Subject and Focus of the Evaluation

Humanitarian reform, introduced in late 2005, established the cluster approach aimed at improving effectiveness and timeliness of humanitarian responses. WFP was tasked with the leadership of the Global Logistics Cluster, one of the 11 clusters established and one of only two clusters providing services to other clusters.

Cluster activities take place at global and country/regional levels. The Global Logistics Cluster is responsible for ensuring predictable leadership, partnership with other humanitarian actors and, where necessary, it acts as a service provider in emergencies. The Global Logistics Cluster Support Cell, based in WFP HQ, conducts specialized training, Logistics Capacity Assessments of at risk countries, develops policies and tools to be used in emergencies and collects and disseminates best practices. Between 2010 and 2011 Logistics Cluster operations were in 24 countries/regions. The global cell is managed by WFP’s Logistics Division and comprises staff from WFP and other partners.

At the country level the Logistics Cluster, under WFP’s leadership, designs and manages activities during an emergency response including logistics assessments, establishing coordination cells in key locations, preparing outlines of the overall response strategy, providing and managing common services, if required, such as transport and storage facilities and organizing airlifts.

This evaluation was requested by the WFP Logistics Division in its capacity as cluster lead and it permits an in-depth assessment of the progress made since 2005.

By focusing on one cluster, the evaluation is designed to build on and provide additional evaluation insights beyond past inter-agency evaluations of the cluster system as a whole, such as the Interagency Standing Committee (IASC) Cluster Approach Evaluation of April 2010.

Objectives of the Evaluation

The evaluation will:

Assess and report on the quality and results of the operations and activities undertaken by the Logistics Cluster from 2005-2011 (accountability); and

Determine the reasons why certain changes occurred – or did not occur – within the Logistics Cluster’s operations and activities since the inception of the humanitarian reform in 2005, to draw lessons that should help in further implementation of the new direction (learning).

Key Evaluation Questions

The evaluation will address four key questions:

**Question 1:** What are the results of the Logistics Cluster’s operations at the country level?

**Question 2:** To what extent did the Global Logistics Cluster’s activities and products provide value to users?

**Question 3:** To what extent have the Logistics Clusters at global and country levels, under WFP’s leadership, worked effectively with partners?

**Question 4:** To what extent did the lessons derived through Logistics Cluster experience inform decision-making?
Scope and Methodology

The evaluation will observe, study and analyse the Logistics Cluster’s convening and coordinating role, its direct service provision role, and its enabling role to other clusters at both the global and country levels. At the country level, significantly greater focus of the evaluation will be on those countries where the Logistics Cluster was activated and operations undertaken. The evaluation will cover the time period 2005-11.

The methodology used will rely on collecting and analysing evidence from a cross-section of information sources (stakeholder groups) and will use a mixed analytical approach (quantitative and qualitative) to ensure triangulation of information. Direct observation of the cluster in action will be undertaken and an analysis of the costs and benefits will be used. Appropriate user satisfaction surveys as well as other tools to measure training effectiveness, usefulness and satisfaction with web-based materials and internet sites will also be included.

Roles and Responsibilities

Evaluation Team: The team leader will have strong evaluation and leadership skills, experience with evaluation of humanitarian preparedness and response. The team members will have knowledge and expertise in:

- humanitarian logistics and cost/benefit design and analysis
- logistics cluster, partnership and humanitarian standards
- information management and logistics training and capacity development and
- research and analysis skills and techniques.

Evaluation Management: The evaluation will be jointly managed by evaluation officers from three organizations: WFP, The Netherlands Ministry of Foreign Affairs and UNICEF. WFP will lead the process. A reference group has also been established.

Evaluation Managers

- Ted Kliest, Senior Evaluator, Policy and Operations Evaluation Department (IOB), The Netherlands Ministry of Foreign Affairs
- Robert McCouch, Senior Evaluation Specialist, UNICEF and
- Marian Read, Senior Evaluation Officer, WFP.

Stakeholders: Direct stakeholders include: Global Logistics Cluster Cell staff members and the Logistics Cluster’s partners; resident and humanitarian coordinators at the country level; other global clusters leaders; and WFP Logistics and Emergency management. The indirect stakeholders are: Governments; IASC/OCHA; donor agencies; private sector partners; and the WFP Executive Board.

Timing and Key Milestones

Inception Phase: The evaluation inception briefings will take place from the 7-11th November 2011. The inception phase will proceed through the 4th quarter of 2011.

Fieldwork/Data Collection Dates: Field work and data collection will be undertaken in 3-5 countries and globally through surveys, desk studies and interviews. Fieldwork is to take place during the month of February 2012.

Briefings: Briefing and debriefing sessions during the inception phase will be held during the 4th quarter of 2011 and during the evaluation phase in the 1st quarter of 2012.

Reports: The draft evaluation report for comments will be made available in April 2012. The Summary Evaluation Report will be presented to WFP’s Executive Board in November 2012.

Reference:

Full and summary reports
http://www.wfp.org/evaluation
For more information
WFP.evaluation@wfp.org