able to communicate its potential role, strengths, results and success across its dual mandate, especially in the focus areas of resilience building and response to root causes?
- To what extent has WFP been able to fulfil the accountability and transparency requirements of funders?
- To what extent have country offices developed ways to address the constraints of low levels funding and/or flexible funding, including in middle-income countries?
- To what extent has WFP been able to support host countries to mobilize resources for supporting their own work aimed at achieving zero hunger, and thereby contribute to its Strategic Result 7?

Evaluation Question 4: to what extent do WFP’s internal resource allocation mechanisms help meet the organization’s priority needs on time?

- To what extent does the allocation reflect corporate priorities and core needs of the organization?
- To what extent have allocation decisions been timely, clear and transparent?
- To what extent are the mechanisms and organizational structures in place to play this role in a flexible and effective manner?

67. The evaluation questions will help in the process of making an evaluative judgement to fulfil the accountability objective but across all of them the evaluation team will also need to identify the factors that can explain WFP’s performance. This will help address the learning objective of the evaluation.

4.4. Methodology

68. The evaluation will employ relevant internationally agreed evaluation criteria to answer the evaluation questions. It will also examine the extent to which gender and

equity dimensions are integrated into WFP's policies, systems and processes. The methodology should:

- Build on the logic that forms the basis of WFP's strategy for funding its work and ensuring adequate resources for achieving SDG2, as well as its objectives in these areas.
- Be geared towards addressing the evaluation questions presented in section 4.3.
- Take into account the limitations to evaluability pointed out in 4.2 as well as budget and timing constraints.

69. As noted, the detailed methodology will be set out in an inception report to be completed at the end of an inception phase.

70. **Data Collection Methods.** The methodology should also demonstrate impartiality and lack of bias by relying on a cross-section of information sources (e.g. different stakeholder groups) and using a mixed-methods approach (e.g. quantitative, qualitative) to ensure triangulation of information collected through a variety of means, including:

- **Analysis of WFP administrative data:** Analysis of corporate administrative data such as levels, sources, nature and quality of funding (see section 4.2 on evaluability).
- **Desk review of background documents:** Desk reviews will cover a wide variety of background material available. An initial and limited mapping of key relevant documents can be found in Annex 6a and will be further developed in the inception phase.
- **Review of existing evidence in evaluations and audits:** A review of the body of evaluations, audits and lessons learned documents will be undertaken early in the data collection process (see section 4.2 on evaluability as well as Annex 6b).
- **Key Informant interviews (internal):** These will take place at HQ and regional levels. All six regional bureaux will be visited, one during the inception mission. Interviews at HQ will need to go beyond the evaluation team briefing.
- **Key informant interviews (external):** Interviews with donors, multilateral development organizations, private sector funders and executive board members will be undertaken. Annex 5 lists possible cities to visit while other informants can be covered by telephone interviews. The following three cities will be visited (Brussels, New York and Washington) and at least four others should be selected from the list including at least one in Asia.
- **Country Case Studies:** Within the time available for data collection, 6 country case studies will be undertaken through short field missions and another country will be covered by the inception mission. The emphasis will be on speaking to WFP's partners at the country level and it is expected that the average time in country will be 3 days. Seven brief case study reports based on the structure of the evaluation matrix will be produced to feed into the overall process of analysis for the evaluation. The approach will be tested in the country selected for the inception mission.

The selection of countries will be purposive, drawing on a number of criteria in order to ensure that specific funding contexts are covered. The criteria for

identifying the countries are listed in Annex 4, which also indicates the tentative list of countries from which a final set will be selected. Where possible effort will be made to exclude countries, which have been covered by recent evaluations (to avoid duplication) or by recent audits and lessons learned exercises (to avoid burden on country offices and national partners).

71. The proposal should ensure a balance between the different data collection methods listed above. Given the nature of the evaluation, this may not mean that the focus is on country case studies. It is important that adequate evaluation team time is allocated for HQ interviews, review of existing evaluations and audits, and analysis of administrative data. The sampling of document and people to be interviewed will result from the evaluation matrix which will be an integral part of the inception report.

