

Evaluation

Summary Terms of Reference



EVALUATION OF THE WFP SOUTH-SOUTH AND TRIANGULAR COOPERATION POLICY (2015)

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

WFP engagement in the area of South-South and Triangular Cooperation (SSTC) predates the related policy that was issued in 2015. The policy was developed with the overall objective to expand WFP's engagement with developing countries to facilitate progress and support country-led efforts towards a) improving national capacities in food security and nutrition; b) expanding funding sources; and c) stimulating innovative practices for food security and nutrition in developing countries.

The policy includes eight principles that should guide WFP's engagement in SSTC in a way that is responsive to the request of developing countries, and explores complementarities and synergies among South-South, North-South, and triangular cooperation in the area of food security and nutrition.

WFP's approach to SSTC has been articulated in different guidance documents, learning packages and user-oriented information products. Moreover, the SSTC Unit in WFP's Policy and Programme Division, in consultation with internal stakeholders, has been identifying priority areas for support and guidance development on an annual basis.

The current WFP Strategic Plan (2017-2021) features South-South cooperation and triangular cooperation as means of implementation for technical assistance and partnership strategies. SSTC has been brokered in different programmatic areas in WFP such as nutrition; social protection and safety nets including school-based programmes; smallholder support and market access, as well as emergency preparedness and response. Those four areas in which WFP brokered SSTC will be considered the primary focus for the evaluation and will be the subject of four thematic case studies.

Objectives and Users of the Evaluation

For the evaluation to meet the twin objectives of accountability and learning, the analysis will focus on four objectives.

- I. Assessing the quality of the policy at the time of its development referring to international benchmarks for policy design in effect at the time of its development;
- II. Covering the policy implementation period from 2015 to 2020 – including the institutional dimensions and the different roles of HQ, Regional Bureaux, Country Offices (COs) and Centres of Excellence (CoEs) in brokering SSTC;

- III. Assessing different levels of results and spillover effects that can be plausibly associated with the roll-out of the policy, including guidance, tools, technical capacity support and resourcing as specified in the policy document;

- IV. Supporting organizational learning by providing evidence on whether and how WFP work in the area of SSTC has been contributing to progress against the current Strategic Plan, and WFP's Strategic Objectives in the context of Agenda 2030.

The target users of the evaluation are: i) the SSTC Unit and senior management within the Policy and Programme Division; ii) WFP senior leadership; iii) Executive Board; iv) policy-makers and programme designers and implementers at HQ, Regional Bureau, CoE and CO-level; v) the other Rome-based Agencies (RBAs); and vi) global humanitarian and development actors, academics and networks working on issues related to South-South collaborations.

Key Evaluation Questions

The evaluation will address the following three high-level key questions:

Question 1: How good is the policy? The evaluation will assess the SSTC Policy against international good practice, the practice of partner organizations, including the RBAs and other comparators, and other benchmarks in order to understand whether the Policy was designed so as to attain the best results, and how well it is supporting WFP's current strategic approach.

Question 2: What were the results of SSTC policy? The evaluation will collect information and data on results that can plausibly be associated with the policy results statements, including the policy section on "main deliverables" linked to policy implementation, and mechanisms and priorities identified to implement it.

Question 3: Why has the Policy produced the results that have been observed? In answering this question, the evaluation will generate insights into the incentives, triggers or explanatory factors that caused the observed changes or prevented results achievement. It will look at explanatory factors (e.g. looking at capacities and resource issues), and other elements (e.g. risks and assumptions that influence decision-making). The evaluation will also attempt to benchmark against good practice in order to identify pointers for learning.

Scope and Methodology

The evaluation will cover the WFP SSTC Policy from its endorsement in May 2015 until June 2020. It will focus on the criteria of relevance, effectiveness, coherence, and sustainability and assess the quality of the policy given the context at the time of its development, and the results that can be plausibly associated with the roll-out of the policy, including guidance, tools, technical capacity support and resourcing.

This policy evaluation is expected to be designed and delivered using the following analytical components and approaches:

- Developing a taxonomy to clarify conceptual, strategic, programmatic, capacity and resourcing issues around different types of SSTC as understood by WFP in its work at global, regional and country level;
- Constructing an overall Theory of Change for WFP engagement in SSTC including elements relating to risks and assumptions;
- Carrying out four SSTC thematic case studies covering the programmatic areas that have seen most SSTC exchanges and brokering relations – namely social protection and safety nets including school-based programmes; nutrition; smallholder support and market access; and emergency preparedness and response. The thematic case studies will cover all aspects ranging from conception, to implementation and contributions to results. Through the four case studies the evaluation will also explore relevance and effectiveness of the SSTC modalities applied.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent, external consultants with strong capacity in undertaking global evaluations. Overall, the evaluation team members' skills-set and expertise will cover all the main SSTC programmatic areas included in the thematic case studies, as well as expertise in the area of global UN policies and the SDG architecture.

OEV Evaluation Management: The Evaluation Manager is Francesca Bonino, Evaluation Officer. Research and data analysis support is provided by Raffaella Muoio. Second-level quality assurance will be provided by 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** (IRG) has been established to facilitate this engagement, drawing from members of various technical units within WFP and the Centres of Excellence. A selected number of external stakeholders will be invited to join an **External Advisory Group** (EAG) specifically established to support this evaluation.

Communications

The Evaluation Manager will ensure consultation with stakeholders during each of the key evaluation phases. The ToR and relevant evaluation 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, de-briefings, and feedback on draft evaluation deliverables will include participants from HQ Divisions and Units, Regional Bureaux, CoEs and COs.

Throughout the evaluation, options for remote participation will be actively sought and facilitated as feasible, whenever face-to-face meetings are not possible.

The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in June 2021. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links.

Timing and Key Milestones (updated in June 2020)

The current COVID-19 pandemic has led to the implementation of quarantine measures worldwide, including travel restrictions, hence impacting WFP programmes and evaluations. The planned evaluation activities and timeline below may shift and be adjusted as a result, in consultation and with the agreement of the WFP Director of Evaluation.

COVID-related planning adjustment phase: April -May 2020

Remote Inception phase: May 2020 – August 2020

Evaluation data collection phase: September 2020 – Feb 2021

Analysis and reporting: March 2021 – June 2021

EB session: November 2021.