

Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition

Summary Terms of Reference



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

Subject and focus of the evaluation

Strengthening resilience has become an increasing priority across development and humanitarian programming, and building resilience is considered a critical step towards achieving the 2030 Agenda for Sustainable Development. Resilience is also a common thread across the three United Nations (UN) pillars of development, human rights, and peace and security – and is reflected in many important global policy agendas and frameworks that acknowledge that risks and their manifestation can hinder the implementation of the 2030 Agenda and the Sustaining Peace Agenda.

WFP's Policy on Building Resilience for Food Security and Nutrition (hereinafter referred to as Resilience Policy), approved by Executive Board (EB) in May 2015, articulates WFP's resilience building role as centred around food security and nutrition. Resilience is not an end objective, but a means to achieving and sustaining food security and nutrition in the face of shocks and stressors. The Policy intends to guide a resilience-building approach to programming by: i) providing coherence for WFP's actions to reduce vulnerability; ii) aligning WFP with global policy on resilience; and, iii) ensuring that WFP's activities complement the resilience-building programmes of other actors.

Objectives and users of the evaluation

Evaluations serve the dual objectives of accountability and learning.

Accountability - The evaluation will assess the quality of the policies and the results achieved. The associated guidance and activities rolled out to implement them will also be considered. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.

Learning - The evaluation will identify the reasons why expected changes have occurred or not, draw lessons

and, as feasible, derive good practices and learning around further implementation and eventual development of new policies and/or strategies. The evaluation will be retrospective to document actions since the policy was approved. It will also consider the current context of the WFP Strategic Plan 2017-2021 as well as the future through the Strategic Plan 2022-2025.

An assessment of the policy from a GEWE and inclusion perspective more broadly will also be undertaken.

The target users of the evaluation are: i) the Resilience & Food System Service and within that the Livelihoods, Asset Creation and Resilience Unit; ii) other HQ Units with a role in the policy's discussion and support in its implementation; iii) WFP senior management; iv) policy-makers and programme designers and implementers at HQ, Regional Bureau, and CO-level; v) Executive Board members; vi) humanitarian and development actors, academics and networks; vii) UN agencies; viii) donors; viii) host governments of countries where WFP operates; ix) local community members/leaders where resilience initiatives are being implemented, as well as beneficiaries of these initiatives.

Key evaluation questions

The evaluation will address the following three key questions:

QUESTION 1: How good is the Resilience Policy? The evaluation will assess to what extent the Resilience policy meet the criteria for policy quality in WFP. It will also assess to what extent the policy is coherent with: i) WFP Strategic Plans and other relevant WFP corporate policies or normative frameworks; ii) intergovernmental-and UN System wide changes; and, iii) WFP's position and approaches within the nexus.

QUESTION 2: What are the results of the Resilience policy?

The evaluation will assess the extent to which the resilience policy contributed to strengthening resilience to shocks through specific corporate activity categories.

QUESTION 3: What has enabled or hindered results achievement from the Resilience policy?

The evaluation will assess the extent to which: i) the policy receive support and prioritization by senior management and have clear corporate responsibilities and assigned accountabilities; ii) the policy was adequately disseminated resulting in sufficient staff awareness and ownership; iii) the policy had adequate financial resources for its implementation; iv) the policy had robust results frameworks, monitoring and reporting systems in place; v) guidance to implement the policy was developed and used; vi) appropriate and sufficient human resource capacities and competencies were in place at different WFP levels. It will also ask what external factors and drivers of change were in place to promote resilience.

Scope, methodology and ethical considerations

The evaluation will cover the period from 2015 when the WFP Resilience Policy was approved to October 2022, with an emphasis on the 2017-2022 period.

The evaluation will build on the Strategic Evaluation on Resilience (2019) and where appropriate use it as a baseline for further analysis so as to not repeat analysis already undertaken.

The scope of the evaluation will be further elaborated during the inception phase and will be informed by a detailed evaluability assessment, as part of the overall evaluation design to be developed by the evaluation team.

The methodology will adopt a mixed approach combining qualitative and quantitative data. Within this approach, the evaluation will employ multiple methods of data collection including:

- a. literature review of resilience internal documents
- b. synthesis of evaluations, audits and lessons learned
- c. analysis of WFP administrative data
- d. key-informant interviews
- e. focus group discussions

Systematic data triangulation across different sources and methods will be carried out to validate findings and minimize bias in the evaluative judgement.

While having a strategic, global outlook, the evaluation will zoom in to a purposefully selected number of countries that represent the wide spectrum of resilience activities being carried out by WFP. Country missions will offer evidence from different contexts that will be triangulated with other sources to present relevant and useful findings.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially

excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with strong capacity in undertaking complex global, policy evaluations. Additionally, the team will have familiarity with resilience concepts in both humanitarian and development contexts as well as experience with evaluations in the UN system.

OEV EVALUATION MANAGER: The evaluation is managed by WFP Office of Evaluation with Catrina Perch as evaluation manager and Arianna Spacca providing research and data analysis support. Second-level quality assurance will be provided by Deborah McWhinney, Senior Evaluation Officer, while the Deputy Director of Evaluation, Anne Claire Luzot, will approve the final evaluation products and present the Summary Evaluation Report to the WFP Executive Board for consideration.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels has been established. The Internal Reference Group will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

The Evaluation Manager will consult with stakeholders during each of the evaluation phases. Preliminary findings will be shared with WFP stakeholders in Headquarters, the Regional Bureaus and the Country Offices, during a debriefing session at the end of the data collection phase in September 2022. A stakeholder workshop will be held in January 2023 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by stakeholders. Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: January-June 2022

Data collection: June-September 2022

Debriefing: September 2022

Analysis and reporting: October 2022 -March 2023

Stakeholder Workshop: January 2023

Executive Board: June 2023