72. **Comparative Study.** The evaluation team should also undertake a comparative analysis of funding levels and strategies in other humanitarian and development organizations, examining alternative approaches and innovations. The purpose of the study is to establish a benchmark for where other organizations are in terms of raising funds from various sources and for various uses. The study would also identify good practices, success stories and lessons learned. The analysis should cover organizations working in the same areas as WFP and include other UN entities as well as relevant NGOs, including foundations. The design of the study will be further developed during the inception period and will include a comprehensive mapping of relevant documents.³³

4.5. Quality Assurance

73. WFP's CEQAS is based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community.³⁴ It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also supports quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. The CEQAS will be systematically applied during this evaluation and relevant documents provided to the evaluation team.

74. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team leader should ensure compliance with CEQAS and style guidance (Annex 7). The proposal for undertaking the evaluation should include a clear quality assurance process to be performed before submitting deliverables to OEV (inception report to the final evaluation report). In addition, the proposal should set out the measures to ensure that all team members have adequately undertaken the document review before the fieldwork and are fully prepared for the team briefing at WFP HQ.

75. There will be two levels of quality assurance used by OEV in the evaluation process, first by the evaluation manager and, second by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

³³ The exercise can build on the 2014 Joint Inspection Unit report "An Analysis of the Resource Mobilization Function within the United Nations System (JIU/REP/2014/1).

³⁴ For example, the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the OECD Development Assistance Committee (DAC).

5. Organization of the Evaluation

5.1. Phases and Deliverables

76. In order to present the evaluation to the Executive Board Annual Session in 2020, the timetable in Table 2 will be used. Annex 1 provides the timeline in more detail. This may be adjusted in the inception phase if fully agreed by OEV.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparation	January to April 2019	Scoping meetings in HQ Development of the ToR Selection of evaluation team and contract
2. Inception	May to August 2019	Team briefing in HQ and team work Inception mission to 1 CO and 1 RB Validation workshop Inception report
3. Evaluation	September to November 2019	Review of documents Evaluation missions and data collection Exit debriefing with HQ and RBs
4. Reporting	December 2019 to February 2020	Analysis Report drafting Comments process Learning workshop Final evaluation report
5. Executive Board and follow up.	March to June 2020	Summary evaluation report editing/evaluation report formatting Management response and Executive Board preparation Executive Board presentation (EB.A/2020) Dissemination event

5.2. OEV Roles and Responsibilities

77. This evaluation is managed by OEV. Michael Reynolds, Senior Evaluation Advisor has been appointed as evaluation manager. The evaluation manager is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review groups; supporting evaluation design in the inception phase and organizing inception missions; organizing the team briefing in Headquarters; assisting in the preparation of the field missions; conducting ongoing quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. The evaluation manager will be the main interlocutor between the evaluation team and WFP counterparts to ensure a smooth implementation process.

5.3. Evaluation Team Composition

78. Evaluation team members with appropriate evaluation and technical capacities will be hired to undertake the evaluation. The team leader bears ultimate responsibility

for all team outputs, overall team functioning, and client relations.

79. The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in strategic-level evaluations. Knowledge and experience of different funding contexts and mechanisms within the UN system is essential. The team leader must also have experience in leading teams, excellent analytical and communication skills (written and verbal) and demonstrated skills in mixed qualitative and quantitative data collection and analysis techniques. The primary responsibilities of the team leader will be:

- setting out the methodology and approach in the inception report
- guiding and managing the team during the inception and evaluation phases
- overseeing the preparation of data collection outputs (working papers, country reports, etc) by other members of the team
- consolidating team members' inputs to the evaluation products (inception report and the evaluation report)
- where necessary, representing the evaluation team in meetings with stakeholders
- delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed CEQAS standards and agreed timelines.

80. Members of the evaluation team will not have been involved in the design, implementation or monitoring of any programme for WFP or any of its key collaborating partners over the period covered by the evaluation, nor have any other conflicts of interest. The evaluators are required to act impartially and respect the UNEG Code of Conduct and Ethics Guidelines. Proposals submitted by evaluation firms to conduct this evaluation will be assessed against their procedures for ensuring the ethical conduct of their evaluators. Team members will also have the experience and capabilities to conduct high level external meetings on sensitive issues related to funding WFP's work.

81. The evaluation team should have strong capacity in conducting global strategic evaluations that incorporate country-level studies. The team will be multi-disciplinary including extensive knowledge, skill and expertise in evaluating funding mechanisms and approaches to resource mobilization and partnerships as well as in the collection and analysis of both qualitative and quantitative data and information. The evaluation team must ensure a gender equality and equity focus in all phases of the evaluation. All team members should have a strong understanding of gender equality issues in funding humanitarian and development activities.

