EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

FINAL, 16 SEPTEMBER 2013

TERMS OF REFERENCE - OPERATION EVALUATION

CHAD – PRRO 200289 – TARGETED FOOD ASSISTANCE FOR REFUGEES AND VULNERABLE PEOPLE AFFECTED BY MALNUTRITION AND RECURRENT FOOD CRISES

(2012 – 2013)

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Protracted Relief and Recovery Operation (PRRO) 200289 – Targeted food assistance for refugees and vulnerable people affected by malnutrition and recurrent food crises in Chad. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from November 2013 to May 2014. In line with WFP's outsourced approach for operations evaluations (OpEvs), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.

2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company's Evaluation Manager and Team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.

3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission 12 Operations Evaluations (OpEvs) in 2013; 24 in 2014 and up to 30 in 2015.

5. Operations to be evaluated are selected based on utility and risk criteria.[1] From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO), PRRO 200289 in Chad for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme design.

2.2. Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:

   - **Accountability –** The evaluation will assess and report on the performance and results of the operation. A management response to the evaluation recommendations will be prepared.
   - **Learning –** The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process.

[1] The utility criteria looked both at the timeliness of the evaluation given the operation's cycle and the coverage of recent/planned evaluations. The risk criteria was based on a classification and risk ranking of WFP COs taking into consideration a wide range of risk factors, including operational and external factors as well as COs' internal control self-assessments.

Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

Table 1: Preliminary stakeholders' analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) in Dakar	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2015. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various Ministries are partners in the design and implementation of WFP activities.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts.
NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

8. **Users.** The primary users of this evaluation will be:

- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
- Given RB's core functions of strategic guidance, programme support and oversight, the RB is also expected to use the evaluation findings as well as the office responsible for support to RBs under the Chief Operating Officer.
- OEV will use the evaluation findings to feed into an annual synthesis report of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. Internal and border conflicts in Chad have caused political instability and insecurity, hindering economic and social recovery between 2003 and 2009. The country is now considered in transition. Since 2009 Chad has been reaping peace dividends and the GDP per capita has evolved significantly from a low of $168 in 2000 to $918 in 2011. From 1960 to 2000, GDP per capita in Chad was roughly similar to Niger, but by 2011 the difference was substantial: $345 in Niger to $918 in Chad.

10. Chad is ranked 163rd out of 169 in the 2010 human development index, with more than 87 % of the rural population living below the poverty line. The population is highly vulnerable to shocks and exposed to high risks of food crises and disasters, with 44 % of rural households facing food insecurity. Acute and chronic malnutrition exceed the "critical" and "very high" thresholds in most regions. Nearly 350,000 people from the Sudan and the Central African Republic have taken refuge in Chad. No lasting solution for the refugees is in sight owing to the precarious political situation and security in their areas of origin.

11. WFP's PRRO in Chad aims at meeting the needs of refugees, vulnerable households, and people suffering from malnutrition due to recurrent crises in the Sahelian belt. PRRO 200289 consolidates in one operation a number of preceding operations including two emergency operations (one for the 2009/2010 drought in the western Sahelian belt and one to assist Sudanese refugees, displaced persons and host populations in the east); a PRRO to assist Central African refugees and host populations in the south; and part of the activities of the 2007-2011 Country Programme. Currently only a Development Project to support the education sector is implemented alongside PRRO 200289.

12. The PRRO 200289 project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking here[2]. The key characteristics of the operation are outlined in table two below, while table three summarizes the operation's specific objectives and corresponding activities. Annex one provides a map of the PRRO activities.

Table 2: Key characteristics of the operation

Approval	The operation was approved by the EB In November 2011.	
Duration	Initial: 2 years (1 January 2012 to 31 December 2013)	Revised: 3 years (until 31/12/2014. NB – extension in process)
Amendments	There have been 3 amendments (Budget Revisions BRs) to the initial operation and a fourth one is expected to be approved by the EB in November 2013. The revised data presented takes BR 4 into account. The various BRs resulted in either an increase or a decrease of the planned requirements depending on the assessed needs. In particular, BR 1 scaled up GFD and TSF, BR 3 increased the requirements by 158 million and BR 4 introduced cash and voucher as transfer modality, and extended the project through the end of 2014 in addition to realigning the operation's objective to the 2014 – 2017 WFP strategic plan.	
Planned beneficiaries	Initial: 1,65 million (2012) 1,63 million (2013)	Revised: 1,3 million (2014)
Planned food requirements	Initial: (in-kind) 237,543 mt of food (cash/vouchers) nil	Revised: (in-kind) 376,800 mt of food (cash vouchers) 11.5 million US$
US $ requirements	Initial: US$ 333 million	Revised: US$ 561 million (BR4)

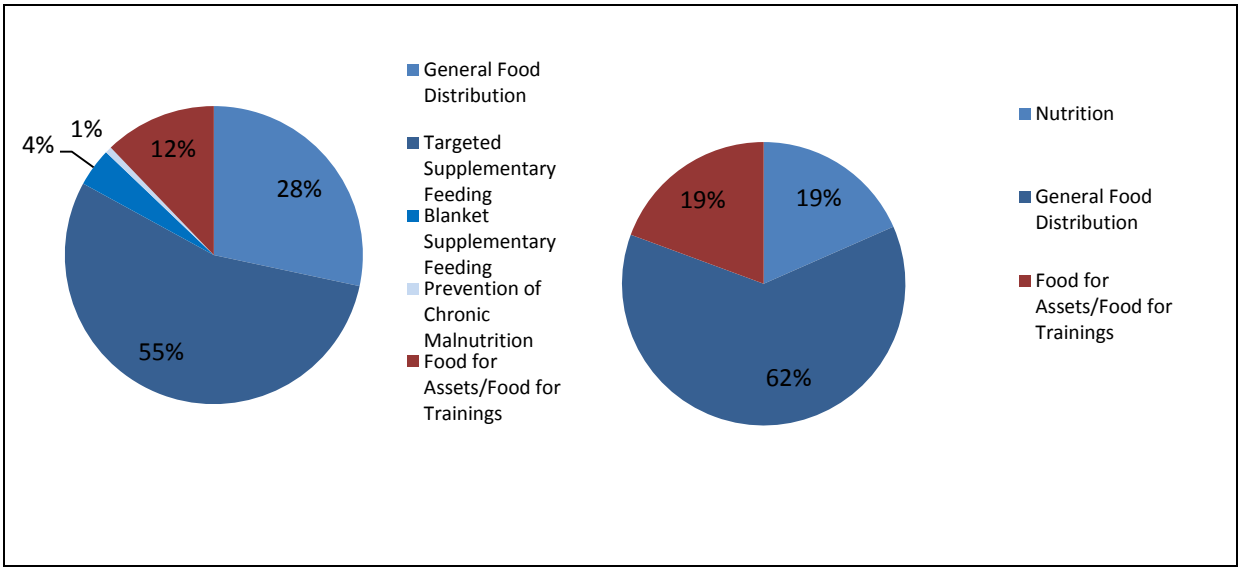
[2] From WFP.org – Countries – Chad – Operations or http://www.wfp.org/node/3425/3276/130547

Contribution level (by August 2013)	The operation received 77% (US$315.3 million) of the total US$ requirements. (*) Percentages based on pre-BR 4 requirement figures.		
Top five donors (by August 2013)	USA (44% of total donations); EC (9%); Canada (3%); UK, (2%); Japan (2%). (*) Percentages based on pre-BR 4 requirement figures.		
Main Partners	Government: National Commission for Assistance to refugees; Ministry of Health, Ministry of Agriculture.	UN: UNHCR, UNICEF, FAO	NGOs: 21 international NGOs; 28 local NGOs.

Table 3: Objectives and activities

	Corporate Strategic objectives ([3])	Operation specific objectives	Activities
MDG 1-4-5	Strategic Objective 1	Reduce the prevalence of acute malnutrition in children under 5 and pregnant and lactating women	• General Food Distribution • Targeted supplementary feeding • Prevention of chronic malnutrition
		Ensure adequate food consumption in households facing food insecurity and targeted refugees	
	Strategic Objective 2	Support the livelihoods of targeted communities in order to strengthen their resilience to shocks and weather shocks.	• Food for Assets/ Food for training
	Strategic Objective 3	Restore the livelihoods and food security of communities and households by promoting access to productive assets after conflict	• Food for Assets/ Food for training
	Strategic Objective 5	Strengthen the Government's capacity to reduce food insecurity by supporting activities related to early warning and response to food crises, and promoting local purchase	Capacity development to improve early warning systems, response to food and nutrition crises and local purchases.
Planned % of beneficiaries by activity		**% of planned total food requirement by activity**	

[3] BR 4 realigns the operation's objectives to the new corporate strategic objectives (See WFP 2014 – 2017 Strategic plan) thus contributing to: strategic objective one - Save Lives and Protect Livelihoods in Emergencies; strategic objective two - Support or Restore Food Security and Nutrition and Establish or Rebuild Livelihoods in Fragile Settings and following; strategic objective three - Reduce Risk and Enable People, Communities and Countries to Meet their Own Food and Nutrition Needs; and strategic objective four - Reduce Undernutrition and Break the Intergenerational Cycle of Hunger.



4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover PRRO 200289 including all activities and processes related to its formulation, implementation, resourcing, monitoring, and evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is mid-2011 until end 2013, which captures the time from the development of the operation until the start of the evaluation.

4.2. Evaluation Questions

14. The evaluation will address the following three questions:

Question 1: How appropriate is the operation? Areas for analysis will include the extent to which the objectives, targeting, choice of activities and of transfer modalities:

- Are appropriate to the needs of the food insecure population.
- Contribute to the realisation of the government objectives and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country, if relevant.
- Are coherent with WFP strategies, policies and normative guidance.

Question 2: What are the results of the operation? While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- the level of attainment of the planned outputs;
- the extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects;
- how different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country;
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

Question 3: Why and how has the operation produced the observed results? The evaluation should generate insights into the main internal and external factors that caused the observed changes and affected how results were achieved. The inquiry is likely to focus, amongst others, on:

- Internally: the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally: the external operating environment; the funding climate; external incentives and pressures; etc.

In addressing these questions, the team will pay particular attention to key issues of concern for the CO, including challenges in the management of the refugee caseload; the need to transform the food for asset / resilience component; the effectiveness of the prevention nutrition interventions; weaknesses in the programme for management of moderate acute malnutrition (MAM), and the planned expansion of the cash and voucher modality, which is expected to constitute up to 20% of the portfolio by the end of 2014.

4.3 Evaluability Assessment

15. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will notably critically assess data availability and take evaluability limitations into consideration in its choice of evaluation methods.

16. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, evaluations of the previous PRRO as well as internal reviews (E.g. a review of TSF is planned to take place shortly) as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.

17. For question two the operation has been designed in line with the corporate results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives. Also, the team will be able to rely on two past independent evaluations of past operations including a Country Portfolio Evaluation covering the period 2005-2010 and an impact evaluation of assistance to refugees from Central African Republic conducted in 2012, as well as regular Joint Assessment Mission reports covering assistance to refugees. Finally, the CO has conducted an internal review of its cash and voucher pilot.

18. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.

19. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.

20. Other evaluability challenges include a recent management turn-over as well as turnover in programme staff, which might create recall issues. Security concerns in parts of the country, which might limit site visits.

4.4. Methodology

21. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
- Use applicable standards (e.g. SPHERE standards);
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. In particular, the sampling technique to select field visit sites will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders, including the CO.
- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
- Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.5. Quality Assurance

22. OEV's Evaluation Quality Assurance System (EQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.

23. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP.

24. The evaluation company is ultimately responsible for the quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

25. OEV will also subject the evaluation report to an external post-hoc quality assurance review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards.

5. Phases and deliverables

26. Table four below highlights the main activities of the evaluation, which will unfold in five phases.

Table 4: Activities, deliverables and timeline by evaluation phase

Entity responsible	Activities	Key dates
PHASE 1 – PREPARATION		
OEV	Desk review, consultation and preparation of TOR	August
CO / RB	Stakeholders comments on TOR	1-13 Sep 2013
OEV	❖ **Final TOR**	**15 Sep 2013**
OEV	Evaluation company selection and contracting	1 Oct 2013
PHASE 2 – INCEPTION		

OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	5 – 12 Nov 2013
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	12 – 15 Nov 2013
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	15 – 30 Nov 2013
EM	Quality Assurance of the Inception Package	30 Nov 2013
EM	❖ **Final Inception Package**	**13 Dec 2013**
PHASE 3 – EVALUATION MISSION		
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	13 Dec – 6 Jan 2014
ET	Introductory briefing	6 Jan 2014
ET	Interviews with key internal and external stakeholders, project site visits, etc	6 - 24 Jan 2014
ET	Exit debriefing / workshop	24 Jan 2014
ET	❖ **Aide memoire**	**24 Jan 2014**
PHASE 4 – REPORTING		
ET	Evaluation Report drafting	27 Jan – 21 Feb
EM	Quality Assurance of draft Evaluation Report	21 – 28 Feb
EM	❖ **Draft Evaluation Report**	**7 March**
CO/RB/OEV	Stakeholders comments on Evaluation Report	7 – 21 March
EM	Comments matrix	24 – 28 March
ET	Revision of the Evaluation Report	28 March – 7 April
EM	❖ **Final Evaluation Report**	**10 April 2014**
EM	❖ **Evaluation brief**	**15 April 2014**
PHASE 5 – FOLLOW-UP		
CO/RB	Preparation of the Management Response	15 April - 1 May
CO/RB	❖ **Management Response**	**1 May**
OEV	Post-hoc Quality Assurance	TBD
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	Upon completion
OEV	Preparation of annual synthesis of operations evaluations.	June 2014

27. **Deliverables.** The evaluation company will be responsible for producing as per the timeline presented in table 4 above the following deliverables in line with the EQAS guidance and following the required templates:

- **Inception package (IP)** – This package focuses on methodological and planning aspects and will be considered the operational plan of the evaluation. It will present a preliminary analysis of the context and of the operation and present the evaluation methodology articulated around a deepened evaluability and stakeholders' analysis; an evaluation matrix; and the sampling technique and data collection tools. It will also present the division of tasks amongst team members as well as a detailed timeline for stakeholders' consultation.
- **Aide memoire** – This document (powerpoint presentation) will present the initial analysis from the data stemming from the desk review and evaluation mission and will support the exit-debriefing at the end of the evaluation phase. If discussions at the time of de-briefing lead to changes, the aide memoire will be modified and a copy left with the Country Office.

- **Evaluation report (ER)** – The evaluation report will present the findings, conclusions and recommendations of the evaluation. Findings should be evidence-based and relevant to the evaluation questions. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be provided on what changes can be made to enhance the achievements of objectives and take the current CO's direction of travel into consideration. Recommendations will be limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation.
- **Evaluation brief** – A two-page brief of the evaluation will summarise the evaluation report and serve to enhance dissemination of its main findings.

28. These deliverables will be drafted in French. The evaluation TOR, report, management response and brief will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal.

6. Organization of the Evaluation

6.1 Outsourced approach

29. Under the outsourced approach to OpEvs, the evaluation is commissioned by OEV but will be managed and conducted by an external evaluation company having a long-term agreement (LTA) with WFP for operations evaluation services.

30. The company will provide an evaluation manager (EM) and an independent evaluation team (ET) in line with the LTA. To ensure a rigorous review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

31. The company, the evaluation manager and the evaluation team members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the code of conduct of the profession.

32. Given the evaluation learning objective, the evaluation manager and team will promote a participatory evaluation process. Yet, to safeguard the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders if the evaluation team deems that their presence could bias the responses.

6.2 Evaluation Management

33. The evaluation will be managed by the company's Evaluation Manager for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote the participatory evaluation process.
- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.

- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of a 360 assessment of the evaluation.

6.3 Evaluation Conduct

34. The evaluation team will conduct the evaluation under the direction of the evaluation manager. The team will be hired by the company following agreement with OEV on its composition.

35. **Team composition.** The evaluation team is expected to include 3-4 members, including the team leader. It should be composed of women and men of mixed cultural backgrounds including nationals of the country or region. All team members should have Sahelian experience and be fluent in French. All evaluation products will be in French. The need for interpreters should be considered.

36. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in:

- Food security notably in relation to: livelihoods, resilience, safety nets, transition, and including familiarity with refugee feeding and the cash and vouchers modality.
- Nutrition (both treatment and prevention including experience in evaluation the effectiveness of specialised nutritious food products, e.g. plumpy doz.)
- Emergency preparedness.
- Capacity development and partnership.

37. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.

38. **The Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent French writing and presentation skills.

39. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team during the evaluation process; iii) leading the evaluation mission and representing the evaluation team in meetings with stakeholders; iv) drafting and revising, as required, the inception package, aide memoire and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of a 360 assessment of the evaluation.

40. **The team members** will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

41. Team members will: i) contribute to the design of the evaluation methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s) and v) provide feedback on the evaluation process as part of a 360 assessment of the evaluation.

7. Roles and Responsibilities of WFP Stakeholders

42. **The Country Office.** The CO management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter. David Bulman, head of Programme will be the CO focal point for this evaluation.
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field

visits and the exit briefing; provide logistic support during the fieldwork; and arrange for interpretation, if required.

- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the CO should participate in the evaluation team briefing and debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Comment on the TORs and the evaluation report.
- Prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of a 360 assessment of the evaluation.

43. **The Regional Bureau.** The RB management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter, as required. Aboubakar Koisha, regional M&E officer, will be the CO focal point for this evaluation.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the CO should participate in the evaluation team debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Provide comments on the TORs and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of a 360 assessment of the evaluation.

44. **Headquarters.** Some HQ divisions might, as relevant, be asked to discuss WFP strategies, policies or systems in their area of responsibility and to comment on the evaluation TOR and report. These include: Operations Department (OM), Policy and Programme Innovation Division (OSZ), Emergency Preparedness and Response (OMEP), Procurement Division (OSP), Logistics Division (OSL), Government Partnership Division (PGG).

45. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Claire Conan, senior Evaluation Officer is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance and quality checklists as well as orient the evaluation manager on WFP policies, strategies, processes and systems as they relate to the operation being evaluated.
- Comment on, and approve, the evaluation report.
- Submit the evaluation report to an external post-hoc quality assurance process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report (together with its quality assessment) on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration as well as in other lessons-learning platforms, as relevant.
- Conduct a 360 assessment (based on an e-survey) to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

8. Communication and budget

8.1. Communication

46. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 43 describes how findings will be disseminated.

47. To enhance the learning from this evaluation, the evaluation manager and team will also emphasize transparent and open communication with WFP stakeholders. Regular teleconferences and one-on-one telephone conversations between the evaluation manager, team and country office focal point will assist in discussing any arising issues and ensuring a participatory process.

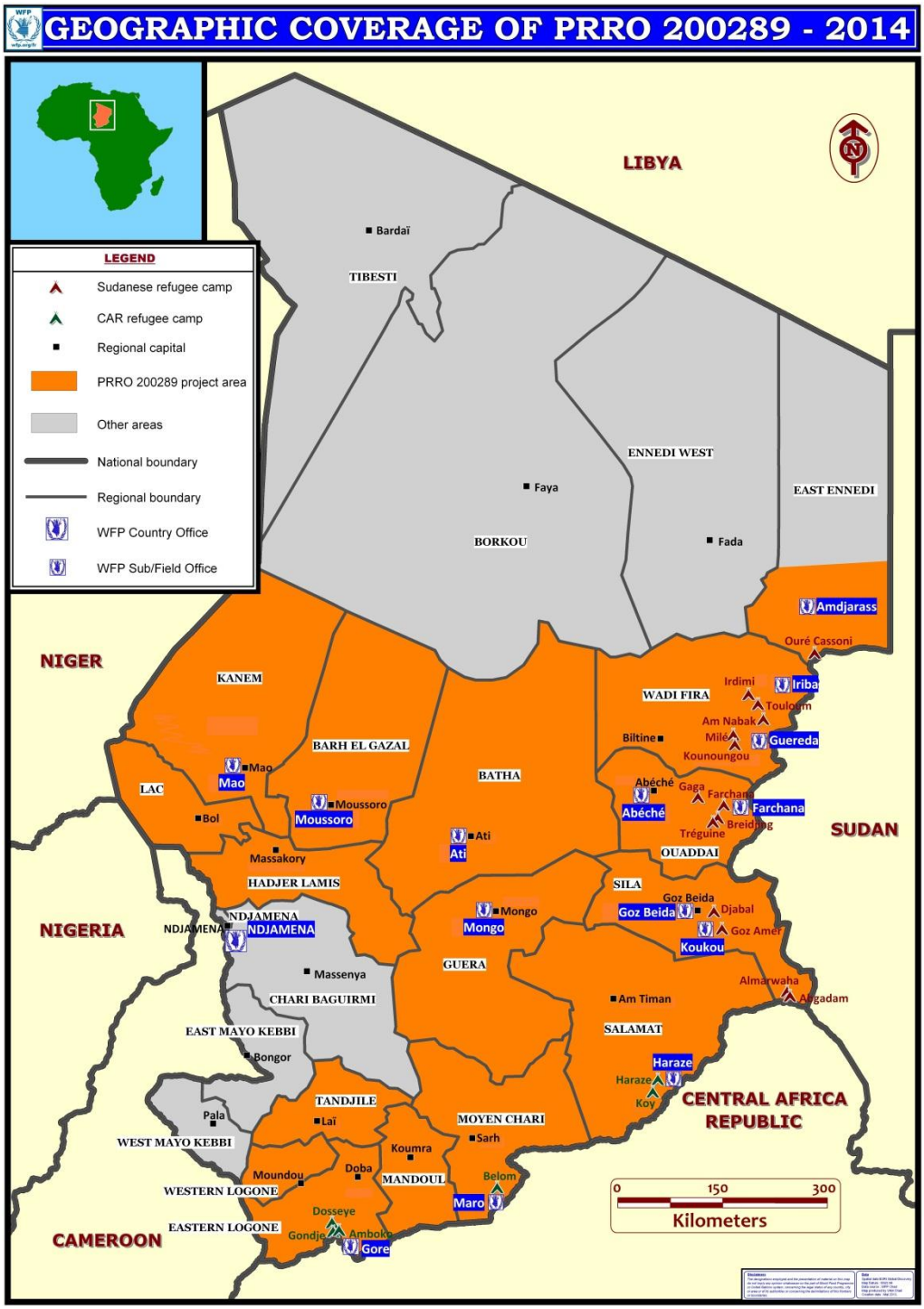
8.2. Budget

48. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO, if applicable, will be established by the WFP Budget & Programming Division (RMB). The total cost of the evaluation will be included in the final TORs

49. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will use the management fee corresponding to a large operation.

Please send queries to Claire Conan, OEV at Claire.conan@wfp.org, 00 30 06 65 13 34 80.

Annex 1 - Map of the operation



Acronyms

BR	Budget Revision
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CO	Country Office (WFP)
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation Manager
ER	Evaluation Report
ET	Evaluation Team
GFD	General Food Distribution
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
NGO	Non-Governmental Organisation
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme