

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE [2008 Cash and Voucher Policy Evaluation]

Policy Evaluations focus on a WFP policy and the 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 evaluation will cover the 2008 Cash and Voucher policy and its related implementation arrangements (guidance, directives, tools, technical capacity, etc.) and policy updates. It will cover the policy implementation period from 2009 to 2013, assessing both the operational and institutional results based on those prescribed in the policy. The evaluation will also assess the quality of the policy, using international benchmarks for policy design, and the factors that have affected its implementation over the 5-year period.

Objectives and Users of the Evaluation

Evaluations serve the dual objectives of accountability and learning. This evaluation will assess and report on the quality and results of the 2008 Cash and Voucher policy and associated operations and activities to implement the policy and determine the reasons why certain changes did or did not occur in order to develop lessons that will help in revisions or updates to the policy and in its implementation.

This policy evaluation responds to the mandatory policy evaluation requirements embedded in the WFP Policy Formulation EB.A/2011/5-B document which states that any WFP policy will be evaluated within 4-6 years of its approval. The WFP Executive Board has also expressed a strong interest in this evaluation during the annual evaluation consultations.

Key Evaluation Questions

The evaluation will address the following three key questions and related sub-questions:

Question 1: What was the *quality* of the policy?

Sub questions include: i) how did the policy *benchmark* with international good practice for policy design in comparator organizations; ii) was the policy *relevant* to the organizational needs, priorities, and formal/informal practices of project implementation; iii) was the policy *consistent and coherent* with other WFP policies and business processes; iv) has the policy remained *relevant* over the evaluation period; and v) in what ways was the policy informed by an analysis of the potential benefits and risks to women and men of C&V assistance?

Question 2: What were the intended (and unintended) results of the policy?

Sub questions include: i) how *effective* was WFP in achieving the intended operational and institutional results of the policy; and ii) how *efficient* was WFP in achieving these results?

Question 3: What were the *factors* affecting implementation and results of the policy?

Sub questions include: i) was the *organizational capacity*, including financial management, organizational leadership, human resources, guidance and standards, infrastructure, etc. sufficiently scaled up to implement the policy; ii) how was policy implementation positively or negatively affected by *organizational motivation* factors, including organizational culture, organizational history, incentive and rewards, etc.; and iii) how did the *enabling environment*, including funding levels, operational contexts, etc., positively or negatively affect policy implementation?

Scope and Methodology

The evaluation will be theory-based, and use a mixed methods design. It is expected that the evaluation will utilize relevant policy analysis

frameworks and organizational performance approaches to refine the evaluation questions.

The evaluation will use a mix of approaches and tools, including:

- An analysis of the WFP Cash and Voucher policy and associated operational documentation
- An assessment of centralized and decentralized evaluations
- A review of selected WFP business processes that have implications for WFP's Cash and Voucher policy implementation
- A review and benchmarking of relevant policy documents and guidance from comparator organizations
- Key stakeholder interviews at headquarter and country level
- Country case studies (field- and desk-based)
- Survey of WFP offices

The evaluation will also build on the different studies, assessments and project evaluations accumulated by WFP's Policy Division since 2009 and the Cash for Change unit since 2011. In addition, the evaluation will also utilize the findings of the five impact evaluations implemented by WFP and IFPRI on cash and voucher programmes.

Roles and Responsibilities

Evaluation Team: A team of independent consultants contracted from the *Konterra Group*.

OE Evaluation Manager: The evaluation is managed by the WFP Office of Evaluation (OEV) with Mr. Ross Smith as the Evaluation Manager.

Stakeholders: Key internal stakeholders include WFP senior management and technical units involved in implementing the C&V policy and the WFP Executive Board. External stakeholder groups include WFP donors, cooperating partners, national government partners, other UN and NGO agencies, and relevant private sector partners in countries of WFP operation.

Communications

An internal reference group (IRG) will be substantially involved throughout the evaluation process. Composed of representatives from internal stakeholder groups, the reference group will provide input at key stages throughout the evaluation process.

The final evaluation report will be publicly available on WFP's website.

Timing and Key Milestones

Inception Phase: March 15 – April 28, 2014

Fieldwork Dates: May 5 – June 28, 2014

Reporting: Aug 8 – Nov 21, 2014

WFP Executive Board: February 2015



Full Terms of Reference will be 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