

# Evaluation Terms of Reference



## SUMMARY TERMS OF REFERENCE

### Evaluation of WFP's Regional Response to the Syrian Crisis (2015– 2017)

*Over the past seven years, the Syria regional crisis has impacted the lives of millions. In 2017, 13.5 million are in need of humanitarian assistance in Syria and more than 5 million are registered as refugees in neighbouring countries.*

*It is estimated that four decades of human development economic and social gains have been lost in Syria since the beginning of the conflict in 2011. Refugees struggle to meet their basic needs in neighbouring countries. A multitude of humanitarian organisations are engaged in the response (more than 300 national NGOs, Red Cross/Crescent Movement and 13 UN agencies operate in Syria) yet safe, unimpeded and sustained access remains a challenge within Syria. This is a complex regional crisis that combines major refugee and internal displacements; competing and divided international, regional and national interests; and by challenges of the operational environment, which is fast-moving, volatile, high-profile, sensitive, and politicised.*

#### Subject and Focus of the Evaluation

The evaluation will have a regional focus. It will include the entirety of WFP's emergency work in the Syria+5 countries in response to the Syrian crisis: Syria, Egypt, Iraq, Jordan, Lebanon, and Turkey. The OEV evaluation of WFP's response to the Syrian crisis was presented to the Executive Board and covered the 2011-2014 period.<sup>1</sup> The period under review for this subsequent evaluation is 2015-2017.

The Syria+5 evaluation offers an opportunity for learning from the organizational adaptations and innovations that may be relevant for future regional emergency responses of such a scale, complexity and length. It is also expected to provide evidence to the Syria+5 Country Offices strategic programming as most of the Transitional Interim-Country Strategic Plans (T-ICSP) run until December 2018 (except Lebanon).

The evaluation will cover the following WFP operations over 2015-2017: Country specific PRRO 200988 and EMOP 200339 in Syria, Regional PRRO 200987 and EMOP 200433.

#### Objectives and Users of the Evaluation

The Evaluation serves the dual objectives of accountability and learning. It will: i) Assess and report on the relevance/ appropriateness, efficiency, effectiveness, coherence (internal and external), coverage, coordination, connectedness as well as on the performance and results of WFP's regional response to the Syrian crisis (**accountability**); ii) Determine the reasons for observed results and draw

lessons to inform WFP's management decisions with respect to strategic positioning, efficiency and sustainability (**learning**).

The expected users are WFP Country Offices (COs), Regional Bureau in Cairo (RBC), RBC Sub-Regional Office (SRO) and WFP management and the members of the WFP Executive Board.

#### Key Evaluation Questions

The evaluation will address the following three key questions:

**Question 1: To what extent has WFP strategically positioned itself in its regional response, and aligned with the six countries' needs?**

In particular, to what extent;

**1.1** WFP's response was strategically positioned with respect to national level policies, institutions and processes and regional partners & agenda;

**1.2** WFP's response and activities were in line with the identified needs of the populations, priorities and capacities; and its programmes designed based on a good quality context analysis (including conflict, gender, protection and market analyses)? Were there any trade-offs (e.g. between depth and scale of assistance or between humanitarian principles, donor expectations, WFP mandate, national policies, and assessed needs);

**1.3** WFP' has positioned itself where its recognised competitive advantages are optimised;

<sup>1</sup> WFP/EB.A/2015/7-C. See also: <http://www.wfp.org/content/evaluation-wfp%E2%80%99s>

[regional-response-syrian-crisis-terms-reference](#) for related documents, management response and briefs

1.4 How has WFP engaged with collective decision-making within the UN system to promote a principled approach to the humanitarian response.

**Question 2: What are the factors that drive WFP’s strategic decision making in the region, and in a particular country?**

Specifically, to what extent:

2.1 WFP has analysed the food security, market and nutrition situation, including gender and protection, adequately covering vulnerable groups and sub-groups (gender, ethnicity), and used it for its targeting approach and implementation (including choice of transfer modalities, selection of activities and arrangement of supply chain) over time;

2.2 WFP has contributed to placing these issues on the national and/or regional agenda, analysed appropriate response strategies, including developing national/regional or partner capacity on these issues;

2.3 WFP has analysed and managed - strategic, operational, programmatic, organisational, reputational - risks (including sustained funding) adequately to respond to the needs identified?

2.4 WFP has generated and applied learning from previous evaluations, reviews, assessments, monitoring systems to improve its programmes and management systems (including region bureau architecture, human resource) along time.

**Question 3: To what extent the portfolio objectives were achieved, at which cost, and whether the actual/expected results are in support of transition planning?**

In particular, what are and to which extent:

3.1 WFP interventions’ main results (including positive/ negative, and intended/ unintended outcomes) for affected populations, by sub-groups (such as by country, refugee/host populations, gender, ethnicity);

3.2 Humanitarian guiding principles, and specifically that of “do no harm” were used for programme decisions and implementation;

3.3 Cost efficiency/effectiveness was taken into account for programmatic choices and the response delivered timely and efficiently;

3.4 The results achieved are likely to contribute to resilience of the populations targeted within the constraints of the different contexts. In this regard, what was the level of synergy and multiplying effect between the activities in the portfolio/with activities of other stakeholders?

**Scope and Methodology**

The evaluation will give attention to gender, humanitarian principles, protection and accountability to affected populations of WFP’s

response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

The evaluation will use secondary qualitative and quantitative data complemented with primary data collection as necessary and feasible. The methodology should demonstrate impartiality and lack of bias by relying on a cross-section of information sources and using a mixed methods approach to ensure triangulation of evidence.

**Roles and Responsibilities**

**Evaluation Team:** from the KonTerra Group has been contracted to conduct the evaluation.

**OEV Evaluation Manager:** will be Elise Benoit, Senior Evaluation Officer, supported by Mari Honjo, Evaluation Officer. The Evaluation Manager will be responsible for the design, follow-up and quality assurance, and will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

**Stakeholders:** WFP stakeholders at Country Offices (COs), Regional Bureau in Cairo (RBC), RBC Sub-Regional Office (SRO) and Headquarters (HQ) levels are expected to provide information necessary to the evaluation and facilitate the evaluation team’s contacts with stakeholders and field visits.

**Communications**

Two advisory groups will be established for the evaluation in order to ensure appropriate technical and strategic input, review and follow-up: (a) an Internal Reference Group (IRG) with key representatives from RBC, SRO, COs and relevant technical units of WFP HQ team; (b) an Internal Advisory Group (IAG) with executive managers of relevant offices and divisions of L3 response. Interactive briefings will be organised throughout the evaluation process.

**Timing and Key Milestones**

Main Phases	Timelines	Tasks and Deliverables
<b>Initial Briefing and Inception Mission</b>	December 17 – Mid February 18	HQ briefing in Rome. <b>Inception Mission</b> to Cairo/Amman - inception report.
<b>Evaluation Mission and data collection</b>	Mid February – March 18	<b>Evaluation Mission</b> (Field Work) by Evaluation Team. <b>Exit briefs</b> for RBC/COs.
<b>Evaluation Report</b>	April – August 18	Report Drafting: A <b>workshop</b> with RBC/RCO/COs on preliminary conclusions and recommendations.
<b>Dissemination</b>	November 18 onwards	Presentation of report to WFP’s Executive Board ( <b>EB.2/2018</b> ). Public Dissemination.

Findings will be actively disseminated and the final evaluation report and management response 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 WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org)