



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

SAVING
LIVES
CHANGING
LIVES

Mid-term Evaluation of WFP's Private Sector Partnerships and Fundraising Strategy 2020- 2025

Decentralized Evaluation Terms of Reference

WFP Private Partnerships & Fundraising Division (PPF)



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

December 2022

Table of Contents

1. BACKGROUND	3
1.1. INTRODUCTION.....	3
2. REASONS FOR THE EVALUATION	3
2.1. RATIONALE	3
2.2. OBJECTIVES.....	4
2.3. STAKEHOLDER ANALYSIS	5
3. CONTEXT AND SUBJECT OF THE EVALUATION	7
3.1. CONTEXT.....	7
3.2. SUBJECT OF THE EVALUATION	12
3.3 SCOPE OF THE EVALUATION	17
4. EVALUATION APPROACH, METHODOLOGY AND ETHICAL CONSIDERATIONS	18
4.1. EVALUATION CRITERIA AND QUESTIONS	18
4.2. METHODOLOGY.....	19
4.3. DATA AVAILABILITIES	20
4.4. RISKS AND RISK MITIGATION	20
4.5. ETHICAL CONSIDERATIONS.....	21
4.6. QUALITY ASSURANCE	22
5. ORGANIZATION OF THE EVALUATION	23
5.1. PHASES AND DELIVERABLES.....	23
5.2. EVALUATION TEAM COMPOSITION.....	24
5.3. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS	25
5.4. SECURITY CONSIDERATIONS	26
5.5. COMMUNICATION	26
5.6. PROPOSAL.....	27
BIBLIOGRAPHY	28
ANNEX I: EVALUATION SCHEDULE.....	29
ANNEX II: EVALUATION COMMITTEE TERMS OF REFERENCE	30
ANNEX III: EVALUATION REFERENCE GROUP TERMS OF REFERENCE.....	33
ANNEX IV: PSPF STRATEGY 2020-2025.....	36

1. Background

1.1. INTRODUCTION

1. These Terms of Reference (TOR) are for the mid-term evaluation of WFP's Private Partnerships and Fundraising Strategy 2020-2025 (PSPF Strategy). As the PSPF Strategy is nearing the end of its full third year of implementation (end of 2022), the evaluation is commissioned by WFP's Private Partnerships and Fundraising (PPF) division to assess progress over the first half of the Strategy period.
2. This independent evaluation will cover the private sector partnership and fundraising activities from January 2020 to December 2022. The activities under review, broadly, are partnerships and fundraising with the private sector – which includes the business sector and foundations at global and local level, and individuals – as set out in the PSPF Strategy. The geographic scope is global, as partnerships with major business sector and foundation partners are managed from a central, headquarters (Rome and New York) team, and all individual fundraising is centrally managed. The global scope is reinforced through activity led by focal points in all six WFP Regional Bureaux (RBx), who are charged with supporting WFP Country Offices (COs) to develop local-level private sector engagement, while working with HQ-based teams to secure fundraising opportunities for COs. The estimated period of the evaluation is six months from inception through completion, to take place from February through August 2023.
3. The PSPF Strategy vision is to transform how WFP works with businesses and other actors – particularly at the local level – to save more lives and change more lives. It is built on three interrelated and mutually supporting pillars: (i) impact – forming best-in-class technical partnerships with the private sector to increase local level impact; (ii) income – developing a sustainable stream of flexible income through an individual giving approach using a centrally managed new digital based programme, as well as increasing contributions from business and foundations; and (iii) innovation – exploring new technology and new ways of working to find innovative and collaborative solutions for the people WFP serves and support impact and income activities and goals.
4. These terms of reference (ToR) were prepared by the WFP Private Partnerships and Fundraising (PPF) division based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

2. Reasons for the Evaluation

2.1. RATIONALE

5. WFP is currently halfway through the PSPF Strategy implementation period, with almost three years of the six-year period completed. While WFP has been engaging with the private sector since its first partnership with logistics company TNT in 2002, the PSPF Strategy represented a bold new approach to engaging with the business sector, foundations, and individuals globally to raise funds and increase impact in support of WFP's programmes and operations.

6. At this time, WFP is keen to assess progress against the six-year targets in the Strategy, being implemented by the PPF division based in HQ and with activities also managed at Regional Bureau level. Results from this independent evaluation should clearly assess progress against targets articulated in the body of the Strategy document, and the extent to which the path taken to achieve those targets to date is in line with original assumptions at the time of Strategy development in 2019. Conducting this exercise at this time will also provide PPF management with time to course-correct within the strategy period, in the remaining three years. The evaluation will also inform WFP's eventual direction for private sector engagement, beyond 2025.
7. Results of this evaluation will also be used by PPF for engagement with WFP's Executive Board, which has been a critical stakeholder in adopting and approving the PSPF Strategy since 2019, and monitoring its progress over the past years.
8. The evaluation is also an opportunity for PPF to engage with the broader organization, both showcasing successes of WFP's private sector engagement in collaboration with other divisions and across regions, and identifying opportunities for further engagement, learning, and course correction.

2.2. OBJECTIVES

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. Given that this evaluation will take place at the mid-term of the Strategy period, learning is vital to inform any course-correction needed. This evaluation aims to achieve the following objectives:

Accountability

- Assess activities implemented under the PSPF strategy, thus fostering accountability to partners as well as to the wider humanitarian community.
- Identify key enabling partners such as other WFP units, Friends organizations and others, who have been instrumental in PSPF Strategy success to-date, in order to gain buy-in for further collaboration over the remaining Strategy period.
- Help WFP better understand what has worked in the implementation of the PSPF strategy so far, identify possible improvements, and derive good practices and lessons to drive the next phase of the strategy. In particular, help key stakeholders such as technical units to understand the value of investing in private sector engagement, for success in delivering on second half of the PSPF Strategy period.

Learning

- Be a rigorous and impartial exercise, to produce findings and lessons that can be used by management to understand the progress in the implementation of the Strategy.
- Examine results generated through the PSPF strategy, and utilisation of resources to drive results in terms of income raised, as well as impact for WFP operations and beneficiaries.
- Produce action-oriented learnings to inform decision-making, which can act as tool for course correction in the implementation of the next phase of the strategy from an organizational point of view.
- Findings will be actively used to engage with the Executive Board through standard reports, briefing meetings and/or informal sessions.

2.3. STAKEHOLDER ANALYSIS

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and will play a role in the evaluation process. Table 3 below provides a preliminary stakeholder analysis, which will be deepened by the evaluation team as part of the Inception phase.

Table 1: Preliminary Stakeholders' Analysis

Stakeholders	Interest in Evaluation and likely uses of evaluation report
Internal Stakeholders	
PPF Team Leads	<p>The PPF team leads have been instrumental in executing the partnership and fundraising activities under the PSPF Strategy.</p> <p>The findings of the evaluation will be of interest to them in understanding the utilisation of their teams' resources to obtain results and achieve goals. The findings are expected to be conducive to measure efficiency of their teams through the period of the strategy and to implement informed decision-making for the rest of the strategy period. The findings will also aid in formulating ways to accomplish objectives through integration of different WFP divisions and teams.</p>
WFP Leadership Group	<p>The Leadership Group is a decision-making body at the highest level of the organization responsible for setting strategic direction and the framework for decision making in accordance with WFP's mandate. It is comprised of the Deputy Executive Directors, overseeing all operational divisions of WFP.</p> <p>Findings of this evaluation will be shared with the Leadership Group.</p>
WFP Executive Board	<p>The WFP governing body has an interest in being informed about the effectiveness of WFP operations.</p> <p>The findings will feed into annual reports, corporate learning processes and informal sessions for continued engagement with the EB.</p>
WFP Regional Bureaux (RBx)	<p>Responsible for both oversight of COs and strategic and technical guidance and support, the RBx have an interest in an impartial account of operational performance. Within the context of the PSPF Strategy, they have an interest in engaging the private sector to advance objectives in CO's Country Strategic Plans (CSPs).</p> <p>The RBx will use the findings to formulate investment cases and further strengthen their comprehensive support to increasing CO engagement with the private sector, for the next phase of the PSPF Strategy.</p>
WFP Country Offices (COs)	<p>Responsible for country-level planning and implementation of operations, some COs might engage with the private sector for fundraising (locally and working with their respective Regional Bureau and PPF HQ), as well as partnerships for impact and income. Private</p>

