

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE Strategic Evaluation of WFP's Preparedness and Response Enhancement Programme (PREP)

This terms of reference is for the strategic evaluation of WFP's Preparedness and Response Enhancement Programme (PREP). The evaluation is one evaluation in a series of three strategic evaluations addressing the theme of Emergency Preparedness and Response (EPR). The other two evaluations in the series are the joint WFP/FAO evaluation of the Global Food Security Cluster and WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009-2013).

Subject and Focus of the Evaluation

In 2011 WFP introduced PREP as a three year WFP-wide initiative that aimed to improve WFP's capacity to prepare for and respond to emergencies. PREP aimed to strengthen WFP corporate response capacities to support emergency response; strengthen accountability and coherence of WFP's response management; and strengthen partnerships with national authorities, the international humanitarian community and other humanitarian actions.

The evaluation will assess PREP's contribution to improving WFP's EPR capability in Country Offices, Regional Bureaux and Headquarters level. The evaluation reference period is 2011 to mid-2014, the period within which PREP has been implemented. Emergency response from 2009 – 2010 will be used as a basis for comparison with response following PREP implementation in order to better understand PREP's contribution.

The evaluation will cover all of PREP's activities and assess PREP's progress towards meeting its objectives. The evaluation will focus on country level results, but will also affect how normative activities at the corporate level and with the international system has affected country level performance.

Objectives and Users of the Evaluation

In keeping with WFP's Office of Evaluation objectives of accountability and learning, the evaluation will:

- Assess and report on PREP activities and results
- Analyse the internal and external factors affecting the achievement or non-achievement

of results

- Inform future directions for EPF including priorities for investment.

The evaluation will also inform the development of an EPR policy that will be presented to the Executive Board in November 2015.

The primary audience for the evaluation is WFP management, Executive Board and the main donors of PREP. Other stakeholders include WFP Country Offices which are responsible for implementing EPR with Regional Bureau support. PREP has been coordinated by the Emergency Preparedness Division. Different functional units also play important roles in WFP's overall emergency preparedness and response.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: How relevant and appropriate was PREP to address the original concerns identified?

Question 2: How effective and efficient was PREP in delivering on its outputs and achieving its outcomes? This question will analyse such factors as effects on WFP's own EPR capacity, that of national governments with which WFP works, WFP's relationships within the humanitarian community, cost effectiveness and effects on beneficiaries.

Question 3: How did the way PREP was designed and implemented contribute towards achieving intended outcomes and goals? This will include such issues as analysis of how the roles played by PREP contributed to higher order goals, the effectiveness of engagement processes, and the

appropriacy of the people and groups in the planning and implementation of PREP in terms of objective accomplishment.

Question 4: To what extent are PREP’s activities and outcomes likely to be sustained in the future, and how should WFP move forward in terms of EPR capacity building as a follow up to PREP? Issues include handover and sustainability of efforts, and future actions needed in the area of EPR capability.

Detailed subquestions will be developed during the inception phase and incorporated into an evaluation matrix that links each question and subquestion with indicators, sources and analysis approaches.

Scope and Methodology

The evaluation will use a theory based approach that provides a framework against which to test the contribution of PREP activities to higher level and longer term goals. The approach will also build understanding of the assumptions and issues associated with the implementation of PREP that affected the achievement of results.

An appropriate combination of quantitative and qualitative methods and tools will be used, and the approach throughout will be participatory and pragmatic. All key stakeholders will be consulted.

The evaluation will employ country case studies including a limited number of country visits complemented by desk studies, as well as interviews and document review at the corporate level. Country case selection will take into consideration: level of emergency; type of emergency; timing and size of country operation and the capacity base. Recent L3 emergencies in Philippines, South Sudan, Central African Republic and Syria represent a set of critical cases. The Philippines and Syria are being covered by other evaluations, thus will be included as desk studies.

Roles and Responsibilities

Evaluation Team: To ensure independence and credibility, the evaluation will be conducted by a team of independent international consultants with combined expertise in: conducting strategic & policy evaluations; the international humanitarian system; food assistance in EPR; organizational capacity strengthening; expertise in implementation of and/or evaluation of EPR.

OE Evaluation Manager: The WFP Office of Evaluation has appointed a Senior Evaluation Officer who is responsible for ensuring a

transparent and credible evaluation management process according to the Evaluation Quality Assurance System (EQAS).

Stakeholders: Stakeholders will be asked to provide information needed for the evaluation, be available to the evaluation team to discuss PREP’s performance and results, and facilitate field visits and the team’s engagement with external stakeholders. The management response to the evaluation recommendations will be coordinated by WFP’s Performance Management and Monitoring Division.

Communications

A communications plan will be developed during the inception phase. Standard communications mechanisms outlined by EQAS will be employed. These include briefings and debriefings at key points in the evaluation process and workshops that engage stakeholders in validation of the theory of change during the inception phase and for feedback on the conclusions and recommendations during the final reporting stage. An **internal reference group** of main WFP stakeholders will be established as the first line of consultations throughout the process.

Timing and Key Milestones

May to July 2014	Inception phase, including
7-11 July 2014	Workshop and meetings to validate Theory of Change and evaluation methods
August to October 2014	Data collection
7 November 2014	Debriefing of data collection
February 2015	Workshop with WFP stakeholders
June 2015	Presentation to the Executive Board

Findings will be actively disseminated and the final evaluation report will be publicly available on WFP’s website.



Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses.

For more information please contact the evaluation manager Jamie Watts at Jamie.watts@wfp.org or the WFP Office of Evaluation at WFP.evaluation@wfp.org