82. Across the team there must be a good understanding of global UN policy architecture and humanitarian institutional architecture. All team members must have experience with humanitarian and/or development contexts. Between the team members, there should be considerable experience of: evolving UN financing mechanisms including pooled funds, taking into account the ongoing UN reform; bilateral donor decision-making processes and funding modalities; multilateral organisation processes and modalities, including those of IFIs and global funds; corporate funding, individual giving and funding from foundations, and; innovative finance. Relevant experience will also be necessary in terms of understanding and assessing internal resource allocation mechanisms.

83. The team itself should include a balance of men and women of mixed cultural backgrounds. A core team of 5 or 6 people is expected including the team leader. The core team could be complemented by shorter-term advisors covering specific technical

issues. When conducting country studies, core team members should also be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (French and Spanish). The evaluation team members should:

- contribute to the design of the evaluation methodology in their area of expertise
- undertake interviews in headquarters, regional bureaus and with partners
- undertake documentary review prior to fieldwork
- conduct fieldwork to generate additional evidence from a cross-section of stakeholders
- participate in team meetings with stakeholders
- prepare inputs in their technical area for the evaluation products
- contribute to the preparation of the evaluation report.

84. Support will be provided by OEV to collect and compile relevant documentation not available in the public domain and undertake analysis of internal data in support of the overall data collection effort. An Evaluation Analyst with significant experience with WFP has been recruited to perform these tasks. The analyst will also facilitate the evaluation team's engagement with respondents and provide support to the logistics of field visits.

5.4. WFP Roles and Responsibilities

85. WFP stakeholders at country office, regional bureau and headquarters levels are expected to: provide information necessary to the evaluation; be available to the evaluation team to discuss the subject of the evaluation, including performance and results; facilitate the evaluation team's contacts with stakeholders for country visits, and; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the inception report. To ensure the independence of the evaluation, WFP employees will not participate in meetings where their presence could bias the responses of external stakeholders.

5.5. Evaluation Governance

86. WFP colleagues from the key HQ divisions and regional bureaux will be asked to be members of the Internal Reference Group (IRG). IRG members will be responsible for engaging in meetings/workshops for discussing the inception report and drafts of the evaluation report and for reviewing the draft reports themselves. Annex 8 contains a tentative list of members. A small number of external experts from entities with expertise in financing international development and/or humanitarian organizations including from academia, research institutes, international NGOs and foundations will be invited to be members of an Expert Advisory Group (EAG). Members of the EAG will be requested to review and provide comments on the draft inception and evaluation reports (or specific parts of them). Attention will be paid to ensure gender balance in the IRG and EAG.

5.6. Communication

87. Emphasizing transparent and open communication, the evaluation manager will ensure consultation with stakeholders during each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all

cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A Communication and Learning Plan for the Evaluation can be found in Annex 2. A more detailed plan for the findings and evaluation report will be drawn up by the evaluation manager during the inception phase, based on the operational plan for the evaluation contained in the inception report.

88. OEV will make use of a file sharing platform (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation manager and the rest of the evaluation team will assist in discussion of any issue. The main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangements and include the cost in the budget proposal. The team must ensure the confidentiality of all data collected during the course of the evaluation.

89. After completion of the fieldwork, OEV will organize an exit de-briefing with internal stakeholders to discuss the draft evaluation findings (November 2019). After the completion of the evaluation report a learning workshop will be organized to discuss findings, conclusions and recommendations among a wide range of interested WFP stakeholders (January 2020). The Summary Evaluation Report together with the Management Response will be presented to WFP's Executive Board in all official WFP languages in June 2020.

90. OEV will ensure dissemination of findings, conclusions and recommendations through the annual evaluation report, presentations in relevant meetings, and WFP internal/external web links. In addition, a specific dissemination event will be organized to engage with WFP employees and external stakeholders on the evaluation and facilitate further utilization of the evaluation findings and conclusions (July 2020). The country offices and regional bureaux are encouraged to circulate the final evaluation report to external stakeholders.

