**Terms of Reference for Real Time Evaluation ‐ 2011 East Africa Drought Response by CAFOD**

**1. Introduction**

Drought in East Africa

CAFOD is responding to the needs of communities heavily affected by the recent drought and conflict in Somalia, Kenya, Ethiopia, South Sudan (through DEC funding, AusAid funding and CAFOD appeal funding) and Eritrea and Tanzania (through CAFOD appeal funding).

As the response was across the majority of the Horn and East Africa Region, different management and implementation structures were used. An Emergency Management Team was created to respond to the overall regional response, consisting of Horn and East Africa Regional Manager; Head Humanitarian Programmes – Africa; Regional Emergency Coordinator – Horn and East Africa; Humanitarian PDFO; East Africa Regional Programme Manager; East Africa Emergency Programme Manager (on appointment in October 2011). Africa Media Officer and Humanitarian Communications Advisor were invited to some meetings. For the purpose of this RTE the response will be treated as one programme, split into individual country responses.

**2. Purpose and Objectives of the Real Time Evaluation**

CAFOD is committed to assessing and improving the quality of its humanitarian programmes. In order to meet this commitment, and create space for those engaged in the emergency response to “step back” from its work, CAFOD has begun to make use of Real Time Evaluations (RTE).

The overall purpose of this RTE is to enable CAFOD Management and emergency response team(s) to learn from implementing the programme to date and to make improvements so that the programme is effective in meeting the needs of disaster affected populations. The RTE is intended to be an internal document. It will draw where relevant on learning from a previous evaluation of drought response in East Africa (CAFOD East Africa Drought Response Programme 2007; CAFOD Drought Programme Framework and timeline), and another recent CAFOD emergency response (Haiti) to determine if lessons from previous experiences were incorporated or not, and why. As it takes place at the end of the first phase of the response the emergency response team(s) needs to be flexible and ensure its work fits with the demands and challenges facing the country team(s), partners and the affected population.

The RTE needs to be contextualised, giving consideration to the external environment in the region and how the sector in general was/is viewing and responding to the drought in Horn and East Africa.

**The objectives for this RTE are:**

1. To review the response against established criteria and recommend immediate changes that can improve the emergency programme.

2. To promote a learning approach within CAFOD.

3. To identify good practices and successes to use more widely and lessons learned in this response.

4. To identify persistent weaknesses for organizational learning and recommend how they can be addressed.

5. To identify the successes and limitations of CAFOD Ways of Working in Humanitarian Context and PCM in this response.

**3. Methodology**

An external consultant (Vicky Tindal) who has previous experience of CAFOD’s Ways of Working in Humanitarian Contexts will collect the minimal data required to reflect upon project progress and accomplishments and identify good practices. The consultant will primarily collect qualitative data through interviews and questionnaires with CAFOD staff and key partners. This RTE is primarily focussed on how CAFOD has responded to the crisis in East Africa, and although the impact on beneficiaries is beyond the scope of this RTE, other evaluations should examine this.

Data collection will be based on standard OECD/DAC evaluation criteria of appropriateness and relevance; efficiency; effectiveness; connectedness and sustainability; coverage; and coordination and coherence. It will also include a light examination of impact. Under each criterion, specific evaluation questions have been drafted for the emergency context. As the emergency response is ongoing the questions need to be both looking back and what is actually happening now. The evaluation questions are as follows:

Relevance/appropriateness (were and are we doing the right thing?)

􀀹How were/are the needs assessment carried out and were/are decisions on how to respond based on the findings?

􀀹To what extent were/are partners working with affected communities involved in the needs assessment, design, and implementation of the response?

􀀹 How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Efficiency (were/are we using funds appropriately?)

􀀹 Could funds have been/be used more efficiently?

􀀹 Were/are financial guidelines and systems established, understood and used in this programme? Who was/should be responsible for financial management for the programme?

How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Effectiveness (are we achieving what we planned?)

􀀹 Could or should the response to the emergency have happened quicker? If so, what were the barriers to faster scale-up to the crisis?

􀀹 Were/are the country responses (likely to be) able to meet their planned objectives on time? Why or why not?

􀀹What were/are the country responses main successes and challenges in implementation to date? How can these challenges be addressed?

􀀹Was/is the CAFOD staffing structure and capacity (including surge capacity support) sufficient for effective implementation?

􀀹 How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Connectedness and sustainability (does the response link to longer term programmes?)

􀀹 How is CAFOD supporting partners to respond (our added value)?

􀀹Has/is the drought crisis been/being communicated effectively with others in the organisation and through them to supporters? If not, why not?

How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Coverage (who and how many people are we reaching?)

􀀹Were/is the targeting criteria and methodology appropriate (community level and household / individual level)?

􀀹 Was/is any conflict sensitivity analysis conducted in the design phase of the programme? If so, did this change the design of the programme?

􀀹 How was/is the response incorporating focus on vulnerable groups?

􀀹 Were/are issues of beneficiary accountability incorporated into our plans with partners?

􀀹 How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Coordination/coherence (how are we working with others?)

􀀹How effective has CAFOD been to date in coordinating its response with UN, INGOs, CI partners and local implementing partners and what could be improved now?

􀀹How did the availability of emergency funding from various sources (initially only funding source available for response was from GEB, then CAFOD launched appeal, followed shortly by DEC, and finally Caritas Australia, AusAid funding) affect the speed of response?

􀀹 How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

Impact (is what we are doing likely to be making a difference?)

􀀹To what extent is the intervention likely to improve the condition of affected communities? If not, what needs to change?

􀀹 How well did/do CAFOD management structures and systems (Ways of Working in Humanitarian Context and Programme Cycle Management) support the above?