	<p>sector engagement is not obligatory for all COs, and should be driven by needs-based assessments.</p> <p>The COs have a direct stake in the evaluation and an interest in learning from experience to inform decision-making and private sector engagement strategies to drive results in their CSPs and capture the evaluation recommendations in future Partnerships Action Plans (PAPs).</p>
WFP Global Offices	<p>WFP's Global Offices are located in the capitals of key WFP donor countries, and are responsible for outreach and advocacy on behalf of WFP in their respective markets. Global Offices in Tokyo and Dubai have been active in WFP's private sector engagement since before the PSPF Strategy 2020-2025.</p> <p>Findings from this evaluation can help PPF to improve coherence and effectiveness in working with Global Offices to advance private sector partnership and fundraising goals in these markets.</p>
WFP HQ technical units	<p>WFP HQ technical units are responsible for issuing and overseeing the rollout of normative policies, strategies and guidance related to their specific thematic areas. They also have an interest in the lessons that emerge from evaluations. The relevant HQ units (for e.g., Communication and Marketing (CAM), Legal Office Team, PPR Operational Support Unit) should be consulted to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p> <p>Findings of the evaluation can be used to help technical units to understand the value of investing in private sector engagement, for success in delivering on second half of the PSPF Strategy period.</p>
WFP Friends organizations	<p>WFP Friends organizations in the United States (WFP USA), Japan (JAWFP) and Italy (Comitato Italiano per il World Food Programme, <i>Comitato</i>) are locally-registered charities working to raise funds and awareness in support of WFP in their respective markets. They are also responsible for private sector partnership and fundraising activities in those countries, engaging in partnerships with their respective business sectors and fundraising from individuals in those markets, while working closely with PPF to ensure alignment of strategic priorities.</p> <p>Findings from this evaluation can help PPF to improve coherence and effectiveness in working with Friends organizations to advance private sector partnership and fundraising goals.</p>
Office of Evaluation	<p>OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy. OEV is the primary provider of technical backstopping for this HQ-commissioned decentralised evaluation.</p>
External Stakeholders	
A selection of corporate,	<p>WFP operations are supported by corporate, foundation, philanthropy and high value individual partners. They have an interest in knowing</p>

foundation, philanthropy and high value individual partners.	whether their support have had an impact on WFP's operations and whether their contributions have helped further amplify this impact.
Individual supporters	All private individuals who make contributions to WFP, whether as regular or one-off supporters, have an interest in knowing that their funds are allocated to programmes as described in appeals, as well as the impact of restricted and unrestricted funds. Although the evaluation and its findings should be an internal exercise, it will ideally produce learnings that contribute to transparency and accountability to individual supporters coming from the general public.
Beneficiaries of WFP's programmes and operations	<p>WFP's private sector engagement has the ultimate goal of raising income and delivering impact for the people served by WFP programmes and operations – men, women, boys and girls. Through partnerships and fundraising, WFP generates much-needed funding – especially flexible funds, predominantly raised from individuals – which can be used to support the organization's greatest needs. In addition to funds, the technology and technical expertise of WFP's private sector partners can be offered as in-kind support to increase the efficiency and effectiveness of WFP CO operations, ultimately helping reach more people.</p> <p>The findings of this evaluation should generate learnings on how partnerships with and fundraising from the private sector can deliver more impact and income for the people WFP serves.</p>

3. Context and Subject of the Evaluation

3.1. CONTEXT

11. The PSPF Strategy was developed in 2019. At that time, after over a decade of decline, hunger was on the rise globally, compounded by factors including climate change and conflict. In 2019 more than 820 million people in the world suffered from chronic hunger¹ and 113 million people suffered from acute food insecurity.² Faced with these challenges, WFP redoubled its efforts to help reset a trajectory towards zero hunger. Despite having reached 90 million people in 2018, the gap between WFP's reach and the world's needs remains large.
12. In the years since the PSPF Strategy was developed, multiple overlapping global crises have caused world hunger to rise. It is estimated that between 702 and 828 million people were affected by hunger in 2021; after remaining relatively unchanged since 2015, the prevalence of undernourishment (PoU) jumped from 8.0 to 9.3 percent from 2019 to 2020, rising further to 9.8 percent in 2021.³ Around 2.3 billion people in the world, or nearly 30 percent of the

¹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018*. <http://www.fao.org/3/i9553en/i9553en.pdf>. In this report it is acknowledged that experiences of hunger, food insecurity and malnutrition are varied, with inequalities in relation to matters such as gender and disability underpinning vulnerability.

² Food Security Information Network. 2019. *2019 Global Report on Food Crises*. https://docs.wfp.org/api/documents/WFP-0000104035/download/?_ga=2.58447468.711321890.1565442307-786793058.1562316348.

³ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2022*. <https://www.fao.org/publications/sofi/2022/en/>.

global population, were moderately or severely food insecure in 2021. This is an increase of more than 350 million people compared to 2019, the year before the COVID-19 pandemic unfolded. Additionally, the prevalence of severe food insecurity increased from 9.3 percent in 2019 to 11.7 percent in 2021 – the equivalent of 207 million more people in two years. Furthermore, the gender gap in food insecurity that grew during the COVID-19 pandemic has widened even further: in 2021, 31.9 percent of women worldwide were moderately or severely food insecure compared to 27.6 percent of men, a gap of more than 4 percentage points. This represents an increase from the gap of 3 percentage points in 2020 and 1.7 percentage points in 2019.

13. While the world's needs continue to increase, the rationale behind development of the ambitious PSPF Strategy remains, and is even more relevant. Developed in 2019, the vision of the PSPF Strategy 2020-2025 is to transform how WFP works with businesses and other actors – particularly at the local level – in order to save more lives and change more lives through increased income, and deepened impact. In alignment with the five guiding principles for WFP's private sector engagement as set out in the Strategy, this Strategy situates WFP's effort to expand partnerships and fundraising within the broader context of collaboration with the business sector and with the United Nations System in support of SDG 2 and related goals.⁴
14. At the time of development in 2019, the PSPF Strategy was created within the context of WFP Strategic Plan (2017–2021), and aimed to contribute towards advancing Strategic Objective 5, *Partner for SDG Results*, and Strategic Results 7 and 8, which addressed the need for diversified resourcing and partnerships that share knowledge, expertise and technology. It was built on the WFP Corporate Partnership Strategy (2014–2017), which noted that the private sector can make contributions in four types of partnerships: resource, knowledge, advocacy and capability.
15. The PSPF Strategy was also built on WFP's previous private sector engagement (WFP's first engagement with the private sector dates back to 2002), recommendations from the WFP's 2012 evaluation of 2008 private-sector partnership and fundraising strategy, and feedback from stakeholders. The Strategy is informed by a 2017-2018 report by the Multilateral Organization Performance Assessment Network, which concluded that WFP's approach to partnership "with the private sector lack[ed] a coherent approach and strategy" at time of evaluation.⁵
16. The Strategy is informed by extensive internal and external data analyses, sector benchmarking, confidential interviews with private sector partners and consultations with the Executive Board, key headquarters-based functions, at least two Global Offices (Tokyo and Dubai), all regional bureaux and a range of WFP country offices. Leading experts who have held senior positions in United Nations agencies and non-governmental organizations (NGOs) were also involved in developing the strategy, as were peer agencies such as the United Nations Children's Fund and the Office of the United Nations High Commissioner for Refugees and NGOs in Germany, Spain and the Republic of Korea.

⁴ Joint Inspection Unit, *The United Nations System – Private Sector Partnership Arrangements in the Context of the 2030 Agenda for Sustainable Development*, JIU/REP/2017/8. Geneva 2017. "Such a need is not only dictated by the authority of the 2030 Agenda but is also an expression of the changes in the conditions for global collective action and the rise of non-governmental emerging powers, which are able to act more swiftly than multilateral intergovernmental processes."

https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf.

⁵ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

17. Building on previous private sector engagement, recommendations from a 2012 evaluation of WFP's 2008 private-sector partnership and fundraising strategy⁶ and feedback from stakeholders, this strategy sets a new course for WFP. Analysis shows that WFP – and therefore its beneficiaries – derives more value from businesses through technical partnerships with them rather than through a focus on generating funds.⁷ Furthermore, the private sector is increasingly responsive to employee and consumer demand for the utilization of a company's expertise, reach and influence to achieve wider societal impact. A 2018 report indicates that 92 percent of corporate survey respondents believe that “effectively harnessing my company's competencies and non-cash assets can make much more of an impact...than our financial support”.⁸ This trend presents significant opportunities for WFP to address additional needs and reach more beneficiaries through technical partnerships.⁹
18. The strategy is informed by the following findings and recommendations from these evaluations:
- Technical partnerships allow WFP to derive the most value from engagement with the private sector.¹⁰ It was suggested that WFP establish “clearer objectives and direction for... partnerships that are mutually beneficial to WFP and the companies involved.”
 - WFP has seen only limited success in its partnership approach at the local level because it has lacked sufficient resources and consistent guidance and support, which are needed “to successfully identify and nurture these diverse partnerships” sustainably.¹¹
 - WFP has not increased its fundraising income significantly through previous strategies because it did not focus on individual giving and did not make adequate up-front investment. WFP's peer organizations have seen significant growth in revenue from individuals after investing in the necessary infrastructure, specialized skills and capabilities.^{12,13}
19. Based on this analysis and key findings as assessed in 2019, the PSPF Strategy therefore set forth a bold approach that targeted businesses, large and small, primarily for technical

⁶ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010.

<https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Key findings from this evaluation are as follows: WFP's strategy did not sufficiently distinguish between partnerships and fundraising and did not clarify the objectives, scope and limits of corporate partnerships; corporate partners have valuable technical expertise that WFP can benefit from as well as technology, facilities and access on the ground during sudden onset emergencies; from 2009 to 2011, only 15 percent of WFP's private sector resources were raised from individuals.

⁷ Ibid.

⁸ C&E Advisory Services Limited. 2018. *C&E Corporate-NGO Partnerships Barometer 2018*. <https://www.candeadvisory.com/barometer>.

⁹ C&E Advisory Services Limited. 2017. *C&E Corporate-NGO Partnerships Barometer 2017*.

https://www.candeadvisory.com/sites/candeadvisory.com/files/barometer_2017_0.pdf. This survey found that companies increasingly want to engage in deeper problem-solving partnerships for wider societal impact and that 77 percent expect their investment in cross-sectoral partnerships to increase over the next three years.

¹⁰ WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010.

<https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>.

¹¹ Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017-18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>.

¹² WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010.

<https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>. Additional recommendations resulting from the 2012 evaluation that this strategy takes forward include mobilizing financing from foundations; maximizing benefits from corporate partnerships to contribute to WFP's objectives; and implementing a process for prioritizing areas for partnership development. Other recommendations, such as integrating private sector partnerships and fundraising into WFP's overall budget and transferring responsibility for conducting due diligence outside of the Private Sector Partnerships Division, were adopted through the 2013-2017 strategy.

¹³ *WFP Private Sector Partnerships and Fundraising Strategy (2013-2017)*.

<https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062579.pdf>. “This strategy has an important limitation in that it assumes that investment available to augment the private-sector function will be modest, and that in this respect will continue to lag behind that of agencies such as the United Nations Children's Fund and the Office of the United Nations High Commissioner for Refugees.”

partnerships that utilize their expertise, capability, and advocacy support to make WFP's work more impactful, and to individuals for funds to help close WFP's funding gap.

20. Partnership is the focus of Sustainable Development Goal (SDG) 17, and is fundamental to achieving all the SDGs; the underlying vision of the Strategy was to transform how WFP works with businesses and other actors, particularly at the local level, to save more lives and change more lives. It paved way to a newer approach of partnering with businesses primarily for technical partnerships that utilize their expertise, capability, and advocacy support and to individuals for funds to help close WFP's funding gap. The strategy is built upon three interrelated and mutually supporting pillars: *impact*, *income* and *innovation*, recognizing that private sector entities may be engaged through more than one pillar at a time.
21. To address Pillar 1: Impact, the PSPF Strategy targets the technical expertise, knowledge transfer and capacity strengthening provided by the private sector to help WFP operate in the most efficient, effective and equitable way possible and better leverage donor government funding. This is particularly impactful through global-level partnerships with major companies to increase the capacities and skills of both WFP's technical units and local host governments. Through Pillar 1: Impact, the Strategy also aimed to support CO-driven partnerships for local level impact, creating more needs-based partnerships with the local private sector. To complement this activity, the Impact pillar also provides for development of a standardized methodology to measure and evaluate the impact of technical partnerships. See Section 3 of the PSPF Strategy in Annex 4 for further detail.
22. Pillar 2: Income looks to the private sector to raise more income from global philanthropic foundation partners, and from the new digital-first individual fundraising programme, along with continued income from corporate partnerships. Private foundations play a key role in driving innovation and helping WFP to address sustainable solutions that fall within the "humanitarian-development nexus", as well as the root causes of hunger and malnutrition. With large foundations predominantly concentrated in North America and Europe, the PSPF Strategy sees a targeted approach to prospecting in order to maximize return on investment.
23. Prior to the PSPF Strategy 2020-2025, WFP engaged in fundraising from the general public largely as a result of small, mostly organic contributions made through the organization's website. Individual giving is a large and growing source of funds that are often given flexibly and can therefore be used by WFP to meet the greatest needs. By prioritizing the raising of funds from individual supporters, through this Strategy WFP is responding to recommendations arising from assessments and evaluations of previous strategies for engaging non-governmental entities, including a recommendation that WFP should give "more emphasis to, and make the essential up-front investment for, repeat giving from the general public, to mobilize unrestricted contributions".¹⁴
24. Traditional individual fundraising has primarily been conducted through offline channels such as direct mail and implemented through national fundraising operations. However, at time of Strategy development in 2019, the individual fundraising market is different, with the majority of potential supporters present – and comfortable donating – online. WFP's approach to individual giving will build on the success of the ShareTheMeal application and is designed to

¹⁴ Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy" (WFP/EB.2/2012/6-A). <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062160.pdf>

provide a “best-in-class” supporter experience in order to create a sustainable, self-funded programme and ultimately to generate a quantum leap in revenue.

25. Indeed, an International Fundraising Leadership Forum (IFL Forum) peer review of comparative performance showed that in 2021 WFP had the highest income (cash and in kind) at USD 9.5 billion of all IFL Forum member organizations, but was one of the lowest in private sector income (third to last). WFP was the organization with the largest increase in public funding in 2021, at USD 883 million representing 12.6 percent growth from 2020; at the same time, WFP was the second fastest-growing organization for private sector funding in 2021, at USD 58 million representing 38.9 percent growth. The study shows that WFP had lagged significantly in individual giving – the largest source of private sector income for IFL Forum organizations – but from 2017–2021 WFP has been the fastest grower in individual giving with a compound annual growth rate of 41.7 percent. WFP is sharing the market growth with peer agencies, as the global public continues to donate more to their preferred causes. See Section 4 of the PSPF Strategy in Annex IV for further detail on the planned individual fundraising programme.
26. The global billionaire population surged in 2020, rising by 13.4% to 3,204 individuals, with over 750 billion USD being deployed as philanthropic capital in 2020. As such, an opportunity to increase fundraising by introducing Global Philanthropy fundraising efforts was identified at the end of 2021, following WFP Executive Director’s billionaires initiative. Building upon PPF’s existing exploration of high net-worth individuals as part of the individual fundraising approach, a dedicated Global Philanthropy team was created to specifically develop and deploy a strategy to successfully position WFP as the partner of choice to philanthropists and ultra-high net-worth individuals (UHNWIs) to generate income and leverage their influence, expertise and networks, to advance WFP’s mission. The global philanthropy efforts have focused on creating a pipeline of those UHNWIs with the potential to donate at the USD 1 million level, either directly or via their philanthropic vehicles such as Family Foundations. An integrated approach has been therefore needed across PPF teams in order to maximize the long-term potential of these individuals’ contributions to WFP. With the team operational by mid-2022, early prospecting resulted in two contributions for over 2 million USD being raised by the end of 2022, with more in the pipeline.
27. As of late 2022, activities undertaken through the PSPF Strategy have resulted in Private Donors being the fourth largest financial contributor to WFP overall,¹⁵ and a key contributor of flexible funding¹⁶ to the organization. Not only fulfilling the aims of the PSPF Strategy, these top-line results illustrate how the private sector is adding value to WFP overall, by contributing to an increase, and diversification of, WFP’s overall resourcing. Please see Table 2, below, and Figure 1 in the following section 3.2.

Table 2: Ten years of private sector contributions as proportion of overall donors to WFP

Contribution Year	Private Donors Total (USD)	Overall Donors Total (USD)	Proportion of which Private Donors
2011	88,547,549	3,694,583,830	2.4%
2012	68,550,377	3,955,883,507	1.7%
2013	85,122,922	4,398,666,685	1.9%
2014	114,207,462	5,550,028,883	2.1%

¹⁵ Contributions to WFP in 2022, <https://www.wfp.org/funding/2022>

¹⁶ WFP Annual Report on Flexible Funding 2021, 28 June 2022, <https://www.wfp.org/publications/wfp-annual-report-flexible-funding-2021>

2015	99,067,044	5,049,782,779	2.0%
2016	77,846,155	5,922,232,429	1.3%
2017	84,019,349	6,077,842,372	1.4%
2018	83,512,455	7,336,143,025	1.1%
2019	100,983,818	8,051,216,658	1.3%
2020	160,668,009	8,438,914,367	1.9%
2021	205,295,029	9,555,606,656	2.2%
2021 (incl. FRF)	494,005,314 ¹⁷	9,555,606,656	5.2%
2022 (Q4 result)	513,192,168	12,953,167,414	4.0%

3.2. SUBJECT OF THE EVALUATION

28. The evaluation will cover activities implemented from January 2020 through December 2022 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*, with a goal to provide learnings for any course-correction that may be needed during the second half of the PSPF Strategy implementation period in order to meet overall goals. Activities under the PSPF Strategy are global in scope, with all individual fundraising activity driven from the central (HQ-based) teams and partnerships with major global business sector and foundation entities also driven centrally. Activities at regional and country-level are driven by Regional Bureau-based staff, and supported by the Global Partnership Lab based in Nairobi. All private sector engagement is intended to contribute to increasing impact and income for WFP's programmes and operations, and ultimately to improve results of WFP's programmes in service of the women, men, girls and boys served by WFP. The PSPF Strategy's structure of three pillars of activity provide the guiding framework – for further detail please refer to Annex IV.
29. To help WFP contribute to the achievement of zero hunger and to the broader goals of the 2030 Agenda, the pillars encompassed the following activities:
- *Impact*: This pillar was aimed at increasing impact at the local level, empower regional bureaux to prioritize support for country office engagement with the private sector in furthering country strategic plans and establish long-term partnerships with businesses at all levels will drive efficiencies. Under this pillar WFP is expected to will increase the number of its large-scale, global technical partnerships by 25 percent by 2025. The pillar also emphasises on deepening the relationships with partners through adherence to the new guiding principles.
 - *Income*: This pillar was aimed in building a significant, sustainable stream of flexible income through the creation of a digital-led fundraising strategy that engages people worldwide. By 2025, this activity aims to increase yearly income from individual supporters to USD 170 million, from businesses to USD 50 million and from foundations to USD 25 million. Fundraising activities are also expected to be synchronized with brand-building efforts to drive greater benefits for WFP, with the goal of increasing WFP brand familiarity by 12 percent over the strategy period.
 - *Innovation*: This last pillar was for WFP to explore of new modes of engagement with private sector actors to find innovative and collaborative solutions – particularly

¹⁷ In 2021, WFP secured a USD 288.4 million contribution from the Famine Relief Fund (FRF) in support of WFP's operations in Yemen. Directed through the FRF, this contribution is comprised of funds from the governments of the UAE and KSA, and brought WFP's total of contributions secured from private sector sources to USD 494 million in 2021.

leveraging cutting-edge technologies – for accelerating WFP’s progress towards zero hunger for the people it serves.

30. The PSPF Strategy is being implemented by the PPF division, based predominantly in Rome, Italy at WFP’s Headquarters, with an office in New York also contributing to key centralized activity and team members working remotely for centrally-based teams. As provided for in the PSPF Strategy, there is a PPF focal point based in each of WFP’s six Regional Bureaux, as well as a Global Partnerships Lab manager based in Nairobi, Kenya who provides overall support to the RB focal points. These regionally-based team members lead region-specific private sector engagement and advise WFP’s Country Offices in their respective regions on private sector partnership and fundraising activities, also collaborating with the rest of the HQ-based PPF team.
31. The key stakeholders and informants in this evaluation are therefore: PPF team leads; WFP Regional Bureaux, Country Office, Technical Unit, and Global Office personnel (particularly Dubai and Tokyo); WFP Friends organizations; and a selection of WFP’s corporate and foundation partners. The key groups to be assessed are the companies and foundations with whom WFP partners, and the general public with whom we engage in individual fundraising across various markets.
32. Over the first three years of PSPF Strategy implementation, progress has been made towards the headline goals of the impact and income pillars, with use of innovation to support new approaches and engagement with new technology and ways of working emerging from the private sector. The PPF division has grown accordingly to carry out these new activities and reach these ambitious targets, while re-organizing internally to ensure efficiency of resourcing and adequate support. In the early days of the Strategy period, the Global Services team was consolidated to provide key enabling support to partnerships (communications, knowledge management and due diligence and contracting guidance), and the Partnerships team was re-organized to optimize existing resources. Since then, new units have been developed in response to internal and external impetus, e.g. the Global Philanthropy efforts started in late 2021 with a team being created in 2022 following the WFP Executive Director’s outreach to billionaires, and the Business Intelligence Hub and Operational Excellence teams created to support integration and operationalization of the Individual Fundraising teams and cohesive administrative support across the entire PPF division, respectively. All teams continue to evolve ways of working internally and with RBx, COs and technical units as anticipated in the PSPF Strategy.
33. In 2020, the first year of the PSPF Strategy implementation, the early changes in approach to achieve targets in impact and income were yielding results. WFP was awarded the Nobel Peace Prize in late 2020, and the virtual Nobel award ceremony in December was an opportunity for the organization to recognize its private sector partners and supporters. Despite the unexpected and severe economic impacts of the COVID-19 pandemic starting in 2020, particularly on the private sector, WFP met or exceeded the key performance indicators (KPIs) set for the first year of implementation of the PSPF Strategy. Teams around the world strengthened relationships with key technical private sector partners and secured growth in income partnerships despite the challenges to the business sector, and both the ShareTheMeal (STM) and the Private Partnerships and Fundraising Division (PPF) individual giving teams more than doubled their year-on-year income between 2019 and 2020.

Ultimately, 2020 saw the highest revenue generated from the private sector in WFP's history, with the private sector now the ninth largest donor overall to WFP.

34. By the end of 2021, private sector income – from corporate and foundation partners and fundraising from individuals – had more than doubled since the start of the PSPF strategy, from USD 100 million in 2019 to USD 205 million in 2021, exceeding the original 2021 income target of USD 147.5 million by 39 percent. Of the USD 205 million total, USD 91 million comes from individuals – via the headquarters-based individual giving programme, the ShareTheMeal mobile application and Friends' organizations, including in the United States of America (WFP USA) and Japan – and USD 81.5 million from WFP's corporate and corporate foundation partners. Almost USD 40 million of funds, primarily from the three sources of individual fundraising, was received as unrestricted, flexible funds, accounting for roughly 20 percent of all private sector contributions raised.
35. 2021 was an exceptional year for WFP's income from private philanthropic foundation partners. Donations made through the private foundation, Famine Relief Fund (FRF), totalled USD 288.4 million in support of WFP's operations in Yemen. With this contribution, total 2021 private sector contributions reached USD 494 million, or five times those of 2019. While stewarded through a private foundation vehicle, given that the main contributors to the FRF are the governments of the Kingdom of Saudi Arabia and the United Arab Emirates, the FRF contributions were reported as public funds.
36. Capitalizing on the momentum generated in late 2021 with the Executive Director's outreach to billionaires, towards the end of 2021 PPF launched the creation of a dedicated specialist team for developing relations with and raising funding from ultra-high net-worth individuals, which will support the Executive Director's billionaires initiative. To initiate this new workstream, PPF first started identifying top billionaire prospects and means of access to them through direct relationship building or through their foundations, and would continue this work in the coming years.
37. Structural changes within the Private Partnerships and Fundraising Division (PPF) were made in response to significant growth in and diversification of private sector engagement. Efforts were undertaken to operationalize the efforts started at the end of 2021 to target large-scale individuals for transformative contributions to WFP and create a Global Philanthropy Team. Furthermore, following results of the Boston Consulting Group-supported BYTE project during the second half of 2021, PPF's Business Intelligence Hub and Operational Excellence teams were established and operational during the first half of 2022 to provide underlying analysis and operational support to drive efficiencies across the individual fundraising teams in order to reach 2025 PSPF strategy targets.
38. As WFP increases the scale of its engagement with the private sector, fundraising results are increasing in peer United Nations agencies and international non-governmental organizations (NGOs), all working to raise funds to support their respective missions and operations. In the 2020 annual benchmarking report from the International Fundraising Leadership Forum (IFL Forum), Forum members' revenue from all sources had increased by 10 percent in 2020, reaching USD 47.3 billion.¹⁸ WFP had the highest income from all sources,

¹⁸ The IFL Forum is comprised of WFP, the Office of the United Nations High Commissioner for Refugees, UNICEF, Save the Children, Greenpeace, Oxfam, Amnesty International, the International Rescue Committee, Operation Smile, Action Aid, the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, World Wide Fund for Nature, World Vision, Plan International, SOS Children's Villages, Care International, and Médecins sans Frontières.

but the lowest proportion of private sector income, at slightly less than 2 percent. WFP has the fastest growth in private sector income, but other United Nations agencies and international NGOs have also experienced growth in individual fundraising. WFP is therefore sharing this market growth with peer agencies, as the global public continues to donate more to their preferred causes.

39. In the PSPF Strategy's third year, the continuing impacts of the COVID-19 pandemic, the outbreak of the crisis in Ukraine and its ripple effects across the globe, and increasing global challenges linked to climate change meant that WFP's needs are greater and more complex than ever before. In 2022, the private sector has proven critical to fuelling impact, diversifying income, and innovating in support of WFP's programmes and operations.
40. In the first six months of 2022, a total of USD 339 million was raised from private sector corporations, foundations and individuals. A significant source of income for WFP, private donors rank third in the list of overall donors as of early December 2022, behind the United States of America and Germany.¹⁹ By the end of the third quarter (Q3) of 2022, a total of USD 434 million had been raised,²⁰ against the target revised at mid-year of USD 440 million. The mid-year re-forecast target reflected a significant upward revision against the initial 2022 full-year forecast of USD 273 million. Shortly after Q3 closure, and due to anticipated steady increase in income through the final months of 2022, in October the private sector income forecast was further revised to USD 481 million for full-year 2022. This final forecast target for 2022 represents an upwards revision of 76 percent against the initial forecast of USD 273 million and, if achieved, would more than double the USD 205 million secured in 2021.
41. The private sector was central to fuelling the early days of WFP's response to the war in Ukraine with rapid and flexible funding. Within the first four weeks of the operation, the private sector committed (pledged through advance financing and confirmed) over USD 40 million out of the total USD 200 million initially available for the operation. At 20 percent of the total funding initially available, this demonstrates how rapidly the private sector can raise crucial funds in early days of an emergency. As of October 2022, shortly after Q3 closure, Private Donors are still ranked second in overall largest contributors to WFP's Ukraine crisis response, with USD 105,250,572.
42. WFP is leveraging this initial support to continue engagement and further strengthen relationships, foster truly transformational partnerships, and co-develop solutions at scale. While WFP also saw strong fundraising from individual supporters to the Ukraine response, securing single contributions in support of major emergencies such as Ukraine risks detracting focus from reaching and retaining regular givers, which are needed to provide flexible long-term funding in support of WFP's greatest needs.
43. A change in WFP's regulations that was made in mid-2022 will also facilitate growth in partnerships with the business sector, as their practice is increasingly to provide an in-kind contribution from the corporate entity and a financial contribution from a separate yet legally affiliated foundation entity. During the Executive Board 2022 annual session, the Executive Board approved the classification of private sector donors as "non-traditional" within WFP

