



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 21/02/2014]

TERMS OF REFERENCE OPERATION EVALUATION MALAWI COUNTRY PROGRAMME 200287 (2012-2016)

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1. Introduction

1. These Terms of Reference (TOR) are for the mid-term evaluation of Malawi Country Programme 200287 (2012-2016). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from March to July 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) the Malawi Country Programme (CP 200287) for an independent evaluation. In particular, the mid-term 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 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 Johannesburg	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, including the Ministry of Agriculture and Food Security, the Ministry of Education, Science and Technology and the Ministry of Health are partners in the design and implementation of WFP activities (see table 2 for more details).
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 (see table 2 for more details).
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. (see table 2 for more details).
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. (see table 2 for more details).

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. Malawi is a low-income country and ranks 170 out of 187 countries in the 2013 UNDP Human Development Index. Over 40 percent of the populations live on less than US\$1 per day (2010 Government of Malawi MDG Report). Malawi faces a number of challenges, including chronic food insecurity among poor and vulnerable households; recurrent natural disasters such as drought and floods; high cost of living; high prevalence of chronic malnutrition and widespread micronutrient deficiencies; high rates of dropping out, repetition and absenteeism among primary school children from food-insecure households; and low income for smallholder farmers due to poor agricultural market structures and policies. Since 1990, Malawi has been hosting refugees, mainly from Burundi, the Democratic Republic of Congo, Ethiopia and Rwanda.
10. WFP has been present in Malawi since 1965. Between January 2008 and March 2013, WFP has implemented a protracted relief and recovery operation (PRRO 105860) “Assistance to Food-Insecure People Suffering from the Effects of Natural Disasters and HIV/AIDS”, complemented by a development project 105810 “Support to Education” which covered the period 2008-2011.
11. CP 200287 was launched in 2012 for a five-year period in line with the new United Nations Development Framework. The objective of CP 200287 is to support the development of sustained food and nutrition security programmes; it supports pre-school and primary-school children through on-site meals, provides nutrition interventions for children under 5, pregnant and lactating women and tuberculosis (TB) patients, and builds the resilience of chronically food-insecure households through food for assets. In 2014, WFP also implements an emergency operation (EMOP 200608) targeting 2 million persons affected by natural disasters and a (PRRO 200460) targeting 18,600 refugees. Under the Purchase-for-Progress (P4P) pilot initiative, Malawi CO has been using its purchasing power (under its ongoing operations including the CP) to facilitate increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for participating low income smallholder farmers.
12. 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

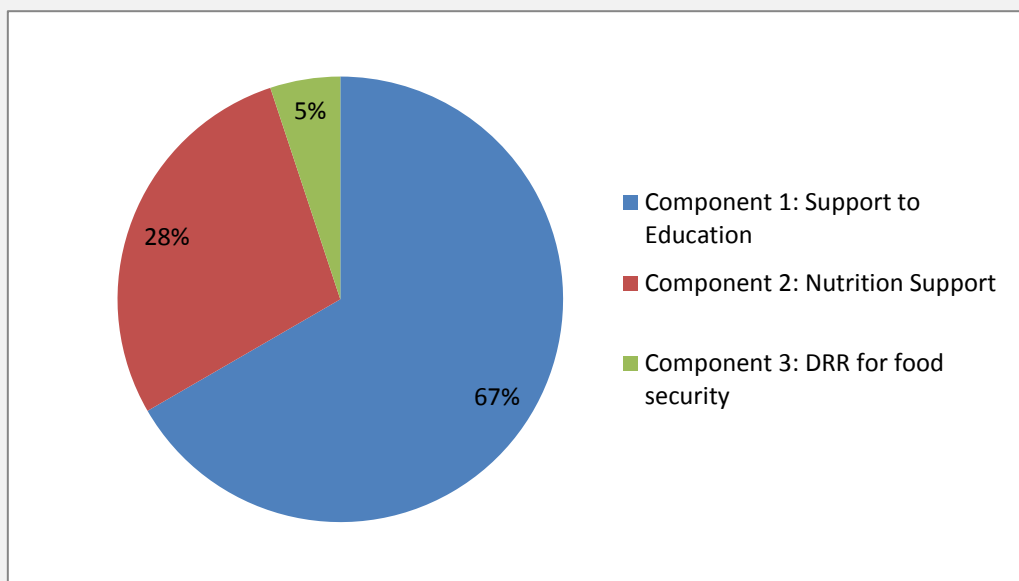
Approval	The operation was approved by the Executive Board in February 2012	
Duration	Initial: 5 years (2012-2016)	Revised: N/A
Amendments	There has been one amendment to the initial project document. BR 1 was approved in November 2013 to increase the external transport costs and reduce the landside, transport, storage and handling (LTSH) cots. It resulted in an overall budget increase of US\$ 679,622.	
Planned beneficiaries	Initial: 1,926,400	Revised: N/A
Planned food requirements	Initial: In-kind food: 122,948 mt of food.	Revised: In-kind food: N/A

² From WFP.org – Countries - Malawi – Operations.

