

# Evaluation

Summary Terms of Reference



## EVALUATION OF THE POLICY ON WFP'S ROLE IN PEACEBUILDING IN TRANSITION SETTINGS (2013)

*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 Peacebuilding in Transition Settings predates the related policy that was issued in 2013 and its update in 2014. The policy was developed with the overall objective to set out the parameters for WFP's engagement in peacebuilding activities as part of larger United Nations (UN) efforts to transition towards peace in countries emerging from conflict.

The policy introduces three main directions of WFP work in peacebuilding in transition settings: (i) investing in institutional capacity for risk analysis (ii) using conflict-sensitive programming and (iii) engaging with peacebuilding partners.

WFP's implementation of the policy has been pursued through a) analysis, knowledge management and evidence generation including through partnerships; b) supporting country offices (COs) in programme design and implementation; c) articulating various guidance documents for conflict-sensitive programming, conflict analysis; and d) developing learning packages for awareness raising and capacity strengthening.

The 2017-2021 WFP Strategic Plan incorporates elements related to the policy by underscoring the importance of prevention, mitigation, and preparedness for early action. It emphasizes the importance of a coherent approach to sustainably address the root causes of crisis and conflict and integrating humanitarian, development, and peacebuilding efforts.

### 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, and its continued relevance in the current context.
- II. Covering the policy implementation period from 2013 to June 2021– including the institutional dimensions and different roles of HQ, Regional Bureaux, and COs.
- III. Assessing different levels of results – including as feasible at outcome level – 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 peacebuilding in transition settings 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 Peace and Conflict Office, part of the Emergencies and Transitions Service and senior management within the Programme Humanitarian & Development Division; ii) WFP senior leadership; iii) policy-makers and programme designers and implementers at HQ, Regional Bureau, and CO-level; iv) Executive Board members; v) other UN agencies; vi) Host governments with their relevant Ministries in countries where WFP operates; vii) global and country-based humanitarian and development actors, academics and networks working on peace-related issues; viii) crisis and conflict-affected people and target beneficiaries of WFP interventions with an expected peace-related orientation.

### Key Evaluation Questions

The evaluation will address the following high-level questions:

**Question 1: How good is the policy?** The evaluation will assess the policy on WFP's role in Peacebuilding in Transition Settings against international good practice, the practice of partner organizations as comparators, and other benchmarks in order to understand whether the Policy was designed so as to attain the best results, and whether and how well it is still supporting WFP's current strategic approach. It also asks whether the objectives and features (including conceptual clarity and scope) are still relevant to support WFP in the current strategic and operating environment.

**Question 2: What were the results of the 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 and factors that led to the observed changes or prevented results achievement. It will examine explanatory factors (e.g. looking at clarity, shared understanding, capacity, human and financial resourcing issues), and other elements (e.g. political dimensions, 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 policy on WFP's role in Peacebuilding in Transition Settings from its approval in 2013 throughout its implementation until June 2021. It also covers the 2014 Policy Update, and will use the evaluation criteria of relevance, effectiveness, coherence, and sustainability.

This policy evaluation is expected to consider in its design the following analytical components and approaches:

- Developing of a Theory of Change for WFP engagement in peacebuilding in transition settings.
- Systematic analysis of the results of all Country Strategic Plan Evaluations (CSPEs) that have looked at the linkages between humanitarian, development, and peace work.
- Mapping of country-level planning and reporting documents for all WFP COs to build a picture of the scope and depth of WFP's adoption of conflict sensitivity and conflict analysis among other elements.
- Undertaking data collection missions for an in-depth analysis of policy implementation and results in selected countries (usually one per region in which WFP operates).
- Undertaking 'desk review plus' in selected countries (between four and six) including a desk-based analysis complemented by a (limited) number of interviews to add to the evidence from CSPEs on WFP engagement in peacebuilding in transition settings.
- Conducting key informants' interviews and focus group discussions to complement the evidence from the desk-based analysis, explore inter-agency, cross-mandate issues, and contextualize the analysis of contribution to results.

## 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 experience with evaluation of corporate policies, in the areas of post-conflict and transition; humanitarian and development policy, programming frameworks and principles; and in conflict sensitivity. Additionally, the team will have advanced understanding of Humanitarian Principles, interplay between conflict, food security and peace, country level coordination frameworks, UN policies and reform processes across the three pillars of UN work, as well as key Inter-Agency Standing Committee policies and positions.

**OEV Evaluation Management:** The evaluation is managed by WFP Office of Evaluation with Francesca Bonino as evaluation manager and Sameera Ashraf providing research and data analysis support. Second-level quality assurance will be provided

by Deborah McWhinney, Senior Evaluation Officer, while the Director of Evaluation, Andrea Cook, will approve the final evaluation products and present the Summary Evaluation Report to the WFP Executive Board for consideration.

**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. A selected number of external stakeholders having well established expertise will be invited to join an **External Advisory Group (EAG)** specifically established to support this evaluation. The members of the advisory groups will be requested to be available to meet with the evaluation team and review and comment on all the draft evaluation deliverables.

## 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 and Country Offices.

Throughout the evaluation, options for remote participation will be actively sought and facilitated as feasible, whenever face-to-face meetings and missions are not possible due to the ongoing COVID-19 pandemic.

The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in February 2023. 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

**Remote Inception phase:** mid-April 2021 – July 2021

**Evaluation data collection phase:** August 2021 – Feb. 2022

**Analysis and reporting:** March 2022 – July 2022

**EB session:** EB1/2023 (February)