¹⁹ Contributions to WFP in 2022, <https://www.wfp.org/funding/2022>

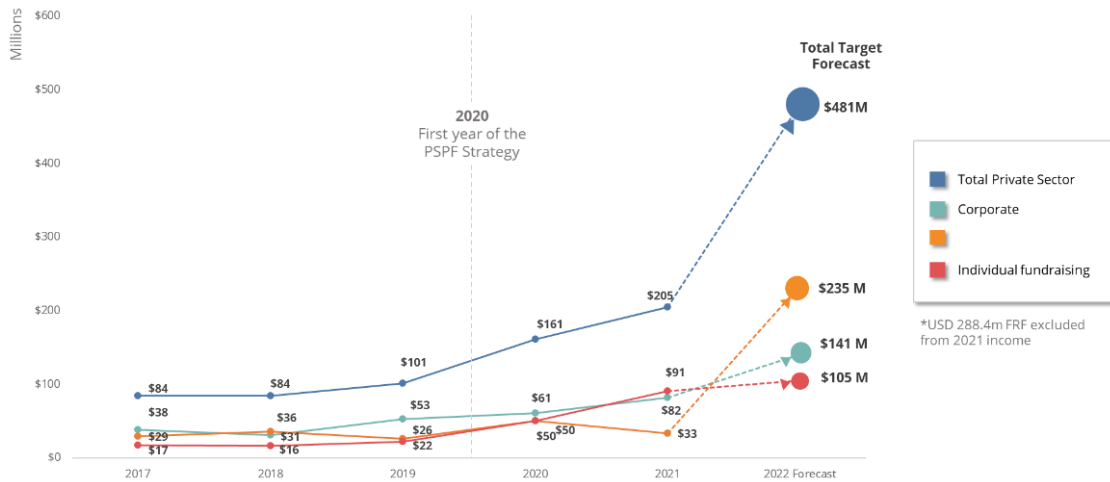
²⁰ The figure includes income from individuals registered in the first days of October, attributed to fundraising efforts in Q3 due to processing reasons. Funds from Individuals are processed in the first days of the following month. On 30 September 2022, the income registered in the WFP Information Network and Global System (WINGS) was USD 429 million, understating the true fundraising result for Q3. The Q3 data in this report are based on WINGS data recorded in mid-October for Individual Fundraising and end of September for all other private income streams (corporate, foundations and other).

General Regulations and Rules, which will facilitate acceptance of private sector contributions from multiple entities through recourse to a process referred to as twinning, ensuring continued compliance with WFP's full-cost recovery principle to ensure coverage of associated costs of any contributions.

44. In early September, WFP received a USD 32 million grant in support of fighting the global food crisis from long-standing, faith-based partner, the Jesus Christ Church of Latter-Day Saints (LDS). Stewarded by the Friends organization WFP USA, this donation – the largest single humanitarian donation ever made to one organization by LDS – comes on top of the USD 36 million in cash for emergency response that LDS have provided to WFP since the start of the partnership in 2014. This very generous contribution will allow WFP to provide general food distribution, value vouchers and nutritious food for school meals, and lactating women, in-kind food assistance to refugees in Ethiopia, South Sudan, Somalia, Kenya, Nigeria, Democratic Republic of the Congo, Haiti, Yemen and Afghanistan.
45. Additional corporate contributions from partners such as Carrier Foundation, Cargill, Toyota, and others in Q3 2022 alone amounted to USD 14 million, bringing the total secured from corporate partners to USD 130 million so far in 2022.
46. Foundations continue to be a significant driver of private sector income to WFP in 2022, fulfilling expected growth potential as outlined in the PSPF Strategy. In August, WFP secured two grants totalling USD 22.5 million from the Howard G Buffett Foundation, both in support of WFP's Ukraine response. Both contributions supported WFP's facilitation of grain shipments out of Ukraine, to be eventually distributed through WFP's operations in Ethiopia and Yemen, two of the countries hardest hit by the worsening global food crisis.
47. Building on the momentum generated in late 2021 with the Executive Director's outreach to philanthropists and in light of the multiple, large-scale crises affecting vulnerable populations around the world, in 2022 WFP created a Global Philanthropy specialist team. This led to strategic outreach, donor cultivation, and high-level engagement which started yielding results with a first major contribution from ultra-high net-worth individuals (UHNWIs) being secured in mid-2022. The donation amounted to almost USD 1 million, to be used with a focus on WFP nutrition programmes.
48. A second major UHNWI contribution was secured in August 2022, with a contribution of USD 1.3 million from Andrew and Nicola Forrest via their Australian philanthropic organisation the Minderoo Foundation. Their contribution – along with that of the Howard G. Buffett Foundation described above and USAID's Bureau for Humanitarian Assistance – supported the first maritime shipment of Ukrainian wheat grain to leave Ukraine on ships bound for humanitarian operations run by WFP in the Horn of Africa.
49. Fundraising from individuals continues to attract more new supporters across the globe to donate to WFP, whether in response to emergency appeals or as recurring regular givers. By the end of Q3 2022, the HQ-based Individual Giving (IG) and ShareTheMeal (STM) teams had 412,464 active givers, with 204,794 having been newly recruited in 2022 so far. Of the 204,794 new supporters, 38,576 are regular givers. Recruiting and retaining regular givers remains a core focus of the IG and STM teams. During the first three quarters of 2022, 130,173 supporters were active regular givers. As of end-Q3, individual supporters recruited through a total advertising expenditure of USD 15.3 million by the IG and STM teams has resulted in more than USD 40 million raised, of which almost USD 10m is unrestricted. WFP's Friends organizations also saw significant results in Q3, much of which were driven by strong

fundraising in support of WFP’s Ukraine emergency response and continuing into the worsening global food crisis. Since inception of the PSPF strategy through the end of Q3 (September) 2022, almost USD 800 million cumulative has been raised from all private sector sources.²¹

Figure 1: PPF income growth 2017-2021 and target forecasts 2022 (as of December 2022)



3.3 SCOPE OF THE EVALUATION

50. The evaluation will cover the activities, interventions and processes covered under the PSPF strategy from the period between 2020 to 2022. The evaluation will capture the activities ranging from WFP’s engagement with corporations, foundations and individuals at a global level, and with Regional Bureaux engagement and Country Offices for local impact and innovative approaches, working with new areas of the private sector among others that were implemented under the PSPF strategy from January 2020 to December 2022 under the three pillars impact, income, and innovation.
51. The evaluation will exclude the Annex I & II of the Strategy document. The resourcing plan laid out in Annex I is internal, describing how PPF’s planned additional human resources would be provided for within WFP’s budgeting structure. At the same time, the investment model captured in Annex 2 is very complex and technical, linked to digital performance marketing. It would require significant time for an external firm – with the specific technical expertise – to get up to speed in order to analyse at the level required. The time spent to analyse and understand these resourcing documents would detract from the focus on analysis of the actions taken to lead to the outcomes of the PSPF Strategy.

²¹ Total private sector income from January 2020 to June 2022 excluding 2021 contributions from the United Arab Emirates and Saudi Arabia made through the private sector foundation, Famine Relief Fund (FRF) in support of Yemen, total USD 706 million; including 2021 FRF contributions, the private sector total comes to USD 994 million.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION CRITERIA AND QUESTIONS

52. The evaluation should assess the key areas under the pillars of the PSPF Strategy – Impact, Income, and Innovation. It should employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability.

53. The overarching evaluation questions are outlined in Table 3. They have been identified by the commissioning unit based on a review of key documents and consultation with internal stakeholders. The questions will be further developed and tailored in collaboration with the evaluation team in a detailed evaluation matrix during the inception phase. The questions are listed in a matrix against the criteria of relevance, coherence, effectiveness and efficiency, recognizing that the other criteria of coverage, impact and sustainability should also be considered as cross-cutting in many of the questions.