5.7. Budget

91. The evaluation will be financed from OEV's Programme Support and Administrative budget.

Annex 1: Detailed Evaluation Timeline

	Name of the Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review.	EM	Jan-March
Draft ToR	Draft ToRs to DOE	EM	18 March
	DOE clearance for circulation to WFP management	DOE	29 March
	WFP management responds with comments	EM	12 April
Final ToR	Submit final ToR to DOE	EM	16 April
	DOE clearance of final document and RFP to LTA companies	DOE/EM	19 April
	Submit draft ToR summary to DOE	EM	23 April
	DOE Clearance of ToR summary	DOE	26 April
	Final TOR and summary sent to WFP stakeholders, LTA companies and uploaded on OEV website	DOE/EM/Comms	30 April
	Deadline for LTA company proposals	LTA	13 May
	Selection of LTA company	EM	17 May
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	May-June
	HQ briefing (WFP Rome)	EM & Team	1-5 July
	Inception Mission in the country	EM + TL	8-12 July
	Validation workshop with IRG	EM	24 July
Draft IR	Submit Draft Inception Report (IR) to OE	TL	31 July
	OEV quality assurance and feedback	EM	5 August
	OEV shares draft with IRG for comments	EM	9 August
	OEV shares IRG comments with ET	EM	23 August
Final IR	Submit revised IR	TL	30 August
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	6 September
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at RB + CO(s).	Team	Sep-mid-Nov
	Debriefing with HQ, RB and COs Staff.	EM&TL	21 November
Phase 4 - Reporting			
Draft 0	Submit draft Evaluation Report (ER) to OE (after the company's quality check)	TL	20 December
	OEV quality feedback sent to the team	EM	3 Jan. 2020
Draft 1	Submit revised draft ER to OEV EM seeks DoE's clearance prior to circulating the ER to WFP Stakeholders	TL	10 January
	Draft 1 Circulated to stakeholders	EM	17 January
	Learning event	EM	22 January
	EM consolidates all WFP's comments (matrix), and shares them with ET	EM	31 January
Draft 2	ET submits revised draft ER to OE based on the WFP's comments, and team's response to the matrix of comments.	TL	7 February
	Seek for DoE's clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	7 February
	OE circulates the SER to WFP's Senior management for comments (upon clearance from OE's Director)	EM	14 February
	OEV sends the comments on the SER to the team for revision	EM	21 February
Draft 3	Submit final draft ER (with the revised SER) to OEV and seek final approval by DoE.	EM&TL	28 February

Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to ERBT for editing and translation	EM	7 March
	Tail end actions, OE websites posting, EB Round Table Etc.	EM	April
	Presentation of Summary Evaluation Report to the EB	D/OE	15-19 June
	Presentation of management response to the EB	D/RMP	15-19 June
	Dissemination event	EM	July

Note: TL=Team Leader; EM=Evaluation Manager; OE=Office of Evaluation. RMP = Performance and Accountability Management