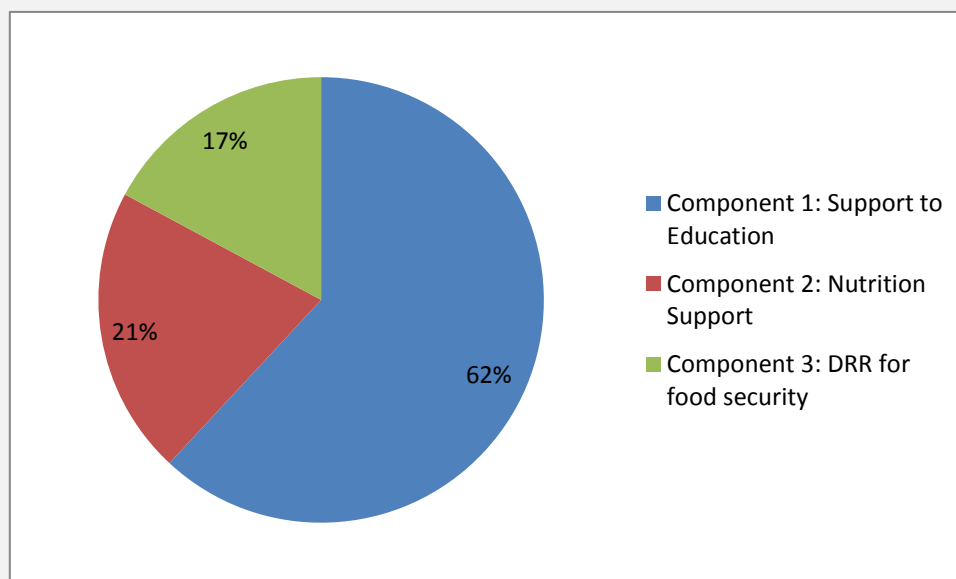
Cash and vouchers: -

Cash and vouchers: N/A

Planned % of beneficiaries by component



Planned % of food requirements by component



Main Partners

Government:
 Department of Disaster Management Affairs, Ministry of Agriculture and Food Security, Ministry of Education, Science and Technology, Ministry of Gender, Children and Community Development, Ministry of Health.

United Nations agencies:
 FAO, UNDP, UNICEF, WHO

NGOs:
 International NGOs: 2 (Concern Worldwide, Valid International)
 National NGOs: 3 (Development Aid from People to People, Malawi Lake Basin, Mary Meals)

US\$ requirements

Initial: US\$109.9 million

Revised: US\$110.6 million

Contribution level (by 2 Feb 2014)	The operation received US\$47.1 million i.e. 43% of the total project requirements.
Top five donors (by 2 Feb 2014)	USA (28% of total contributions); UK (27%); Norway (16%); Canada (5%) and private donors (5%).

13. Table three below summarizes the operation’s specific objectives and corresponding activities:

Table 3: Objectives and activities

	Corporate Strategic objectives*	Operation specific objectives	Activities
MDGs 1, 2, 4, 5, 6, 7 UNDAF outcomes 1, 2, 3	Strategic Objective 4	Increased access to education and human capital development in assisted schools	<ul style="list-style-type: none"> School meals and take-home rations
		Improved nutritional status of women, boys, girls and men	<ul style="list-style-type: none"> Treatment of moderate acute malnutrition for children under 5, pregnant and lactating women and TB patients
		Improved success of TB treatment for targeted cases	<ul style="list-style-type: none"> Nutrition support to TB patients
	Strategic Objective 2	Reduced hazard risk at community level in target communities	<ul style="list-style-type: none"> Food for Assets
	Strategic Objective 5	Progress made towards nationally-owned hunger solutions	<ul style="list-style-type: none"> Capacity development

* The CO will realign the logframe with the new Strategic Plan (2014-2018) and new Strategic Results Framework for the year 2014. However, given that this evaluation will cover the period 2011-2013, reference is made to the Strategic Plan (2008-2013).

4. Evaluation Approach

4.1. Scope

- The evaluation will cover Malawi CP 200287 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is January 2011- March 2013, which captures the time from the development of the operation until the start of the evaluation.
- The context has changed since the CP was designed in 2011, with the Government and partners in Malawi and WFP corporately putting more focus on designing interventions that contribute to communities’ resilience-building. The evaluation should also closely look at handover and capacity development issues which cut across all three components of the CP.

