

Evaluation

Summary Terms of Reference



Strategic Evaluation of Funding WFP's Work

Strategic evaluations 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 Focus of the Evaluation

Shortages of funds compared to needs has been a longstanding challenge for WFP and one that has become more acute in recent years. Reducing the gap between resources and needs remains a priority for the organization but comes with risks in a highly unpredictable environment for both, making it necessary for WFP to remain flexible and able to adapt.

Evidence from evaluations shows that funding shortfalls restricted most 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. Some areas of WFP's work are significantly less funded than others, especially activities related to addressing "root causes".

Funding is also marked by low-flexibility as reflected in high levels of earmarking with the proportion of more flexible "multilateral funding" in decline and only slowly increasing multiyear funding. The lack of flexibility and predictability is not new but presents additional challenges within the CSP framework.

To ensure its work is funded, WFP faces the challenge of allocating resources to corporate programme and policy priorities. It needs to adapt its funding and allocation mechanisms to the new environment of the IRM and, more specifically, the CSP framework, in light of the ongoing UN reform process and the implications on WFP's work aimed at achieving zero hunger.

The evaluation will focus on four components:

- 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
- mechanisms for allocating resources within WFP.

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 be undertaken within the framework of the Integrated Road Map (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.

The evaluation will set the longer-term context and include a description of the evolving funding situation for the ten-year period since 2009. However, given the huge shifts that has taken place with the introduction of the IRM, the evaluation will focus on the period between 2014 and 2019.

Objectives and Users of the Evaluation

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, considering relevant risks and opportunities (accountability).
- Determine the reasons why WFP has or has not been able to fund its work to draw lessons to strengthen efforts aimed at progress towards zero hunger (learning).

Governments, organizations and individuals that fund WFP, including governments in the countries where WFP works, are important potential users of the evaluation. It is expected that the evaluation will also be used by members of the Executive Board to inform decisions.

Key internal stakeholders at Headquarters level will be important users. At the decentralized level, key users will include WFP regional bureaux, country office staff and implementing partners working on emergency preparation and response.

Potential global users of the evaluation will include humanitarian actors, academics, consortia and networks working on areas related to WFP's mandate.

Key Evaluation Questions

The evaluation will address four key questions:

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?

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?

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?

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

Scope and Methodology

The evaluation will systematically address all evaluation questions in a way that meets the evaluation objectives. The questions will help in the process of making an evaluative judgement to fulfil the accountability objective but across all of them the evaluation will identify the factors that can explain WFP’s performance. This will help address the learning objective of the evaluation.

The evaluation will adopt a mixed method approach, which includes the collection and triangulation of both qualitative and quantitative data. A detailed evaluation matrix will be developed to link the evaluation questions to data collection methods and sources of data.

Key informant interviews will take place in WFP headquarters as well as with external partners (donors, multilateral organizations, private sector funders and executive board members). Data collection missions will take place in six countries and also to all regional bureau.

Administrative data will be analysed, and documentation reviewed, as part of the data collection effort. Relevant evaluation and audit reports will be utilized as important sources of evidence.

A comparative study of funding levels and strategies in other humanitarian and development organizations will also be undertaken to establish a benchmark for where other organizations are in terms of raising funds, as well as identify good practices, success stories and lessons relevant to WFP’s work.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent, external consultants with strong capacity in undertaking global, strategic evaluations. The multi-disciplinary team will be required to possess extensive knowledge, skill and expertise in evaluating funding mechanisms, approaches to resource mobilization and partnerships as well as in the collection and analysis of both qualitative and quantitative data and information.

OEV Evaluation Manager: The evaluation will be managed by Michael Reynolds, Senior Evaluation Advisor. The evaluation manager is responsible for the evaluation preparation and initial design, follow-up and first level quality assurance throughout the process.

Stakeholders: WFP stakeholders at country office, regional bureau and headquarters levels will be engaged and expected to provide inputs throughout the different phases of the evaluation. The evaluation will also be supported by an Internal Reference group comprised of WFP stakeholders at regional and headquarters level, who will be engaging and reviewing different products of the evaluation.

Communications

The Evaluation Manager will ensure consultation with stakeholders at each of the key evaluation phases. Before finalizing the evaluation report, a learning workshop will be organized to discuss evaluation findings and recommendations for interested WFP stakeholders.

The Summary Evaluation Report together with Management Response will be presented to the Annual Session of the WFP Executive Board in June 2020. A dissemination event will be organized to engage with WFP staff and external stakeholders on the evaluation and facilitate further utilization of the evaluation findings and conclusions.

Timing and Key Milestones

Inception Phase: May – August 2019

Fieldwork Dates: September – November 2019

Reports: December 2019 – February 2020

WFP Executive Board: June 2020

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

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

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