Table 3: Evaluation Questions

	Relevance	Coherence	Effectiveness	Efficiency
Quality of execution				
1. To what extent has the PSPF Strategy served as a vehicle to advance organization-wide priorities and WFP’s mission? What has the PSPF Strategy meant for the organization, our beneficiaries and the governments we work with, particularly at local level through Country Strategic Plans (CSPs)?	X		X	
2. To what extent is there, at time of evaluation, a comprehensive Regional Bureau-supported vision or strategy for increasing Country Office engagement with the private sector, in support of meeting the needs articulated in the CSPs?	X			
3. To what extent are the three pillars of impact, income and innovation useful in focusing efforts for private sector engagement? To what extent are these three pillars seen to be overlapping when WFP engages in partnerships and/or fundraising with the private sector?	X	X	X	
4. How has WFP invested in impact and income to meet the needs of beneficiaries?			X	
5. How has WFP formed ‘best in class partnerships’ to leverage the innovation of the private sector?			X	
Results				
6. Are the results on track to meet 6-year targets, in particular in terms of: <ul style="list-style-type: none"> overall income as well as income from respective sources, specifically individual 			X	

	Relevance	Coherence	Effectiveness	Efficiency
giving, corporate partners, and foundation partners? <ul style="list-style-type: none"> overall increase in the number of needs-driven, multi-year partnerships created with technical units? 				
7. What are the efficiencies and cost savings achieved over the strategy period so far in line with the 6-year goal of 60m USD?				X
8. To what extent has fundraising from individuals contributed to flexible funds available for WFP's programmes and operations?			X	X
9. To what extent have partnerships/private sector funds been used to advance gender/inclusion objectives by CO programming, or to ensure equitable results for/access for vulnerable populations?		X	X	
10. To what extent is the PSPF Strategy helping WFP to capitalize on the fundraising market potential in key geographic markets? How can this be further optimized for maximum fundraising results?	X		X	
11. To what extent has WFP been able to use/leverage new technologies or methodologies to better deliver for beneficiaries worldwide, particularly those in vulnerable/marginal situations?			X	X
Enabling and constraining factors				
12. To what extent have WFP's organizational architecture, normative and legal framework, and governance facilitated or posed challenges to private sector engagement under the PSPF Strategy, both at HQ and RBx/Co level?	X		X	X
13. To what extent did internal the restructuring of PPF division along the three pillars of impact, income and innovation lead to increased private sector engagement?			X	X
14. How have fundraising activities synchronized with brand-building efforts to drive greater benefits for WFP? Has the WFP brand familiarity increased in line with the target of 12 percent over the strategy period?		X	X	

4.2. METHODOLOGY

54. This evaluation should have a strong focus on learning and will follow a utilization-focused evaluation approach using mixed methods. The methodology will be designed by the evaluation team during the inception phase. It should:

- Use applicable standards.

- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g., stakeholder groups, including contracted service providers, corporate and foundation partners, beneficiaries of partner-funded programmes, etc.) and using mixed methods (e.g., quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means.
- Be inclusive by surveying all target group members (i.e. a survey sent to all corporate and foundation partners; a different survey sent to all service providers supporting IF and other cross-cutting areas of work).
- Provide a small number of detailed case studies analysing e.g. the impact of partnerships active at global and regional and/or country level and their role in advancing gender and equity goals at CO level, the effectiveness of certain individual fundraising approaches, etc.
- Leverage existing centralized databases, and the centralized nature of the IF teams' activities, it is envisioned that the evaluation will be mostly HQ-based, with virtual calls possible with key internal stakeholders (i.e. WFP or PPF colleagues at HQ, RB or CO-level), external partners or service providers for case studies. Limited field visits to a selection of Regional Bureaux and/or Country Offices (e.g. 3-4 sites) could be included.
- In particular, the sampling technique to select field visit sites (if undertaken) will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders.
- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges and timing constraints.
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.3. DATA AVAILABILITIES

55. Key sources of data for this evaluation series include the following:

- WFP policy documents (i.e. WFP Strategic Plans, PSPF Strategy, and other documents as relevant)
- PPF Executive Board Annual and Mid-Year Reports on PSPF Strategy implementation
- PPF Organigram
- WFP Standard Project Reports/Annual Country Reports
- Country-specific Country Strategic Plans (CSPs) of Country Offices and Partnerships Action Plans (PAPs) (when available and appropriate)
- Results of piloted Impact Assessment Framework (IAF) tool (see description in Annex IV: PSPF Strategy, "impact measurement methodology" under Pillar 1)
- Primary data collected by the evaluation contractor
- IFL Forum data for sector comparison and benchmarking

4.4. RISKS AND RISK MITIGATION

56. The following risks and associated mitigation measures are preliminary, and can be revisited jointly with the evaluation firm during the inception phase of the evaluation:

Table 4: Risks and associated Mitigation Measures

Risk	Mitigation Measure
------	--------------------

<p><u>Data availability:</u></p> <ul style="list-style-type: none"> • There is a risk that some data was not tracked systematically dating back to January 2020. • The IAF, while designed to measure impact data for partnerships, is still in pilot phase and has not yet been automated within WFP. • Some data collection can be challenging within certain contexts. • Some quantitative data may not have been collected systematically, or may not provide the insights desired 	<ul style="list-style-type: none"> • Some manual primary data collection might be needed, and planning should allow the firm sufficient time for such activities. • The IAF can be used through manual Excel tools, particularly on selected case studies to maximize efficiency. • For case studies and to verify data as needed from RBx, COs and Global Offices, virtual phone/video call interviews can be used. • Qualitative case studies can be used to illustrate examples of best practice, to be complemented by quantitative data when appropriate.
<p><u>Access to informants:</u> WFP's private sector partners in the business sector, philanthropic foundations, and individual supporters at all levels, are spread all over the world. As such, the interviews and interactions with stakeholders are primarily expected to be virtual. Accessing all informants either in-person, if travel is deemed appropriate, or virtually will be needed but could be challenging.</p>	<p>A survey should be sent out to major groups of informants/subjects (e.g. one to partners, one to individual supporters) to capture comprehensive views at the outset of the evaluation. Case studies will be selected based on relevance of activity, as well as accessibility to the evaluators – be that traveling to conduct in-person interviews, or establishing a phone/video virtual connection requiring good internet connectivity. In the event that the case study requires accessing beneficiaries of a partner-supported programme, similar considerations will be made.</p>
<p><u>Security issues:</u> Given the global scope of the PSPF Strategy and therefore this evaluation, the reality of the overall global security situation and that of specific regions and countries must be acknowledged.</p>	<p>In case of a specific travel requirement during the data collection phase, WFP acknowledges the security constraints involved in carrying out evaluations in the specific country contexts and will share information and provide support to the contractor in making travel and visit arrangements. Security clearance where required is to be obtained from relevant duty station</p>

4.5. ETHICAL CONSIDERATIONS

57. WFP evaluations must conform to WFP and UNEG ethical standards and norms in all parts of the evaluation series process and all levels concerned. The contractors are responsible for ensuring ethics at all stages of the evaluation (planning, design, implementation, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, and respecting the autonomy of participants.
58. Contractors are responsible for managing any potential risks to ethics and must put in place processes and systems to identify, report, and resolve any ethical issues that might arise

during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

59. The team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

4.6. QUALITY ASSURANCE

60. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of Quality Assurance Checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
61. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
62. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
63. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
64. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the UNEG norms and standards,[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
65. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
66. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the WFP Directive CP2010/001 on information disclosure.
67. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
68. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

5. Organization of the Evaluation

5.1. PHASES AND DELIVERABLES

69. The contractor should complete data collection by April 2023 and the synthesis and finalisation work by the end of August 2023. The deliverables and key parameters for timing for each evaluation phase, subject to confirmation in the inception phase, are as follows:

- Inception
- Data collection and analysis
- Reporting
- Follow-up and disseminate

Table 5: Evaluation Phases, Deliverables and Timing

Phases	Sub -phases	Deliverables	Timing	Responsible party
Inception	<ol style="list-style-type: none"> 1. Desk review of existing documents, literature and secondary data. 2. Orientation for core team in Rome. 3. Inception Report 	Evaluation Roadmap; Inception Report	February 2023 – March 2023	WFP PPF team and evaluation firm
Data Collection and Analysis	<ol style="list-style-type: none"> 1. Prepare evaluation fieldwork 2. Conduct fieldwork and preliminary analysis 3. Present end of fieldwork debriefing(s) 	De-briefing Presentation	April 2023	Evaluation firm leads; WFP stakeholders to participate in interviews as required
Reporting	<ol style="list-style-type: none"> 1. Prepare draft evaluation report 2. Quality assure the draft eval report 3. Circulate draft evaluation report to stakeholders for comment 4. Finalize and approve eval report 	Draft and Final Evaluation Report	May 2023 – July 2023	Evaluation firm; WFP and evaluation firm co-create recommendation jointly
Follow-up and Finalisation	<ol style="list-style-type: none"> 1. Prepare mgmt. response and upload in R2 system 2. Publish eval report and WFP mgmt. response 3. Hold end-of-evaluation lessons learned debriefing 4. Submit evaluation report for post-hoc quality assessment 	Learning Products	July 2023 – August 2023	WFP PPF team leads, prepares WFP management response

	<p>5. Disseminate and use eval results</p> <p>6. Track implementation of follow-up actions to the eval recommendations in R2 system</p>			
--	---	--	--	--

5.2. EVALUATION TEAM COMPOSITION

70. The evaluation team will be hired following agreement with WFP on its composition. The structure of the evaluation team should be such that it should include the following:
71. An Evaluation team leader is appointed by the evaluation contractor to be responsible for the delivery of the whole series. The team leader will provide leadership and maintain overall quality, consistency, and coordination across the evaluation. His/her responsibilities will be i) defining the overall evaluation approach and methodology; ii) guiding and managing the team iii) communicating on all matters relating to the evaluation with the commissioning unit and the Evaluation Manager, reporting regularly to the Evaluation Manager on project progress and any challenges; iv) representing the team in meetings relating to the overall evaluation; v) drafting and revising the reports as required.
72. Evaluation team members will i) contribute to the design of the evaluation methodology in their area of expertise; ii) produce a comprehensive analysis, along with relevant case studies and/or illustrative examples; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
73. It is expected that the teams will be multi-disciplinary, gender-balanced and include members who collectively include an appropriate balance of expertise and practical knowledge in the following areas:
- Extensive knowledge and experience in fundraising for International Organizations, public-private cooperation in support of humanitarian and development objectives, and change management.
 - Experience in evaluation of partnerships or corporate partnership strategies.
 - Experience with and understanding of individual giving approaches at international organizations. Understanding of key fundraising markets globally is desirable.
 - All team members should have strong analytical and communication skills, evaluation experience (quantitative and qualitative approaches) with a track record of written work on similar assignments.
 - Oral and written fluency in English. All products are initially developed in English. Working level of French and Spanish within the evaluation team is required, given the multi-lingual UN context and the potential of case studies with additional information available or interviews to be conducted in French or Spanish.
 - Previous experience with or understanding of WFP.
74. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