Annex 2: Evaluation Communication and Learning Plan

Internal (WFP) communication plan

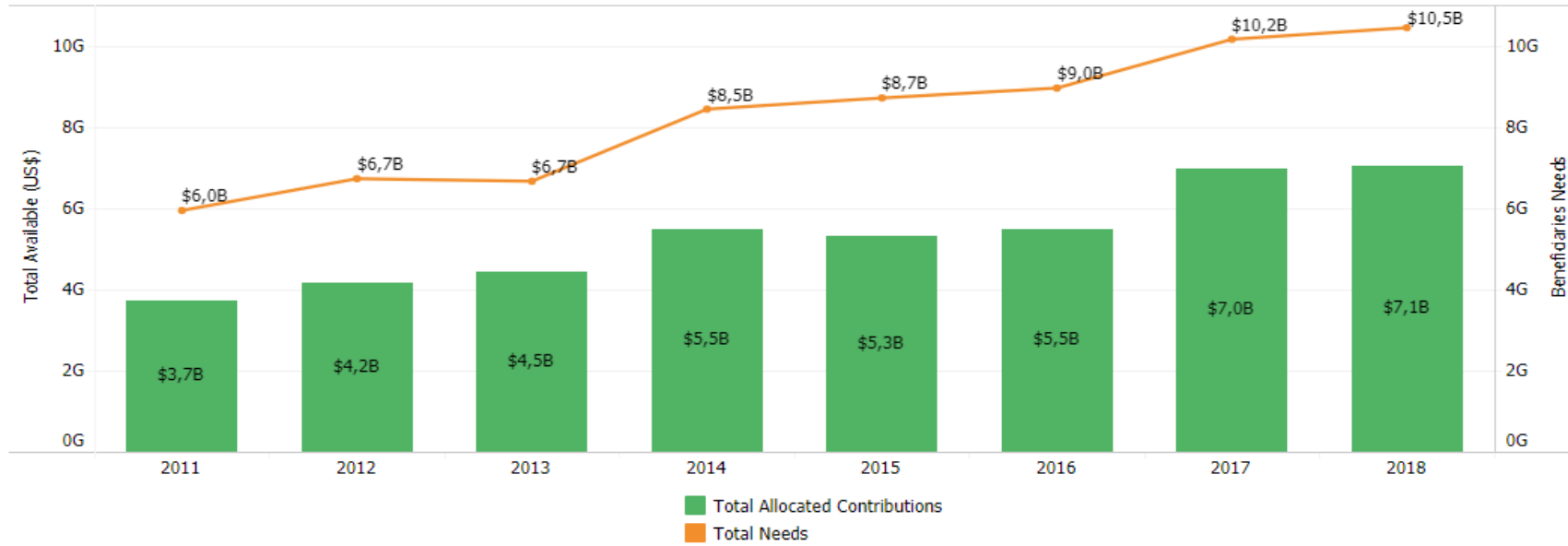
When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Jan-April 2019) TOR (April 2019)	Full ToR ToR summary	OEV, CO, RB, HQ,	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft ToR for comments / Final for information
Inception (May-August 2019)	HQ Briefing + Inception Mission + Validation Workshop + Inception Report (IR)	HQ, RB, CO, stakeholders	Operational & Informative	EM	Written exchange	Draft IR for comments Final IR for information
Fieldwork debrief (Nov 2019)	PPT	CO, RB, HQ, stakeholders	Operational	Evaluation Team Leader (TL)	Meeting / Teleconference	For information and verbal feedback
Reporting (Dec 2019-March 2020)	Draft and Final Evaluation Report (ER), Workshop	CO, RB, HQ, EAG, stakeholders	All	EM, OEV Director	Written exchanges (+ matrix of comments on request) and presentations	Draft ER for written comments / Final ER for information
Learning workshop (Jan 2020)	PPT	CO, RB, HQ	Learning	EM, OEV Director	Workshop	Utilization of the findings and conclusions of the evaluation
Follow-up/EB (Apr-Jun 2020)	Evaluation Brief	CO, RB, HQ	Informative	EM, OEV Director	Written exchange	Dissemination of evaluation findings and conclusions.
Dissemination event (July 2020)	PPT	CO, RB, HQ	Informative	EM, OEV Director	Event	Dissemination of evaluation findings and conclusions.

External communications plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
ToR (April 2019)	Final ToR ToR summary	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER (April 2020)	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, (April 2020)	2-page Evaluation Brief	Board Members & wider public	Strategic	OEV	Website	Public information
Annual Session of the Executive Board (15-19 Jun 2020)	SER & Management Response	Board Members	All	OEV & RMP	Formal presentation	For EB consideration
Dissemination event (July 2020)	PPT	External stakeholders and wider public	Informative	EM, OEV Director	Event	Dissemination of evaluation findings and conclusions.

