

# Evaluation of WFP's Emergency Preparedness Policy (2017)

## Summary Terms of Reference



World Food Programme

SAVING LIVES  
CHANGING LIVES

*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

The WFP Policy on Emergency Preparedness was approved by WFP Executive Board in November 2017 with the main aim of enabling WFP to respond to emergencies in an efficient, effective and timely manner. While it is the first WFP policy on emergency preparedness, it draws on previous work in this area, notably the Preparedness and Response Enhancement Programme (PREP) launched in mid-2011.

The policy has three primary objectives: i) to serve as a framework for emergency preparedness in all of WFP's work and at all levels; ii) to inform WFP's work with national and local governments, regional bodies and local communities, at their request and driven by their priorities; iii) to consolidate and expand mutually beneficial partnerships, including with international and national civil society entities and the private sector, to reduce the need for operational inputs from WFP and 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 policy 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 2022-2025 as well as the previous Strategic Plan 2017-2021.

An assessment of the policy from a Gender Equality and Women's Empowerment and inclusion perspective more broadly will also be undertaken.

The target users of the evaluation are: i) the Emergency Operations Division (EME); 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; v) humanitarian and development actors, academics and networks; vi) United Nations agencies; vii) donors; viii) host governments of countries where WFP operates; ix) local community members/leaders where emergency preparedness initiatives are being implemented, as well as the beneficiaries of such initiatives.

### Key evaluation questions

The evaluation will address the following three key questions:

**QUESTION 1: How good is the WFP Emergency Preparedness policy?** The evaluation will assess the quality of policy design process and content (including internal and external coherence, clarity of goals and vision, integration of gender, disability and wider equity considerations), as well as the extent to which the policy or an accompanying plan included provisions for policy implementation.

**QUESTION 2: What results has WFP achieved in the area of emergency preparedness (within and beyond the policy framework)** The evaluation will i) assess the extent to which WFP process, systems and tools have been strengthened to enhance emergency preparedness; ii) analyse contributions to enhanced governments' and communities capacities in emergency preparedness, and expansion of partnerships; iii) assess the extent to which investments in emergency preparedness helped support an efficient, effective and timely emergency response; iv) assess the sustainability of the policy implementation achievements, as well as its contributions to gender transformative and inclusion results.

**QUESTION 3: What has enabled or hindered the achievement of results from the emergency preparedness policy and related practices?** Factors may include: Senior management prioritisation and support, organizational readiness, adequate financial and

human resourcing, internal processes, corporate monitoring system, a cohesive approach among internal stakeholders, innovation, organizational evolutions since the launch of the policy, external factors (COVID-19 pandemic, partners' presence, etc).

## Scope, methodology and ethical considerations

The evaluation will cover the period from 2017 when the Policy on Emergency Preparedness was issued until mid-2024. It will primarily focus on addressing the policy's quality and implementation mechanisms, including guidance, tools, technical capacity, resourcing, and policy results in light of the contexts in which they occurred.

The evaluation will consider new evolutions in WFP approaches to emergency preparedness since the launch of the policy and beyond its initial framework, both in terms of initiatives and revised structures or mechanisms.

The contextual and broader organizational evolutions since the launch of the policy will also be considered by the evaluation, and these include, among others, the steady increase in the number, scale and complexity of emergencies, the COVID-19 pandemic and its implications globally, the substantial scale-up of cash-based transfers as a modality, the increasing role of the organization in the social protection domain as well as the use of new technologies for engaging with affected populations.

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:

- the reconstruction of a theory of change for WFP engagement in emergency preparedness;
- literature review of internal documents;
- analysis of WFP monitoring and administrative data;
- comparative analysis of other organizations' policies and arrangements;
- key-informant interviews;
- 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 emergency preparedness 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 emergency preparedness concepts as well as experience with evaluations in the UN system.

**OEV EVALUATION MANAGER:** The evaluation is managed by WFP Office of Evaluation with Filippo Pompili as evaluation manager and Arianna Spacca providing research and data analysis support. Second-level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer, while the 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 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 Bureaux and the Country Offices, during a debriefing session at the end of the data collection phase. A stakeholder workshop will be held in late 2024 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:** October 2023 – mid-March 2024

**Data collection:** Mid-March – May 2024

**Analysis and reporting:** June-September 2024

**Stakeholder Workshop:** September 2024

**Executive Board:** February 2025