

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE WFP Gender Policy: A Policy Evaluation

Subject and scope of the Evaluation

These terms of reference (TOR) are for the evaluation of the WFP policy on “Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges” (hereafter referred to as the “gender policy”), which came into effect in October 2009.

The policy sets out the framework for the continued mainstreaming of gender into WFP’s policies, operational processes and programmes at all levels. It aims to contribute to improving the effectiveness and sustainability of WFP’s food assistance. Specifically, its objectives are to:

- i. Strengthen the institutional environment for gender mainstreaming in WFP programmes and activities;
- ii. Increase the capacity of staff and partners for addressing gender in policies and programmes.

The evaluation will cover the 2008 – 2012 period and its scope includes the 2009 WFP gender policy as well as the WFP 2010-2013 Corporate Action Plan (CAP), which operationalizes the policy.

Objectives and uses of the Evaluation

The evaluation serves the dual objectives of accountability and learning as follows:

Accountability – The evaluation will assess and report on the quality and results of the Gender Policy, of its associated corporate action plan including activities and processes related to their development, implementation, funding, monitoring, evaluation and reporting. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

Learning – The evaluation will determine the reasons why certain changes occurred or not to draw lessons, derive good practices and pointers for internal and external learning. Findings will be actively disseminated internally and externally.

Users – Internally, the Gender Unit and Executive Management are expected to use the evaluation findings in decision-making on the implementation and eventual revision of the policy action plan and/or action plan at a time of renewed attention to gender corporately. Similarly Executive Board members including donors of gender work may use the findings to inform governance decision on the subject. Finally, UN agencies are likely to consider the evaluation to shape their partnership with WFP as well as, in the case of UN Women, for accountability purposes.

Key Evaluation Questions

The evaluation will address the following three key questions:

Question 1: What is the quality of the policy? The analysis will assess whether the policy sets out clear objectives and organizational arrangements to promote gender equality and women empowerment; reflects good practice and the recommendations of the evaluation of the previous WFP gender policy; and is coherent with other relevant corporate policies.

Question 2: What have been the results of the Policy? The evaluation will assess the expected and unexpected results that can plausibly be associated with the policy and mechanisms to implement it. The analysis will cover all corporate levels and both institutional measures (process) and results in terms of gender equality and women empowerment.

Question 3: Why and how has the policy produced the results that have been observed? The evaluation will generate insights into the main factors that caused the observed changes and affect how results are achieved and the interplay between them. This will notably focus on the following aspects: the policy development; its communication and dissemination including field outreach; the institutional enabling environment including financial and human resources associated with it; monitoring, evaluation, results reporting and

learning; as well as factors in the external operating environment.

Approach

The approach will be global in reach and consist in:

- An assessment of the WFP performance against the three key evaluation questions based on a review of selected corporate business processes, a documents review; interviews and focus group discussions with WFP staff and partners.
- Eight case studies, including four country visits will be conducted.
- A survey as well as a self-assessment to generate data on WFP's own understanding of its performance will be conducted broadly across WFP including within key divisions whose work is influenced or affected by WFP's Gender Policy.
- A benchmarking exercise to compare the WFP policy and related practice with that of other agencies.

The methodology relying on mixed methods and demonstrating impartiality and lack of biases, will be developed by the team during the inception phase and presented in the inception report.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants of mixed gender and cultural backgrounds. Core team members will be complemented by national expertise for country cases studies. The team will be multi-disciplinary and include members who together have expertise in: gender mainstreaming; food security and food assistance; protection; organisational change, capacity development and partnership.

Office of Evaluation (OEV): The evaluation is funded and managed by OEV. The evaluation manager is responsible for designing and setting up the evaluation, supporting the evaluation team, ensuring adherence to OEV's Evaluation Quality Assurance Standards; facilitating the communication between the team and the main stakeholders and keeping internal stakeholders informed on progress of the evaluation; and for disseminating the evaluation findings.

Stakeholders: WFP stakeholders at country, regional and headquarters levels are expected to engage with the evaluation process as required (e.g. respond to the survey, conduct the internal assessment, discuss the policy, its performance and

results; provide relevant documentation; facilitate the evaluation team's contacts with partners; take part in relevant briefings/debriefings and comment on the evaluation report.

Reference Groups: an internal reference group comprised of members from relevant WFP business areas at different levels as well as an external expert panel composed of gender mainstreaming specialists will provide, in an advisory manner, input into the evaluation process and comment on the evaluation products.

Communication and dissemination

A communication plan for this evaluation will be drawn up at inception stage.

A number of briefings/debriefings will take place throughout the evaluation, notably at inception stage, at the end of each country visit, and to elicit feedback on preliminary findings and conclusions emerging from data analysis. A consultation workshop will be held with both field and HQ staff prior to finalization of the evaluation's recommendations.

The final evaluation report will be presented to the WFP Executive Board and findings will be actively disseminated.

Timing and Key Milestones

Milestones	Dates 2013
Team inception briefing, HQ	13 – 17 May
Consultation with HQ/RB	July
Country visits	July
Debriefing workshop	Early October
Draft Evaluation report for comments	End October / early November
Final report	December
Presentation of the evaluation report and management response to the WFP Executive Board	February 2014



Full Terms of Reference are available at <http://www.wfp.org/evaluation>. For more information please contact the Evaluation Manager at: Claire.conan@wfp.org