



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

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TERMS OF REFERENCE OPERATION EVALUATION CAMBODIA COUNTRY PROGRAMME 200202 (2011-2016)

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1. Introduction

1. These Terms of Reference (TOR) are for the mid-term evaluation of the Cambodia Country Programme 200202 (2011-2016). 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) country programme (CP) 200202 covering the period 2011-2016 for an independent mid-term evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and design.

2.2. Objectives

6. This evaluation serves the triple 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.

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.

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. 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 Bangkok	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. The Government is also a major donor to WFP through its multi-year in-kind contribution.
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. Various agencies are also direct partners of WFP at policy and activity level.
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.
Development/Financial Organizations	Other development organizations such as the World Bank and the Asian Development Bank support related programmes and have an interest in learning from the evaluation findings in order to build research/evidence.
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.
Private sector	WFP's cash-based food assistance activities have been implemented in

	conjunction with the private sector, specifically the microfinance institutions (MFI) such as the Angkor Mikroheranhvatho Kampuchea (AMK) The results of the evaluation might affect future implementation modalities and partnerships.
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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. Cambodia has achieved impressive economic growth since the mid-1990s and made solid progress in reducing national poverty. GDP growth was at 7.2 percent in 2012 and economic growth projections for 2013 and 2014 are optimistic; agricultural productivity is increasing and the food security policy platform is dynamic, with social protection a high national priority. The Government has initiated a request to the UNSG to graduate to the middle-income country (MIC) status, which could take some 6 years, until 2020, to be recognized.
10. Despite this progress, Cambodia remains one of the poorest countries in Asia and is ranked 138 out of 187 countries on the 2012 UNDP Human Development Index. The Government's estimate of the poverty rate in 2011 is 19.8 percent. According to the 2009 Cambodia Socio-Economic Survey (CSES), 4.2 percent of the population lived below the food poverty line, 5.1 percent in rural areas. Cambodia remains one of the worst-ranking Asian countries on the International Food Policy Research Institute's hunger index (2nd in 2007; 4th in 2009) with the current level of hunger classified as being at a serious level. 80 percent of the population lives in rural areas, where access to basic social services is seriously inadequate.
11. Lack of access to food and poor dietary diversification contribute to serious levels of malnutrition and micronutrient deficiencies. According to secondary analysis of the 2009 CSES, one third of Cambodians are undernourished. The 2010 Cambodia Demographic Health Survey (CDHS) found that undernutrition rates have stagnated or deteriorated, with nearly 40 percent of children under 5 stunted, 28 percent underweight, and nearly 11 percent wasted. One out of five women is underweight. Micronutrient deficiencies are a public health concern, with the prevalence of anaemia among children under 5 at 55 percent, and at 44 percent among women aged 15 to 49 years old. Three out of four children aged 6-23 months do not have access to timely, appropriate, nutritionally adequate and safe complementary food (the minimum standards for infant and young child feeding practices).
12. As a result of high fertility and the population boom in the 1990s, the population is very young. This rapid increase has triggered new patterns of crises, including increased competition for employment and land. Families with low educational achievement have the highest prevalence of malnutrition and unemployment and the lowest incomes. A generally weak public health system and rising health costs are pressing concerns. The TB rate is high, while the HIV rate is comparatively low but high for the region. Governance remains weak with issues of civil rights, democratic space and corruption, topping agendas for many donors and development partners.
13. In support of government efforts to tackle food security challenges and in line with the United Nations Development Assistance Framework (UNDAF) for Cambodia, WFP has launched a country programme, covering the period (2011-2016) and originally targeting 2.8 million

beneficiaries through food-based social safety nets in the sectors of education, nutrition, and productive assets/livelihoods support, whereby WFP aims to make three major transitions during the course of the country programme: from recovery to development; from food aid to food assistance; and from implementing to becoming an enabler of longer-term, nationally owned food-security solutions. The objectives of the country programme are to: i) improve the food and nutrition security of the most vulnerable households and communities in ways that build longer-term social capital and physical assets; and ii) build models and strengthen capacities that promote the development of sustainable national food security systems.

14. The 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:

Table 2: Key characteristics of the operation

Approval	The operation was approved by the Executive Board in June 2011	
Duration	5 years (01 July 2011 to 30 June 2016)	
Amendments	<p>There have been 4 amendments to the initial project document:</p> <p>BR1 (September 2011): Increase direct support costs (DSC) by US\$2.3 million.</p> <p>BR2 (February 2012): Increased DSC requirements to cover additional staffing and operational costs, resulting in a total increase of WFP costs by US\$1.9 million.</p> <p>BR3 (November 2012): Introduced a cash pilot under the Productive Assets and Livelihoods Support (PALS) component for a total value of US\$1.1 million (beneficiaries originally expected to receive in-kind food will receive cash/voucher transfers).</p> <p>BR4 (April 2013): Increased DSC requirements by US\$2.6 million to cover additional staffing and operational costs.</p>	
Planned beneficiaries	<u>Initial:</u> 2,836,380	<u>Revised:</u> N/A
Planned food requirements	<u>Initial:</u> In-kind food: 137,586 mt Cash and vouchers: US\$2.9 million	<u>Revised:</u> In-kind food: 135,392 mt Cash and vouchers: US\$4 million

² From WFP.org – Countries – Cambodia – Operations or <http://www.wfp.org/node/3418/4484/32604>

Planned beneficiaries by component (as per original document)		Planned food requirements by component (as per original document)	
<p>■ Component 1 - Education</p> <p>■ Component 2 - Nutrition</p> <p>■ Component 3 - Productive assets and livelihood support</p>		<p>■ Component 1 - Education</p> <p>■ Component 2 - Nutrition</p> <p>■ Component 3 - Productive assets and livelihood support</p>	
Main Partners	<u>Government:</u> Ministry of Education, Youth and Sport (MoEYS) Ministry of Health (MoH) Ministry of Rural Development (MRD) National Committee for Sub-National Democratic Development (NCDD) and Sub-national Administration (incl. Commune Councils and Districts) Council for Agricultural and Rural Development (CARD) National Committee for Disaster Management (NCDM)	<u>UN:</u> UNAIDS UNICEF WHO <u>IFIs:</u> World Bank	<u>NGOs:</u> International: 8 National: 7
US\$ requirements	<u>Initial:</u> US\$131.9 million		<u>Revised:</u> US\$141.9 million
Contribution level (by July 2013)	The operation received US\$56.7 million i.e. 40% of the total US\$ requirements.		
Top five donors (by June 2013)	USA (28% of total donations); Multilateral (26%); Cambodia (11%); Australia (10%), and Canada (7%)		

15. Table three below summarizes the operation's specific objectives and corresponding activities:

Table 3: Objectives and activities

	Corporate Strategic objectives*	Operation specific objectives	Activities
MDG 1,2,3,4,5,6, and 7 Outcomes 1, 2 and 5 of the United Nations Development Assistance Framework (UNDAF) 2011–2015	Strategic Objective 2	Hazard risk reduced at community level in targeted communities	<ul style="list-style-type: none"> Combination of food for assets (FFA) and targeted vulnerable group feeding (VGF)
		Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger	
		Early warning systems, contingency plans, food security monitoring systems in place and enhanced with WFP capacity development support	
	Strategic Objective 4	Increase access to education and human capital development in assisted schools	<ul style="list-style-type: none"> School feeding
		Decrease in school drop-out in assisted schools	
		Increase right-age enrolment in assisted schools	
		Improved nutritional status of targeted women, girls and boys	<ul style="list-style-type: none"> Preventive supplementary feeding and MCHN (Mother Child Health and Nutrition)
		Adequate food consumption over assistance period for targeted households	
	Strategic Objective 5	Broader national policy frameworks incorporated hunger solutions	<ul style="list-style-type: none"> Capacity development activities
		Delivery models nationally owned with WFP capacity development support	

* The CO will realign the logframe with the new Strategic Plan (2014-2018) and new Strategic Results Framework. However, given that this evaluation will cover the period 2010-2013, reference is made to the Strategic Plan (2008-2013).

4. Evaluation Approach

4.1. Scope

16. **Scope.** The evaluation will cover CP 200202 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. As such, the period covered by this evaluation spans from the CP formulation (2010) until December 2013 when the evaluation will start. The evaluation should cover the three CP components (Education, Nutrition and Livelihood support). The education component represents about 70 percent of the resources and should receive particular attention. Capacity development, sustainability and hand-over strategies, food security analysis, advocacy and policy engagement (especially in social protection), and emergency preparedness and response are cross-cutting themes for all components.

4.2. Evaluation Questions

17. 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.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners.
- 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 in the country, including the emergency operation 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; how effective are the country programme handover strategies, especially for the Education component?

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 (factors within WFP's control): 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. In particular, the evaluation should look at the influence of the EMOP on the performance of the CP interventions.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

Throughout the evaluation and in making recommendations, the team should make forward considerations to inform project design of a future country programme giving due consideration to the particular context of Cambodia, transitioning to become a middle income country (MIC). In that context, WFP is expected to transition towards a technical assistance and/or policy advocacy role to assist the Government in addressing food security and nutrition priorities. Hence, the CO would benefit from recommendations on how best it can position itself to shift “from implementing to becoming an enabler of long-term, nationally owned food security and nutrition solutions” and provide support to the Government to play the main executing role in the future.

4.3 Evaluability Assessment

18. 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.
19. 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 or reviews of ongoing and past operations³ 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.
20. For question two the operation has been designed in line with the corporate strategic 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.
21. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for some of the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.
22. 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.
23. Other evaluability challenges include staff rotation and language issues: Khmer translators will be required.

4.4. Methodology

24. 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.

³ An impact evaluation of the school feeding programme was undertaken in 2010. See “Summary Report of the Impact Evaluation of School Feeding in Cambodia” (WFP/EB.1/2011/6-B). In addition, a mid-term evaluation of the mother-and-child health and nutrition (MCHN) programme was carried out in 2010 as well as an endline survey (2011). A comparative impact evaluation of food versus cash scholarships was undertaken, led by the World Bank in 2011-12. A final report is expected by end 2013/beginning 2014. WFP CO undertook various reviews of its cash-based programmes. Additional reviews include: market assessment (2010); general nutrition engagement strategy reviews (2011 and 2013); nutrition reviews on CMAM programme (2011 review; 2013 internal report and case study); reviews of Financial Service Providers/FSPs (micro-assessment; 2012 and 2013); assessment of cash-based Vulnerable Group Feeding programme under the EMOP assessment (2012); SO5 strategy review (2012); M&E review (2012); a cost-efficiency analysis of food versus cash scholarships delivery (2013); PALS pilot review (2013) including a specific gender and protection assessment.

- 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

25. 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.
26. 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.
27. 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.
28. 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

29. 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	15 Sept- 1 Oct. 2013
CO / RB	Stakeholders comments on TOR	2-11 Oct. 2013
OEV	❖ Final TOR	7 Nov 2013
OEV	Evaluation company selection and contracting	07-27 Nov. 2013
PHASE 2 – INCEPTION		
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	28 Nov-4 Dec 2013
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	5-12 Dec 2013
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	13 Dec 2013-06 Jan 2014

EM	Quality Assurance of the Inception Package	07-15 Jan 2014
EM	❖ Final Inception Package	17 Jan 2014
	PHASE 3 – EVALUATION MISSION	
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	20 Jan-10 Feb 2014
ET	Introductory briefing	17 Feb 2014
ET	Interviews with key internal and external stakeholders, project site visits, etc	17 Feb-10 Mar 2014
ET	Exit debriefing / workshop	10 March 2014
ET	❖ Aide memoire	10 March 2014
	PHASE 4 – REPORTING	
ET	Evaluation Report drafting	10 Mar-14 April 2014
EM	Quality Assurance of draft Evaluation Report	15-22 Apr 2014
EM	❖ Draft Evaluation Report	23 April 2014
CO/RB/OEV	Stakeholders comments on Evaluation Report	23 Apr-7 May 2014
EM	Comments matrix	7-9 May 2014
ET	Revision of the Evaluation Report	12-24 May 2014
EM	❖ Final Evaluation Report	26 May 2014
EM	❖ Evaluation brief	30 May 2014
	PHASE 5 – FOLLOW-UP	
RB	Coordination of the preparation of the Management Response	02-15 June 2014
	❖ Management Response	16 June 2014
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

30. **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.
- **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. 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.

31. These deliverables will be drafted in English.

32. 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

33. 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.

34. 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.

35. 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](#).

36. Given the evaluation learning objective, the evaluation manager and team will promote stakeholders' participation throughout the 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

37. 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 stakeholders' participation throughout the 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

38. 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.

39. **Team composition.** The evaluation team is expected to include 3 members, including the team leader, a second international evaluator and a national evaluator. It should include women and men of mixed cultural backgrounds and Cambodian national(s).

40. The estimated number of days is expected to be in the range of 40-50 for the team leader and 30-40 for the evaluators.

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

- Education
- Nutrition
- Livelihoods/rural development
- Cross-cutting themes: Food security, social protection, capacity development and choice of transfer modality (cash versus food).

42. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region as well as with transitioning middle-income countries.

43. All team members should be fluent in English. The need for interpreters should be considered.

44. **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 English writing and presentation skills.

45. 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.

46. **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.

47. 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

48. **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. Edith Heines, Deputy Country Director 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.

49. 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. Yukako Sato, Regional M&E Adviser will be the RB focal point for this evaluation. Samir Wanmali, Senior Regional Programme Adviser will be involved at key milestones.
- 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 RB 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.

50. 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 (OS), Policy, Programme and Innovation Division (OSZ), Emergency Preparedness (OME), Procurement Division (OSP), Logistics Division (OSL), Government Partnerships Division (PGG).

51. The Office of Evaluation. OEV is responsible for commissioning the evaluation and Julie Thoulouzan, 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

52. 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 51 describes how findings will be disseminated.

53. 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

54. **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).

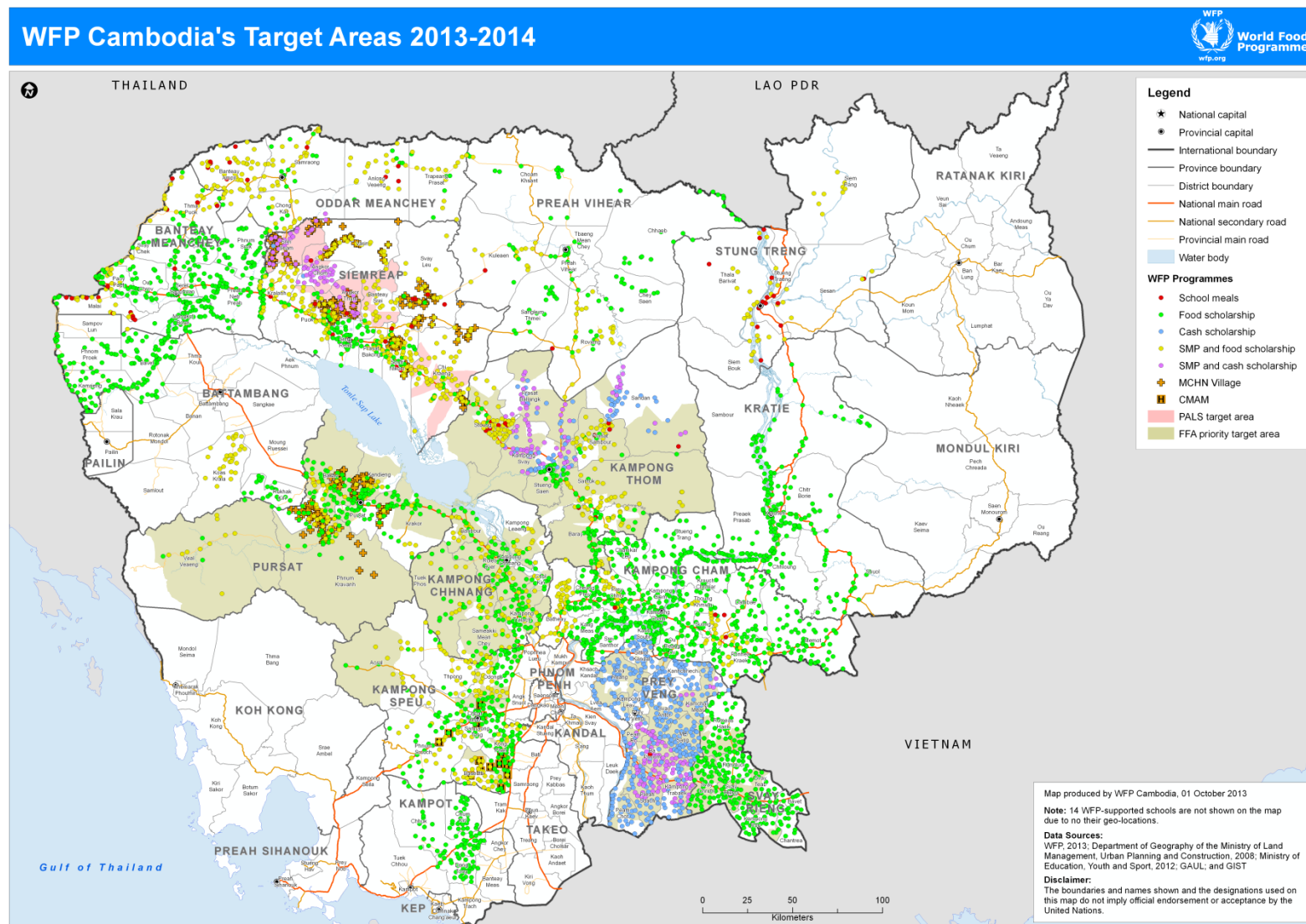
55. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will use the management fee corresponding to a medium operation and take into account the planned number of days per function noted in section 6.3. Internal flight travel should also be budgeted for (at US\$200 each).

Please send queries to Julie Thoulouzan, Evaluation Officer:

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Annex 1: Map



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
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