

# Evaluation

Summary Terms of Reference



## Evaluation of the Gender Policy (2015-2020)

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

### Subject and Focus of the Evaluation

The goal of the Gender Policy is “to enable WFP to integrate gender equality and women’s empowerment into all its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are met.” To achieve this goal, the Policy identifies a “twin-track strategy” with gender mainstreaming and targeted actions and establishes minimum standards for achieving its four objectives:

- *Food assistance adapted to different needs.* Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities.
- *Equal participation.* Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies.
- *Decision-making by women and girls.* Women and girls have increased power in decision-making regarding food security and nutrition in households, communities and societies.
- *Gender and protection.* Food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is provided in ways that respect their rights.

The Gender Policy 2015-2020 was developed following a “comprehensive review of research into the links between gender and food security and nutrition”, as well as a detailed consultation process that included country offices, regional bureau, HQ Divisions, donors and Executive Board members. It took the evidence on limited progress noted in the evaluation of the Gender Policy from 2009 seriously and worked to present a vision, objectives, accountability framework, and minimum standards for gender mainstreaming activities and targeted actions.

### Objectives and Users of the Evaluation

Evaluations serve the dual objectives of **accountability** and **learning**. This evaluation will assess the quality and results of the Gender Policy 2015-2020, its associated guidance and implementation activities. It will also determine the reasons why certain changes occurred or not, draw lessons and derive good practices for learning.

The evaluation will be retrospective to document how the twin tracks of gender mainstreaming and targeted actions have worked since the policy was approved in 2015. It will also consider the current context of the WFP Strategic Plan 2017-2021 and how WFP can further integrate gender into its work to deliver equitable and empowering results that contribute to progress towards gender equality (SDG 5) in the context of food security and nutrition.

The primary intended users of the evaluation are WFP senior leadership, including the Office of the Executive Director, policy-makers and programme designers at HQ, Regional Bureau (RB) and Country Office (CO) levels. As the policy owner, the Gender Office is the primary stakeholder in this evaluation. Other key stakeholders include all those identified in the Gender Policy as crucial “drivers for change”.

Potential global users of the evaluation will include UN Women as well as other humanitarian and development actors, academics, consortia and networks working on gender equality and women’s empowerment issues, as well as donor countries and/or their aid/development agencies, national/international NGOs, national governments, regional entities, universities and research institutions. Local community members/leaders where gender mainstreaming and/or targeted activities are being implemented, as well as the women, men, girls and boys benefiting from these initiatives, are also key stakeholders

## Key Evaluation Questions

The evaluation will address three key questions:

**Question 1: How good is the Policy?** The evaluation will compare the policy, as articulated in 2015, with international good practice, comparators and partners, and other benchmarks to understand whether the policy was geared towards attaining the best results.

**Question 2: What were the results of the Policy?** The evaluation will collect and analyse information and data on results that can plausibly be associated with the policy and mechanisms established to implement it. The evaluation will identify the main areas in which results were achieved and those that were not achieved and will assess their diffusion and sustainability.

**Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the context, incentives, barriers or triggers that caused the observed changes.

## Scope and Methodology

The scope of the evaluation will cover the policy implementation period from 2015 to 2019.

The evaluation will systematically address all evaluation questions in a way that meets its objectives. The theory of change included in the Gender Policy (2015-2020) will be reviewed and validated to ground the evaluation in an updated theory-based framework.

The evaluation will adopt a mixed method approach combining qualitative and quantitative data and will acknowledge the complexity inherent in any work to promote gender equality and women's empowerment. A detailed evaluation matrix will be developed to link the evaluation questions to data collection methods and sources.

The methods to be considered include a detailed document and data review, key informant interviews with a range of WFP's employees and partners and a survey of key stakeholders on the range of expected results. Data collection missions will take place in six countries, desk reviews in an additional six countries and visits to regional bureau will also be planned.

## Roles and Responsibilities

**Evaluation Team:** The evaluation will be conducted by a team of independent, external consultants with strong capacity in undertaking global evaluations. The team will be required to possess extensive technical experience in assessing gender equality and women's empowerment initiatives with both a programmatic and corporate focus, as well as in the collection and analysis of both qualitative and quantitative data and information using a gender lens.

**OEV Evaluation Manager:** The Evaluation Manager is Deborah McWhinney, Senior Evaluation Officer in WFP's Office of Evaluation.

**Stakeholders:** WFP stakeholders at country, regional and headquarters levels are expected to engage with the evaluation process to ensure a high degree of utility and transparency. An Internal Reference Group has been created to facilitate this engagement, which will include commenting on key draft documents and participating in the stakeholder workshop at the conclusions of the data collection phase.

## Communications

The Evaluation Manager will consult with stakeholders during each of the evaluation phases. Before finalizing the evaluation report, a stakeholders' workshop will be organized to discuss evaluation findings, conclusions and recommendations with a range of WFP colleagues.

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:** November 2019 – March 2020

**WFP Executive Board:** June 2020