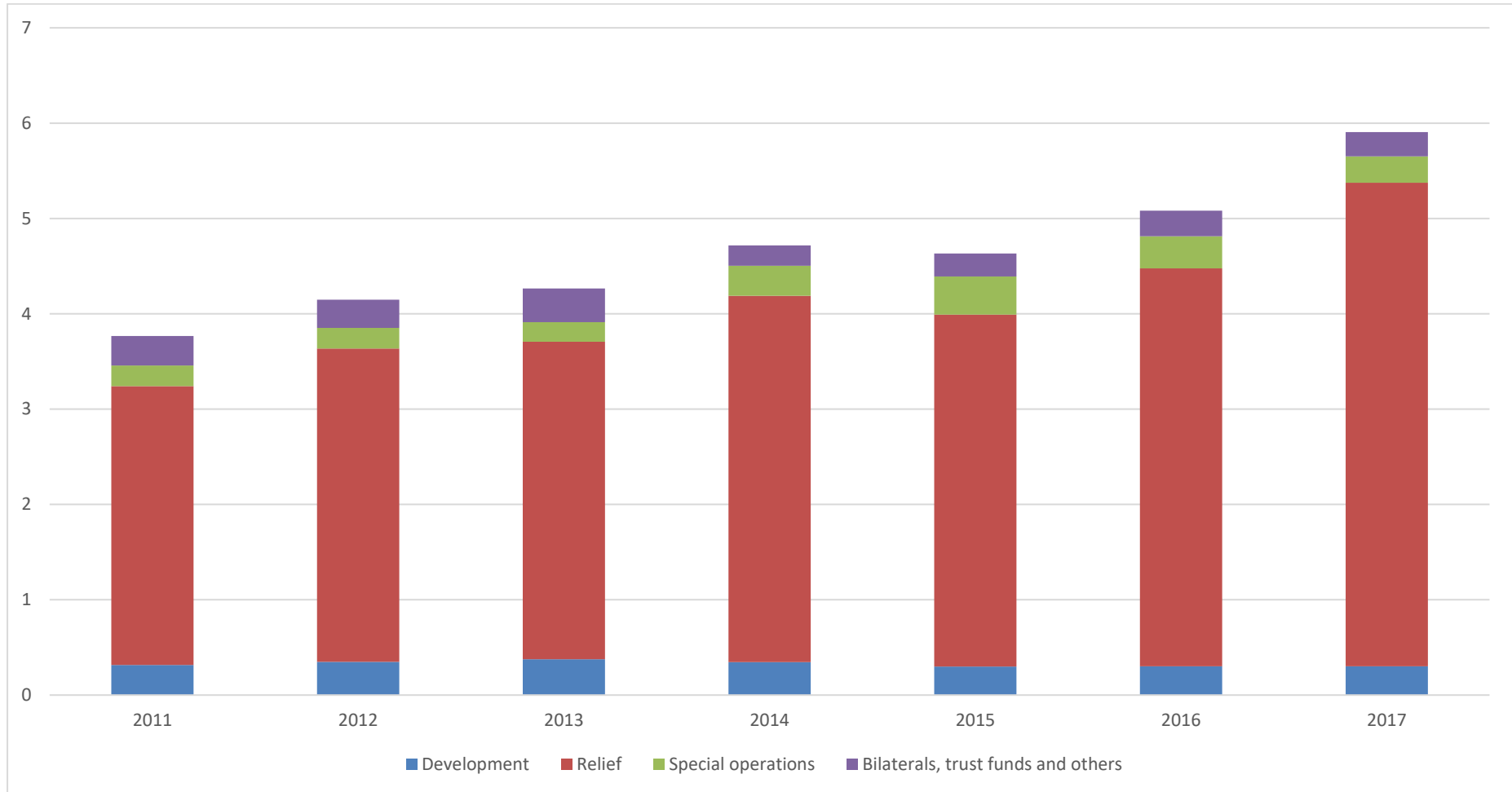
Annex 3: Basic Funding Data

(a) Total allocated contributions and total needs by year, 2011-2018



Source: WFP Factory

(b) Expenditures by type , 2011-2017



Source: WFP Annual Performance Reports

Annex 4: Tentative list of countries for data collection missions³⁵

OEV will provide the evaluation team with additional data to make the final selection of seven countries (six case studies and one inception mission).

Criteria	Regional Bureau					
	Bangkok	Cairo	Dakar	Johannesburg	Nairobi	Panama
Country with substantial contribution from host government	Pakistan	Armenia		Malawi		
Country with success in getting funding at the CSP or SO level			Niger	Zambia		Haiti
Country successfully raising resources in-country from the private sector		Tajikistan		Malawi		Peru
Country with humanitarian and development interventions and a wide range of donors in country		Sudan		Malawi	Ethiopia	Haiti
Country with a largely development portfolio seriously underfunded	Cambodia			Zambia	Ethiopia Rwanda	
Country where WFP is making efforts to support national resource mobilization	China	Armenia, Sudan	Sierra Leone		Rwanda	

³⁵ The list of countries is based on inputs from regional bureaux in Cairo, Dakar, Nairobi and Panama. For Regional Bureaux in Bangkok and Johannesburg, inputs are based on OEV analysis of financial data. The longer list was shortened by removal of countries with CSP evaluations planned for 2019, countries that were case studies in the Strategic Evaluation of WFP's Capacity to Respond to Emergencies and countries being considered as case studies for the forthcoming evaluation of the gender policy.