**4. Presentation and documentation of findings and recommendations**

The consultant will debrief with Humanitarian and International Programme Department Management responsible for the response through a presentation meeting in London, (with regional management staff linked in via skype). The relevant managers will debrief with the country based staff.

Two draft reports should be completed, a short summary report (no more than 6 pages) outlining key finding to be made widely available to CAFOD staff and partners; and a more in-depth report (not exceeding 15-20 pages plus some short annexes containing the Terms of Reference and a timeline of the response), for Humanitarian and International Programme Department Management and staff directly engaged in the response.

Both reports will be signed off by the Head of Humanitarian Programmes – Africa and the Horn and East Africa Regional Manager, after consultation with the International Emergency Group and the summary disseminated through CAFOD Connect and fuller report through relevant management lines. The country response programme offices and partner agencies will be responsible for taking forward the action points and recommendations relevant to them.

**5. Ownership, resourcing and timing**

The Head of Humanitarian Programmes – Africa is the RTE commissioning manager, and the final report will be approved by the Head of Humanitarian Programmes and the Horn and East Africa Regional Manager. The evaluation consultant will be accountable to the commissioning manager. The commissioning manager will arrange for in‐region staff (CAFOD and/or partner) to participate in the RTE.

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| The following timeline will be followed: |  |
| Draft RTE shared by commissioning manager to relevant CAFOD staff for comment  | November 9, 2011 for feedback by November 14th 2011.  |
| Terms of reference agreed by Commissioning Manager and consultant  | November 16th  |
| Analysis of documentation provided and data collection with staff and key partners | November 15th-16th; November 21st -23rd, November 28th-30th |
| Data analysis and preparation for the Day of Reflection  | December 5th-7th; 12-13th December |
| Feedback meeting and draft report submitted | December 14th  |
| Final reports submitted | December 21st |
| Management response and action point follow-up | By 15th January 2012 |

Those to be interviewed (in no particular order):

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|  | Name | Position | email address | Role played | Based in: |
| 1 | Matthew Carter | Head Humanitarian Department | mcarter@cafod.org.uk | Lead IEG | London |
| 2 | Peter McGeachie | Regional Manager – Horn and East Africa | pmcgeachie@cafod.or.ke | Co-lead EMT | Nairobi |
|  3 | Jennifer Binns | International Human Resource Manager | jbinns@cafod.org.uk | International HR Manager | London |
| 4 | Nyika Musiyazwiriyo | Regional Emergency Coordinator – H&E Africa | nmusiyazwiriyo@cafod.or.ke | Overall Drought Programme Manager | Nairobi |
| 5 | Catherine Ogolla | Regional Programme Manager – East Africa | cogolla@cafod.or.ke | Member EMT | Nairobi |
| 6 | Vincent Bolt | Country Manager – South Sudan | vbolt@cafod.org.uk | Sudan Country Manager | Khartoum |
| 7 | Martina O’Donoghue | Livelihoods Programme Manager – Ethiopia | modonague@cst-together.org | Ethiopia Joint Office Humanitarian Manager | Addis Ababa |
| 8 | Cat Mahony | Programme Development and Funding Officer -- Humanitarian | cmahony@cafod.org.uk | Member EMT | London |
| 9 | Laura Donkin | Emergency Response Officer | ldonkin@cafod.org.uk | Somalia and Eritrea grants | London |
| 10 | David Kirimania and Telley  | Emergency Programme Manager – South Sudan | dkirimania@cafod.org.uk | Sudan element | Juba |
| 11 | James Steel | Finance Director, CAFOD | jsteel@cafod.org.uk | Financial Management | London |
| 12 | Joseph Chacko | Regional Emergency Coordinator – Southern Africa | jchacko@cafod.org.zw | Initial Drought Programme Manager | Harare |
| 13 | Nana Anto-Awuakye and Nick Harrop | Humanitarian Media and Communication Officers | Nanto-Awuakye@cafod.org.uk; nharrop@cafod.org.uk  | Specific on communication | London |
| 14 | Michelle Oakford and Chris Funnell | Support Relations Managers | moakford@cafod.org.uk; cfunnell@cafod.org.uk  | Specific on communication | London |
| 15 | Fergus Conmee | Head of Humanitarian Programme – Africa | fconmee@cafod.org.uk | Co-lead EMT | London |
| 16 | Joseph | Development Coordinator – Diocese of Marsabit | TBC (Tom Onyango to contact) | Partner  | Nairobi |
| 17 | Antony  | Development Coordinator – Kitui | TBC (Tom Onyango to contact) | Partner | Nairobi |
| 18 | Geoff O’Donoghue | International Director, CAFOD | godonoghue@cafod.org.uk | CLT | London |
| 19 | Partner from Ethiopia | AFD | TBC (Martina to advise) | Partner | ? |
| 20 | Partner from Ethiopia | ? | TBC (Martina to advise) | Partner | ? |
| 21 | Partner from South Sudan – James Mabo | Diocese of Tomboro Yambio | TBC (David to advise) | Partner | ? |
| 22 | Nairobi team group discussion (Tom, Carol, Caroline, George, Beth, Titus, Nelly, Agnes) |  | tonyango@cafod.or.ke (to invite others in office) | Emergency Response team in the initial phase in Nairobi | Nairobi |
| 23 | Chris Bain | Director, CAFOD | cbain@cafod.org.uk | Director | London |
| 24 | Dejene,Fikre | Humanitarian Officer, Addis | dejenef@cst-together.org;  | Ethiopia Emergency response | Addis |
| 25 | Discussion with Matthew Carter, Ruth Norval, Mike Noyes, Fergus Conmee | Humanitarian Management team | mnoyes@cafod.org.uk; rnorval@cafod.org.uk; astreet@cafod.org.uk | Humanitarian | London |