5.3. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

75. The **Director of the Commissioning Unit** (Private Partnerships & Fundraising) will take responsibility to:

- Assign an Evaluation Manager for the evaluation.
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in debriefings at the global level.
- Oversee dissemination and follow-up, including the preparation of a Management Response to the evaluation recommendations

76. The **Evaluation Manager (EM)** will:

- Manage the evaluation process through all phases including drafting this TOR.
- Ensure quality assurance mechanisms are operational
- Consolidate and share comments on draft TOR, inception and evaluation reports with the evaluation team
- Ensure use of quality assurance mechanisms (checklists, quality support)
- Ensure that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with stakeholders; sets up meetings, field visits; provides logistic support during any fieldwork; and arranges for interpretation, if required.
- Organise security briefings for the evaluation team and provides any materials required.
- Prepare a communication and learning plan with the support of relevant stakeholders.

77. **Evaluation Committee (EC)**: An internal Evaluation Committee has been formed as part of ensuring the independence and impartiality of the evaluation series. This Evaluation Committee will be headed by the director of the commissioning unit, and will include the evaluation manager, a person from the commissioning division who is well aware of the strategy and a staff from the Office of Evaluations. The committee's key roles are:

- Making decisions on and providing strategic guidance for the evaluation process,
- Providing inputs and comments on evaluation products.

78. **Evaluation Reference Group (ERG)** will be formed with internal and external stakeholders who would validate and feed into the various deliverables. Its roles are:

- Providing advice, maintaining an overview of the evaluation series and synthesis
- Reviewing and commenting on the draft evaluation products
- Acting as key informants to further safeguard against bias and influence

79. **Regional Bureaux (RBx), Country Offices (COs) and Global Offices (GOs)** will:

- Provide support to the evaluation process, where appropriate and related to RB/CO-level private sector engagement activity.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject, particularly if involved in a case study.
- Provide comments on the draft Inception and Evaluation reports, if appropriate and particularly if involved in a case study.
- Support the Management Response to the evaluation and track the implementation of the recommendations.

80. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

81. **The Office of Evaluation (OEV)** will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft TOR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

5.4. SECURITY CONSIDERATIONS

82. The interviews and interactions with stakeholders are primarily expected to be virtual, hence travelling to country offices will be limited. Hence the contractor is also expected to explain in the proposal how remote management of the project will be successfully carried out.

83. In case of a specific travel requirement during the data collection phase, WFP acknowledges the security constraints involved in carrying out evaluations in the specific country contexts and will share information and provide support to the contractor in making travel and visit arrangements. Security clearance where required is to be obtained from relevant duty station.

84. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel. To avoid security incidents, the Evaluation Manager is requested to ensure that the team members observe applicable UN security rules and regulations.

5.5. COMMUNICATION

85. The Evaluation Manager will ensure consultation with stakeholders on each of the key outputs, respecting the evaluation team's independence. All stakeholders' role is advisory.

86. The Evaluation Manager will develop a Communication and Learning Plan in consultation with stakeholders. Following the approval of the final evaluation report, the commissioning unit will take the lead in the dissemination of findings. WFP welcomes dialogue with the contractor on creative evaluation dissemination and communication ideas to facilitate uptake of the findings.

87. The overall Evaluation Manager will be expected to be the primary focal point for all communication related to the evaluation series and channel communication between the evaluation teams and the commissioning unit and Evaluation Manager. There will be regular communication between the Project Director and the Evaluation Manager.
88. The evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
89. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available.

5.6. PROPOSAL

90. For the purpose of this evaluation, WFP will procure the services of an evaluation contractor through WFP's existing Long-Term Agreement established for this purpose.
91. The budget will be proposed by the evaluation contractor in a separate financial proposal submitted with the technical proposal. The budget should be based on the agreed LTA rates and the type and level of experts that are proposed to be included in the project, and the level of effort required.
92. The budget should include all costs incurred by the evaluation contractor, including all survey costs, workshop facilitation and participation by the evaluation team, travel and subsistence costs, translation and graphic design costs.

BIBLIOGRAPHY

- C&E Advisory Services Limited. 2017. *C&E Corporate–NGO Partnerships Barometer 2017*. https://www.candeadvisory.com/sites/candeadvisory.com/files/barometer_2017_0.pdf
- C&E Advisory Services Limited. 2018. *C&E Corporate–NGO Partnerships Barometer 2018*. <https://www.candeadvisory.com/barometer>
- Contributions to WFP in 2021, <https://www.wfp.org/funding/2021>
- Contributions to WFP in 2022, <https://www.wfp.org/funding/2022>
- Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2018*. <http://www.fao.org/3/i9553en/i9553en.pdf>
- Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2018. *The State of Food Security and Nutrition in the World 2022*. <https://www.fao.org/publications/sofi/2022/en/>
- Food Security Information Network. 2019. *2019 Global Report on Food Crises*. https://docs.wfp.org/api/documents/WFP-0000104035/download/?_ga=2.58447468.711321890.1565442307-786793058.1562316348
- Joint Inspection Unit, *The United Nations System – Private Sector Partnership Arrangements in the Context of the 2030 Agenda for Sustainable Development*, JIU/REP/2017/8. Geneva 2017. https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf
- Multilateral Organization Performance Assessment Network. 2019. *World Food Programme (WFP) 2017–18 Performance Assessment*. <http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>
- Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy" (WFP/EB.2/2012/6-A). <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062160.pdf>
- WFP. 2012. *WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation*. Report number OE/2012/010. <https://docs.wfp.org/api/documents/d6b29aa16b064ff38d015d04424f389b/download/>
- *WFP Annual Report on Flexible Funding 2021*, 28 June 2022, <https://www.wfp.org/publications/wfp-annual-report-flexible-funding-2021>
- *WFP Private Sector Partnerships and Fundraising Strategy (2013–2017)*. <https://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062579.pdf>.

Annex I: Evaluation Schedule

	2023							
Phases and milestones	Jan	Feb	March	April	May	June	July	Aug
Inception (7 wks)								
Conduct evaluation team orientation								
Undertake desk review of documents								
Conduct inception meetings								
Prepare draft inception report								
Quality assure the draft inception report								
Finalize and approve the inception report								
<u>Deliverables</u>								
- <i>Inception report</i>								
Data collection and analysis (7 wks)								
Prepare evaluation fieldwork								
Conduct fieldwork and preliminary analysis								
Present end of fieldwork debriefing(s)								
<u>Deliverables</u>								
- <i>De-briefing presentation</i>								
Reporting (8 wks)								
Prepare draft evaluation report								
Quality assure the draft eval report								
Circulate draft eval report to stakeholders for comment								
Finalize and approve eval report								
<u>Deliverables</u>								
- <i>Evaluation report</i>								
Follow-up and disseminate (4 wks)								
Prepare mgmt. response and upload in R2 system								
Publish eval report and WFP mgmt. response								
Hold end-of-evaluation lessons learned debriefing								
Submit evaluation report for post-hoc quality assessment								
Disseminate and use eval results								
Track implementation of follow-up actions to the eval recommendations in R2 system								
<u>Deliverables</u>								
- <i>Learning products</i>								

Annex II: Evaluation Committee Terms of Reference

Terms of Reference

Evaluation Committee

Private Sector Partnerships and Fundraising Strategy 2020-2025 Mid-Term Evaluation

Context:

The World Food Programme is initiating a **Mid-Term Evaluation of Private Partnership and Fundraising Strategy 2020-2025** (PSPF Strategy). This evaluation will be commissioned by the Private Partnerships and Fundraising Division of WFP HQ in Rome, Italy, and will cover the period from 2020 to 2023. The evaluation will take place from February 2022 to August 2023.

This evaluation will cover activities implemented from January 2020 to December 2023 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*. This evaluation will have a strong focus on learning, and will follow a utilization-focused evaluation approach using mixed methods. The evaluation will examine results generated through the strategy and utilisation of resources to drive results, and will serve as a tool for the management for learning and course-correction in the implementation of the next phase of the Strategy. The target group includes stakeholders consisting of: PPF team leads; WFP Regional Bureau, Country Office, and Technical Unit personnel; and a selection of WFP's corporate and foundation partners.

The evaluation is envisioned to be a rigorous comprehensive and objective exercise, which would produce recommendations that could be used by management to understand the progress in the implementation of the Strategy. It would be also used as a tool to identify the steps forward from an organizational management point of view, as well as aid in the continued engagement of WFP's Executive Board through mid-term or annual reports and/or informal sessions.