Annex 5: Proposed visits to capitals and HQs

Place	WFP Office	Meetings
Addis Ababa	ADD	African Union (AU) Economic Commission for Africa (ECA)
Beijing**	BEI	China International Dev. Cooperation Agency (CIDCA)
Berlin	BER	Federal Ministry for Econ. Coop. and Development (BMZ) German Federal Foreign Office (GFFO)
Brussels*	BRU	European Civil Protection & Humanitarian Aid Operations (ECHO) DG for International Cooperation and Development (DEVCO) DG for Neighbourhood and Enlargement Negotiations (NEAR) Federal Directorate General for Dev. Cooperation (DGDC) Flanders Department of Foreign Affairs.
Geneva	GVA	UN Office for the Coordination of Humanitarian Affairs (OCHA) United Nations High Commissioner for Refugees (UNHCR)
London	LON	UK Department for International Development (DFID)
Madrid	MAD	Spanish Agency for International Dev. Cooperation (AECID)
New York*	NYC	OCHA Multi-partner Trust Fund Office (MPTFO) Development Coordination Office (DCO) Human Security Office
Paris	PAR	Agence Française de Développement (AFD)
Seoul	SEO	Ministry of Foreign Affairs (MoFA) Korea International Cooperation Agency (KOICA)
Tokyo	TOK	Japan International Cooperation Agency (JICA)
UAE	UAE	Ministry of Foreign Affairs & International Cooperation (MOFAIC)
Washington*	WAS	United States Agency for International Development (USAID) United States Department of Agriculture (USDA) The World Bank WFP Washington Office

* Cities to be visited, other to be selected during the inception phase

** China may also be a country study (see Annex 4)

Annex 6: Key Documents

(a) Background Reading

Folder name / File name	Date
WFP documents	
General Rules and Financial Regulations	2018
Organization Chart ³⁶	2018
WFP Annual Progress Report 2017	2018
WFP Management Plan (2019-2021)	2018
WFP Global Presence	-
Integrated Road Map (IRM) Four Pillars	
WFP Strategic Plan 2017-2021	2016
Policy on Country Strategic Plans	2016
Financial Framework Review	2016
Corporate Results Framework (2017-2021)	2018
Partnerships	
WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017)	2013
WFP Corporate Partnership Strategy (2014–2017)	2014
Internal Resource Allocation	
ED Circular - Strategic Resource Allocation Committee (SRAC) Governance Structure	2015
Report on utilization of WFP's advanced financing mechanism during the period 1 January – 31 December 2017	2018
Utilization of the programme support and administrative equalization account reserve	2018
Pooled Funds	
UN pooled funds: A guide for country offices	
South -South Cooperation	
South–South and Triangular Cooperation Policy	2015
Gender	
Gender Action Plan 2015-2020	2017
Gender Policy 2015-2020	2014
UN-SWAP 2.0 Framework and Technical Guidance	2018
UN and other external documents	
Transforming our world: the 2030 Agenda for Sustainable Development	2015
Quadrennial comprehensive policy review of operational activities for development of the United Nations system	2016
Annual Report of the Secretary General on the Work of the Organization	2018
Humanitarian System and Financing	
State of the Humanitarian System (ALNAP)	2018
Global Humanitarian Assistance Report 2018 (Development Initiatives)	2018
Global Humanitarian Overview 2018 (OCHA)	2018

³⁶ Key changes expected following the Annual Session of the EB in June 2019

Grand Bargain Annual Independent Report 2018	2018
World Humanitarian Summit – Commitment to Action	2016
World Humanitarian Summit – Multiyear Humanitarian Funding	2016
World Humanitarian Summit – Financing Preparedness	2016
UN Reform	
Resolution adopted by the General Assembly on the repositioning of the United Nations development system, May 2018 ()	2018
Report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet (A/72/684–E/2018/7)	2017
UN Financing	
Financing for Sustainable Development Report 2019. Inter-agency Task Force on Financing for Development	2019
Financing the UN Development System 2018. The Dag Hammarskjöld Foundation and UN Multi-Partner Trust Fund Office	2018
The Secretary-General’s Strategy for Financing the 2030 Agenda for Sustainable Development (2018-2021)	2018
Addis Ababa Action Agenda of the Third International Conference on Financing for Development	2015
Other	
MOPAN 2017-2018 Assessments: World Food Programme	2019

(c) Evaluations, Audits and Lessons Learned Documents

Evaluations	
Synthesis of Country Portfolio Evaluations in Africa (2016-2018)	2019
Synthesis Report of Operations Evaluations 2016-2017	2018
Policy Evaluation WFP Corporate Partnership Strategy	2017
Strategic Evaluation of WFP’s Use of Pooled Funds for Humanitarian Preparedness and Response (2009- 2013)	2014
Evaluation of WFP’s Private Sector Partnership and Fundraising Strategy	2012
Audits	
Audit of Government Donor Relations	2012
Internal Audit of WFP Management of Donor Funding	2015
Internal Audit of WFP’s Management of its Investment Portfolio	2017