16. The component 2 of the CP originally included both the treatment of acute malnutrition (wasting) and the prevention of chronic malnutrition (stunting). However, the stunting prevention activities have been removed from the CP to be implemented under a trust fund, which will be evaluated separately. Hence, the mid-term evaluation of the CP should not cover the implementation of the stunting prevention activity but rather look at its linkages with other CP interventions.
17. The CO has been one of the pilot countries under the Purchase-for-Progress (P4P) initiative. P4P aims to use WFP purchasing power in order to facilitate increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for low-income smallholder farmers. Given that this initiative, funded through a separate trust fund, is not part of the CP, evaluating the P4P pilot is not part of the scope of this evaluation. However, the evaluation will analyse the extent to which synergies have been sought between the P4P pilot and the various components of the CP and identify the resulting effects.³

4.2. Evaluation Questions

18. 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, including the distinct needs of women, men, boys and girls from different groups, as applicable.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country (EMOPs, PRRO, P4P pilot).
- 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 (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- the extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;
- how different activities/components 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 (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,

³ As part of the strategic evaluation of the P4P initiative, a field visit in Malawi is tentatively scheduled from 23 June to 4 July 2014.

capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.

- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures including recurrent natural disasters that have led to the launch of successive EMOPs that may have overshadowed the implementation of the CP; etc.

4.3 Evaluability Assessment

19. 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. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.
20. 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, a 2009 country portfolio evaluation, a 2011 appraisal mission 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.
21. 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.
22. 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.
23. Another evaluability challenge is linked to WFP's transition from Strategic Plan (2008-2013) to Strategic Plan (2014-2017) which resulted in the adoption of a new Strategic Results Framework and changes in some indicators. The evaluation will look retroactively to the 2011-2013 project implementation with reference to the Strategic Result Framework (2008-2013). However, by the time the evaluation mission will take place, the operation's logframe, monitoring plan and data collection mechanisms will have been realigned to the new Strategic Result Framework (2014-2017).
24. 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.
25. Presidential elections are planned on 20 May 2014. The evaluation mission has been timed immediately after so that potential disruptions do not jeopardize the mission. However, the schedule may need to be revisited depending on the security situation.

4.4. Methodology

26. 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;
- ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.5. Quality Assurance

27. 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.
28. 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. OEV will also share an Orientation Guide on WFP and its operations, which provides an overview of the organization.
29. 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.
30. 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

31. 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	February/March
OEV	Desk review, consultation and preparation of TOR	01-10 Feb
CO / RB	Stakeholders comments on TOR	10-19 Feb
OEV	❖ Final TOR	24 Feb
OEV	Evaluation company selection and contracting	18 March
	PHASE 2 – INCEPTION	March/April
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	19-26 March
CO	Consolidation and sharing of operational documents	

EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	26 March-17 April
EM	Quality Assurance of the Inception Package	22-28 April
EM	❖ Final Inception Package	28 April
	PHASE 3 – EVALUATION MISSION	June
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	19 May-1 June
ET	Introductory briefing	2 June
ET	Interviews with key internal and external stakeholders, project site visits, etc	2-23 June
ET	Exit debriefing / workshop	23 June
ET	❖ Aide memoire	23 June
	PHASE 4 – REPORTING	July-August
ET	Evaluation Report drafting	24 June-24 July
EM	Quality Assurance of draft Evaluation Report	24-29 July
EM	❖ Draft Evaluation Report	29 July
CO/RB/OEV	Stakeholders comments on Evaluation Report	29 July- 12 August
EM	❖ Final Evaluation Report + comments matrix	12-31 August
	PHASE 5 – FOLLOW-UP	Varies
RB	Coordination of the preparation of the Management Response	
	❖ Management Response	
OEV	Post-hoc Quality Assurance	
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	
OEV	Preparation of annual synthesis of operations evaluations.	

32. **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.

33. These deliverables will be drafted in English.

34. The evaluation TOR, report and management response 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

35. 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.

36. 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.

37. 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](#).

38. 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

39. 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 an evaluation feedback e-survey.

6.3 Evaluation Conduct

40. 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.

41. **Team composition.** The evaluation team is expected to include 3 to 4 members, including the team leader and 2 to 3 national and international evaluators. It should include women and men of mixed cultural backgrounds and nationals of the country. Past WFP experience would be an asset.

42. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 for the evaluators.

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

- School feeding;
- Food security/ Agriculture;
- Nutrition (treatment of acute malnutrition);
- Food-for-Assets interventions in the context of resilience building;
- Institutional support and capacity development; and
- Gender expertise / good knowledge of gender issues.

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

45. The team members need to be fluent in English, both orally and in writing.

46. **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.

47. 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 an evaluation feedback e-survey.

48. **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.

49. 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 an evaluation feedback e-survey.

7. Roles and Responsibilities of WFP Stakeholders

50. **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. Elie Iyakaremye, 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 in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise two separate debriefings at the end of the field mission - an internal one (possibly done in the form of a workshop) and a subsequent one with partners.
- 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 an evaluation feedback e-survey.

51. **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. Silvia Biondi, Regional M&E Adviser will be the RB 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 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 an evaluation feedback e-survey.

52. **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).

53. **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 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 an evaluation feedback 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

54. 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 52 describes how findings will be disseminated.

55. 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

56. **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).

57. **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.
- Take into account the planned number of days per function noted in section 6.3.
- Not budget for domestic travel.

Please send queries to Please send queries to Julie Thoulouzan, Evaluation Officer:

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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