Purpose:

The purpose of the **Evaluation Committee** (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (TOR, inception report and evaluation report), and submitting them for approval by PPF Director, who will be the chair of the committee.

The **composition** of the EC [4-6 members, ensuring a mix of relevant expertise]:

- PPF Director (Chair of the EC)
- Evaluation Manager (PPF Policy Officer, serving as EC Secretariat)
- PPF Deputy Director
- PPF Global Head of Supporter Engagement
- PPF Head of Finance

Procedures of Engagement:

- PPF Director will appoint members of the EC when a plan to carry out the evaluation is agreed.
- The Evaluation Manager (EM) will serve as secretariat of the EC meetings and will notify the members of the date, time, location and agenda of meetings at least one week before the meeting, and share any background materials for preparation.
- EC meetings will be held face-to-face and/or via electronic conference call/Teams and/or email depending on the need, the agenda and the content.

Time commitment:

During the MTE period, with preparations beginning in late 2022 and the evaluation activities lasting through August 2023, it is anticipated that the EC will be called upon to review deliverables and attend meetings at key decision moments. This is estimated to take place over the course of 1 – 2 days during each phase of the evaluation, as laid out in the table below.

Responsibilities of the Evaluation Committee:

The EC will serve to guide the MTE process, reviewing draft materials as they are produced by the contracted evaluation firm, and supporting decisions throughout the process. The main roles and responsibilities of the EC during the various evaluation phases are laid out in the table below.

Tasks by evaluation phase	Estimated time	Approximate dates
<p><u>Preparation Phase</u></p> <ul style="list-style-type: none"> • Select and establish ERG membership • Reviews the revised draft ToR prepared by the EM on the basis of: <ul style="list-style-type: none"> ○ The outsourced Quality Support service feedback ○ ERG comments ○ The EM responses documented in the comments matrix • Approves the final TOR • Approves the final evaluation team and budget 	0.5 to 1 day	Mid-November – early-December 2022
<p><u>Inception Phase</u></p> <ul style="list-style-type: none"> • Briefs the evaluation team on the subject of the evaluation • Informs evaluation design • Supports identifying field visit sites (if relevant) on the basis of selection criteria, defined by the evaluation team in the inception report (IR), though the EC should not influence actual selection • Reviews the revised draft IR on the basis of: <ul style="list-style-type: none"> ○ The outsourced Quality Support service and EM feedback 	2 days	Second half of March 2023

<ul style="list-style-type: none"> ○ ERG comments ○ The Evaluation team responses in the comments matrix • Approves the final IR. 		
<p><u>Data Collection Phase</u></p> <ul style="list-style-type: none"> • Act as key informants: responds to interview questions • Facilitates access to sources of contextual information and data, and to stakeholders • Attends the end of field work debriefing meeting(s) • Supports the team in clarifying emerging issues and identifying how to fill any data gaps 	2 days	April 2023
<p><u>Data Analysis and Reporting Phase</u></p> <ul style="list-style-type: none"> • Review the revised draft evaluation report (ER) on the basis of: <ul style="list-style-type: none"> ○ The outsourced Quality Support service and EM feedback ○ ERG comments ○ The Evaluation team responses in the comments matrix • Approves the final ER 	2 days	Expected to review ER in June/July 2023
<p><u>Dissemination and Follow-up Phase</u></p> <ul style="list-style-type: none"> • Leads the preparation to the Management Response to the evaluation • Decides whether management <i>agrees, partially agrees</i> or <i>does not agree</i> with the recommendations • Clears the Management Response • Disseminates the Management Response to key stakeholders 	1 day minimum	August 2023

Annex III: Evaluation Reference Group Terms of Reference

Terms of Reference

Evaluation Reference Group

Private Sector Partnerships and Fundraising Strategy 2020-2025 Mid-Term Evaluation

Context:

The World Food Programme is initiating a **Mid-Term Evaluation of Private Partnership and Fundraising Strategy 2020-2025** (PSPF Strategy). This evaluation will be commissioned by the Private Partnerships and Fundraising Division of WFP HQ in Rome, Italy, and will cover the period from 2020 to 2023. The evaluation will take place from February 2022 to August 2023.

This evaluation will cover activities implemented from January 2020 to December 2023 under WFP's PSPF Strategy under the main pillars of *Impact, Income, and Innovation*. This evaluation will have a strong focus on learning, and will follow a utilization-focused evaluation approach using mixed methods. The evaluation will examine results generated through the strategy and utilisation of resources to drive results, and will serve as a tool for the management for learning and course-correction in the implementation of the next phase of the Strategy. The target group includes stakeholders consisting of: PPF team leads; WFP Regional Bureau, Country Office, and Technical Unit personnel; and a selection of WFP's corporate and foundation partners.

The evaluation is envisioned to be a rigorous and impartial exercise, which would produce recommendations that could be used by management to understand the progress in the implementation of the strategy. It would be also used as a tool to identify the steps forward from an organizational management point of view, as well as aid in the continued engagement of WFP's Executive Board through mid-term or annual reports and/or informal sessions.

Purpose:

The overall purpose of the **Evaluation Reference Group** (ERG) is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021 and UNEG norms and standards. ERG members review and comment on draft evaluation TOR, inception report, and evaluation report. ERG members act as advisors, while the responsibility to approve evaluation products rests with the Evaluation Committee Chair.

The **composition** of the EC [list selected 8-12 members to ensure sufficient base of expertise]:

- PPF Director (Chair of the ERG)
- Evaluation Manager (PPF Policy Officer, serving as ERG Secretariat)
- PPF Deputy Director
- PPF Global Head of Supporter Engagement
- PPF Head of Finance
- PPF Head Partnerships
- PPF Head of Business Development

- PPF Head of Partnership Management
- PPF Global Head of Supporter Engagement
- PPF Head of Individual Giving
- PPF Head of ShareTheMeal
- PPF Head of Business Intelligence Hub
- PPF Head of Global Services
- PPF Global Partnerships Lab Manager
- DED-PA Front Office

Procedures of Engagement:

- The Chair of the Evaluation Committee will appoint the members of the ERG.
- The Evaluation Manager will notify the ERG members of the time, location and agenda of calls or meetings with at least 1 week’s notice, and will share any relevant background materials.
- ERG meetings will be held face-to-face and/or via electronic conference call/Teams meeting, as needed.
- The ERG will meet at least once per month during the evaluation period (December 2022 – August 2023).
- Non-WFP ERG members, representing their organizations, will be interviewed by the evaluation team as part of inception and data collection phases.

ERG members will provide feedback electronically to the EM on the draft ToR, Inception Report and Evaluation Report. The EM will ensure that the evaluation team responds to comments, whether by incorporating them in the reports or providing rationale where feedback is not incorporated. Comments will be recorded in a comments matrix to help ensure a transparent and credible process.

Time commitment:

During the MTE period, with preparations beginning in late 2022 and the evaluation activities lasting through August 2023, it is anticipated that the ERG will meet at least once per month as a group, with ad-hoc meetings with the external evaluators for data collection as needed. This is estimated to amount to roughly 2 days of work during each phase of the evaluation, as laid out in the table below.

Responsibilities of the Evaluation Review Group:

The ERG will support the evaluation process and play a key role in data provision to the external evaluators, serving a complementary role to the Evaluation Committee. ERG members review and comment on draft evaluation TOR, inception report, and evaluation report. ERG members act as advisors, while the responsibility to approve evaluation products rests with the Evaluation Committee Chair.

Tasks by evaluation phase	Estimated time	Approximate dates
Preparation Phase	1 day	Early December 2022

<ul style="list-style-type: none"> • Review and comment on the draft ToR for the MTE. Ensure that the ToR will lead to a credible and useful evaluation • Where appropriate, provide input on the evaluation questions • Identify source documents useful to the evaluation team • Attend ERG meetings/conference calls 		
<p><u>Inception Phase</u></p> <ul style="list-style-type: none"> • Meet with evaluation team to discuss how the evaluation team can design a realistic/practical, relevant and useful evaluation • Identify and facilitate dialogues with key stakeholders for interviews, as required • Identify and access documents and data • Help identify appropriate field sites according to selection criteria set up by the evaluation team in the inception report (IR), helping to safeguard against bias • Review and comment on the draft IR 	1 day	February – March 2023
<p><u>Data Collection Phase</u></p> <ul style="list-style-type: none"> • Act as key informants: respond to interview questions • Provide information sources and facilitate access to data • Attend the evaluation team’s end of field work debriefing meeting(s) 	2 days	April 2023
<p><u>Data Analysis and Reporting Phase</u></p> <ul style="list-style-type: none"> • Review and comment on the draft evaluation report, focusing on accuracy, quality and comprehensiveness of findings, and of links to conclusions and recommendations. The latter should be relevant, targeted, realistic and actionable • The ERG, being advisory and within a transparent process, must respect the decision of the independent evaluators about whether feedback is incorporated, including rationale for not incorporating feedback 	2 days	June – July 2023
<p><u>Dissemination and Follow-up Phase</u></p> <ul style="list-style-type: none"> • Disseminate final report internally and externally, as relevant • Share findings within units, organizations, networks and at events • Provide input to Management Response and its implementation, as appropriate 	2 days	August 2023

Annex IV: Private Sector Partnerships & Fundraising Strategy 2020-2025