Annex 7: Office of Evaluation Guidance

OEV Central Evaluation Quality Assurance System (CEQAS)
I. Guidance for process and content
II. Template for ToR
III. Quality Checklist for ToR
IV. Template for Inception Report
V. Quality Checklist for Inception Report
VI. Template for Evaluation Report
VII. Quality Checklist for Evaluation Report
VIII. Template for Summary Evaluation Report
IX. Quality Checklist for Summary Evaluation Report
OEV Style guides
Report style guide
Supplementary editorial standards for evaluation reports

Annex 8: Members of the Internal Reference Group (IRG)

The following units will be asked to identify members for the IRG.

Office of the Deputy Executive Director
Regional Bureau Bangkok (RBB)
Regional Bureau Cairo (RBC)
Regional Bureau Dakar (RBD)
Regional Bureau Johannesburg (RBJ)
Regional Bureau Nairobi (RBN)
Regional Bureau Panama (RBP)
Strategic Coordination and Support Division (STR)
Gender Office (GEN)
Integrated Road Map Implementation (IRM)
Operations Services Department
Emergency Preparedness and Support Response Division (OSE)
Policy & Programme Division (OSZ)
Supply Chain Division (OSC)
Nutrition Division (OSN)
School Feeding Service (OSF)
Partnership, Governance and Advocacy Department
Government Partnership Division (PGG)
Private Sector Partnership Division (PGP)
Rome Based Agencies Division (PGR)
UN system, Africa Union and Multilateral Partnerships Division (NYC)
WFP office in Washington (WAS)
WFP offices in Brussels (BRU)
Resource Management Department
Budget and Programming Division (RMB)
Performance Management and Monitoring Division (RMP)
Chief of Staff
Communications, Advocacy and Marketing (CAM)

Note: membership of the IRG may change after the approval of a proposed new organizational structure at the Annual session of the EB in June 2019.

Annex 9: Selected Definitions

(a) WFP Focus Areas³⁷

- *Crisis response*: aims to provide relief and maintain food security and nutrition in relation to a crisis, and may also include recovery efforts to restore livelihoods; targets internally displaced persons, refugees, vulnerable host communities, and malnourished and food-insecure populations affected by a shock – conflict, natural disaster or economic crisis.
- *Resilience building*: aims to build resilience to future crises and shocks by providing support to people and institutions and enabling communities and institutions to develop their assets and capacities to prepare for, respond to and recover from crises; typically supports people, communities and institutions in areas that are food-insecure, poor, hazard-prone or vulnerable to climate change.
- *Response to root causes*: occurs in the context of long-standing and/or unaddressed needs and vulnerabilities, and aims to address the underlying, root causes of vulnerability, including unavailability of food, poverty, and poor access to education and basic social services, etc.; objective is to ensure and protect the food security and nutrition of the most vulnerable people and communities while strengthening institutional capacity to respond to their needs; typically targets people and communities suffering from chronic food insecurity, persistent poverty and limited access to services.

(b) Information Platforms

- *The factory*: Statistical dashboard of WFP funding by country, donor and project. It allows the user to access information faster, in a more friendly format, and displayed in a variety of perspectives: Donor; Dashboard (Resourcing Overview); Programme Country, and; Project
- *Wings*: Represents a number of systems integrated with the WFP Enterprise Resource Planning (ERP) system SAP. WINGS is used to manage the many facets of WFP's business, including programme/project planning and implementation, procurement, supply chain, finance, travel and human resources.

³⁷ Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1) footnote 21

Acronyms

AAAA	Addis Ababa Action Agenda
APR	Annual Performance Report
CSP	Country Strategic Plan
EDMF	Emerging Donor Matching Fund
EB	Executive Board
HQ	Headquarters
IFI	International Financial Institutions
IPL	Internal Project Lending
IRA	Immediate Response Account
IRM	Integrated Road Map
ISC	Indirect Support Cost
MAF	Macro-advance Financing
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OEV	Office of Evaluation
PSA	Programme Support and Administrative (budget)
PSAEA	Equalization Account
QCPR	Quadrennial Comprehensive Policy Review
SDG	Sustainable Development Goal
SR	Strategic Result
SRAC	Strategic Resource Allocation Committee
SSTC	South–South and Triangular Cooperation
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework