



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

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TERMS OF REFERENCE MID-TERM OPERATION EVALUATION LAOS – COUNTRY PROGRAMME – 200242 – (2012-2015) TABLE OF CONTENTS

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Country Programme (CP) 200242 2012-2015 in Laos. 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) CP200242 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions related to programme implementation during the remaining duration of the CP, as well as on future 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.

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) [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. WFP Laos is collaborating with the Ministry of Health (MoH); Ministry of Education and Sports (MoES); Ministry of Agriculture and Forestry (MoAF); Ministry of Natural Resources and Environment (MoNRE); Ministry of Labour and Social Welfare (MLSW); Lao Women's Union (LWU); Lao Youth Union (LYU); Lao Front for National Construction (LFNC) in this Country Programme.
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. WFP Laos mainly works with international NGOs as the number of national NGOs is limited. It is to note that international NGOs work under very strict conditions in Lao PDR, i.e. MOUs defining the geographic and thematic focus for their operations, within limited duration (1-2 years, based on actually confirmed funds). Guidelines for NGOs' operations in Lao PDR exist and are currently under

	review by the Government. The consultation workshop with the NGO community has not taken place but written comments from the NGOs were sent to the Government.
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 of the remaining CP duration and the design of a new programme (to start in January 2016)
- 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. The Government of the Lao People's Democratic Republic has set ambitious targets of transitioning into a middle-income country by 2020, while achieving the Millennium Development Goals by 2015. Although it has experienced strong economic growth over the past two decades, the country is not yet on track to meet the Millennium Development Goals' hunger target or to address more broadly undernutrition. Lao PDR continues to suffer from high levels of undernutrition. The national rate of stunting stands at 44 per cent, which is classified as 'critical' by WHO standards and represents the second highest prevalence in Southeast Asia. The national wasting rate stands at 6 per cent which is not alarmingly high, however due to the poverty level and lack of social safety nets, certain locations can become above the emergency level threshold of 15 per cent at specific times (i.e. periods of emergency or natural disasters).² The Government has recognized the importance of addressing undernutrition in order to achieve its development goals. National policies and frameworks offer the opportunity to take concerted action. WFP's country strategy (2011-2015) aims to support government efforts to reduce wasting, stunting and micronutrient deficiencies.

10. CP 200242 focuses on fighting undernutrition in Laos by addressing wasting, stunting and micronutrient deficiencies through five components, taking a life-cycle approach:

1. **Emergency Preparedness and Response:** In the context of increased natural disasters, in part attributable to climate change, Lao PDR will likely continue to face humanitarian emergency situations that can result in high risks of food security and wasting, especially among women and children. WFP Lao PDR therefore has the prevention and reduction of wasting as its first priority. The EPR programme aims to build the capacities of the Ministry of Natural Resources and Environment to enhance disaster risk reduction and disaster risk management (DRR-DRM). To support the government in this endeavour, WFP has adopted a two-tier approach: on the one hand, it provides institutional technical support, at central, provincial and district levels, that includes developing Standard Operating Procedures and

² Lao Social Indicators Survey – 2011/2012.

Preparedness Plans, establishing provincial level Early Warning Systems, as well as training and creating a pool of national EPR instructors. Through its humanitarian response, WFP also supports the local authorities and communities to do rapid needs assessments and beneficiaries targeting, taking into account gender and age specificities. On the other hand, WFP has budgeted for food and nutritional assistance for up to 35'000 people, in order to rapidly support the government of Lao PDR in case of a humanitarian emergency³.

2. **Mother and Child Health and Nutrition (MCHN):** Increased commitment to nutrition by the Government of Lao PDR, including approval of the National Nutrition Policy (NNP), the National Nutrition Strategy and the Plan of Action on Nutrition (NNS/NPAN), the establishment of the multi-sectoral National Nutrition Committee (NNC) and the country's involvement in the Scaling Up Nutrition (SUN) movement, have recently resulted in an enabling policy environment that opens up a window of opportunity for WFP to support the Ministry of Health (MOH) to achieve key results in nutrition by 2015 in the targeted provinces. The MCHN programme's objective is to prevent stunting in children under 2 years of age by focussing on the first 1000 days of life. Through the provision of a specialised nutrition products, WFP ensures that children get essential macro and micronutrients in the first 1000 days of their lives, when the impact is most significant. More specifically, Plumpy'doz is given to women to improve their nutritional status and that of their infant while pregnant or lactating. Additionally, through the provision of a rice incentive at the health facility, WFP enables women to access ante natal and post natal services allowing them to progress through a healthy pregnancy and give birth to healthy children.
3. **School Meals:** WFP is providing support to the Government to implement its School Meal's Programme (SMP) throughout the country, by providing pre-primary (ages 3-5) and primary (ages 6-10) school children with mid-morning snacks (MMS), as well as by providing take-home rations for Informal boarders⁴. Cooks prepare nutritious school meals prior to the start of each school day (CSB, oil, sugar) while the Village School Meal's Committee provides take home rations (rice) to informal boarder students. WFP also passes nutrition-related messages to improve students' knowledge and awareness of nutrition, health and hygiene practices. The overall aim of the WFP SM intervention in Lao PDR is three-fold: i) enhance enrolment and attendance in assisted schools; ii) reduce stunting among children ages 2 to 5 by meeting their immediate energy, vitamin and mineral requirements; and iii) create nutrition awareness among students, especially young girls, to enable students to access the knowledge and means to prevent stunting among their own children in the future (long-term impact). Simultaneously, WFP is working closely with the Ministry of Education and Sports (MOES) to strengthen its institutional and human capacities with a view to hand over the program in the few years to come.
4. **Livelihood Initiatives for Nutrition (LIN):** WFP's LIN programme targets adults and focuses on food security and rural development, including strengthening the communities' resilience capacity to external shocks. WFP is intervening with Food-/Cash-for-Assets (F/CFA) activities in food deficit areas, and Purchase for Progress (P4P) in food surplus

³ To a certain extent, and should funding be available forefront, this budgeting acts as an emergency response reserve; in case the humanitarian crisis is more severe, WFP would elaborate and implement an Emergency Operation (EMOP).

⁴ Informal boarders are students who live in unofficial dormitories at schools far from home.

areas. Through **F/CFA activities**, WFP provides food or cash in exchange of villagers' participation in creation of community-based productive assets and infrastructures. On the short and medium term, such assets will enable villagers to produce more, diversify their household diet with new vegetable crops or animal-source protein, and gain consistent access to markets and health services. Consequently, the expected outcome is an increase of their income and livelihood, including enhancing their social safety nets. WFP works with governmental structures and/or NGOs that have the technical know-how for building such assets and are already present in the targeted districts. The decision on whether to use the food or cash modality depends on the availability and access of food, including market prices, and the nutritional status of the targeted population. Alongside the assets creation activities, WFP provides community members with nutrition awareness education, in order to improve their understanding on the importance of good nutrition. Through its **P4P initiative**, WFP works to enhance productivity of smallholder farming and their access to market. WFP works directly with the farmers and local millers and supports them to enhance their organisational and technical capacities. While the immediate objectives are to improve productivity and enable smallholder farmers to access larger competitive markets, the overall objective of P4P is to improve smallholder farmers' livelihood and nutrition.

5. **Food Fortification and Marketing:** In its efforts to address micronutrient deficiencies in Lao PDR, WFP works closely with the Government and the private sector to fortify locally produced foods that are marketed across the country and used in WFP interventions. WFP supports the development and production of a cost-effective, locally fortified nutritive supplementary food to replace imported products such as Plumpy'doz. As a first step, WFP is supporting extensive research on which local product could be used. Accordingly, WFP will liaise and work with the private sector to create the value chain for such a product.

11. The country programme is in line with the Government's Seventh National Socio-Economic Development Plan (2011-2015) and the United Nations Development Assistance Framework (2012-2015), and supports the achievement of Millennium Development Goal 1 Eradicate extreme poverty and hunger. It responds to the recommendations of the 2009 country portfolio evaluation and contributes to WFP's Strategic Objective 2, 4 and 5.

12. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).⁵ The newly aligned logframe will be made available to the evaluation team (upon clearance which is currently ongoing). The key characteristics of the operation are outlined in table two below:

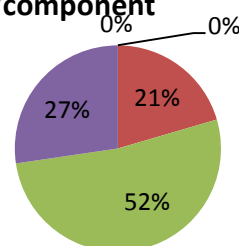
⁵ From WFP.org – Countries – Laos – Operations.

Table 2: Key characteristics of the operation

Approval	The operation was approved by the Executive Board in November 2011	
Duration	Initial: 4 year period (2012 – 2015)	Revised: N/A
Amendments	There have been four Budget Revisions to the initial project document to increase the LTSH rates, to change the DSC component, and to include emergency response modality.	
Planned beneficiaries	<u>Initial:</u> 751,000	<u>Revised:</u> 894,514
Planned food requirements	<u>Initial:</u> In-kind food: 37 140 mt of food commodities Cash and vouchers: 1.2 US\$ million	<u>Revised:</u> In-kind food: 41,827

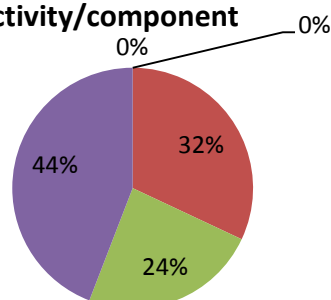
Planned % of beneficiaries by activity/component

- Emergency Preparedness and Response
- MCHN
- School Meals
- Livelihood Initiatives for Nutrition
- Food Fortification and Marketing



Planned % of food requirements by activity/component

- Emergency Preparedness and Response
- MCHN
- School Meals
- Livelihood Initiatives for Nutrition
- Food Fortification and Marketing



*The charts are based on numbers from the original project document and don't take into account the budget revisions. After Budget Revision no. 2, an Emergency Response component was added which includes an additional 144'000 beneficiaries (16% of total beneficiaries) and 4'687 MT food requirement (11.2% of total food requirement).

Main Partners	<u>Government:</u> Ministry of Health; Ministry of Education	<u>United Nations agencies:</u>	<u>NGOs:</u> World Vision,
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	and Sports; Ministry of Agriculture and Forestry; Ministry of Natural Resources and Environment; Ministry of Labour and Social Welfare; Lao Women’s Union; Lao Youth Union; Lao Front for National Construction	UNICEF, IFAD, FAO	Save the Children Intl, National Red Cross, Oxfam, CARE, Plan International, ADRA, Norwegian Church Aid
US \$ requirements	<u>Initial:</u> 68.9 million	<u>Revised:</u> 76.8 million	
Contribution level (by 26.12.2013)	The operation received US\$ 32,638,607; i.e. 42.5% of the total project requirements.		
Top five donors (by 26.12.2013)	Australia (16.5% of total contributions); U.S.A (9.5%); Luxembourg (4.1%); Private Donors (1.6%) and Japan (1.3%).		

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
The country programme is in line with the Government's Seventh National Socio-Economic Development Plan (20112015) and the United Nations Development Assistance Framework (20122015), and supports the achievement of Millennium Development Goal 1 Eradicate extreme poverty and hunger.	Strategic Objective 2	Component 1: Early warning systems, contingency plans and food security monitoring systems are in place and enhanced with WFP capacity development support	- Capacity development of the Government in disaster preparedness and response
	Strategic Objective 4	Component 2 and 3: Improved nutritional status of target groups of women, girls and boys	- Provision of Plumpy'doz for children 6-23 months at the village level
		Component 3: Increased access to education and human capital development in targeted schools	- Provision of mid-morning snack for children aged 3-10 at pre/primary schools with nutrition-related messages
		Component 4: Adequate food consumption reached over assistance period for targeted households	- Provision of take-home rations for informal border students (primary and secondary schools)
		Component 5: Increased production capacity for fortified foods, including complementary foods and special nutritional products	- Home-grown school feeding programme
			- Purchase for Progress (P4P) activities
	Strategic Objective 5	Component 3: Progress made toward nationally owned hunger solutions	- Product development
		Component 4: Increased marketing opportunities with cost-effective WFP local purchases	- Develop a handover strategy of the school meals programme to the government - Develop market linkages

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4. Evaluation Approach

4.1. Scope

14. **Scope.** The evaluation will cover CP200242 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 Mid-2011 – May 2014, which captures the time from the development of the operation until the start of the evaluation mission.
15. A budget revision in 2012 included a component on emergency response which should be included in the scope, though it was not a part of the original project document.
16. Throughout the evaluation and in making recommendations, the team should make forward considerations to inform project design of a future programme as well as modification of the ongoing CP implementation, giving due consideration to the particular context of Laos, including emerging issues such as the impact of economic development of neighbouring countries, and ongoing initiatives by the CO to refocus its programme in view of the current context. Hence, the CO would benefit from recommendations on how best to position itself as an enabler of long-term, nationally owned food security and nutrition solutions, in order to provide a more sustainable support to the Government and other stakeholders.

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, and 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.
- 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 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, 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; etc.

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 and in doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.
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, M&E data from the CO, 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 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 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.

4.4. Methodology

23. 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

24. 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.
25. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents, including an orientation guide. 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.
26. 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.
27. 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

28. 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	January-March
OEV	Desk review, consultation and preparation of TOR	January -February
CO / RB	Stakeholders comments on TOR	January 31 st - February 7 th
OEV	❖ Final TOR	February 10 th
OEV	Evaluation company selection and contracting	February 10 th - March 7 th
	PHASE 2 – INCEPTION	March/April
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	March 17-21 st
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)	March 24 th -April 4 th

EM	Quality Assurance of the Inception Package	April 4 th
EM	❖ Final Inception Package	April 9 th
	PHASE 3 – EVALUATION MISSION	April/May
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	
ET	Introductory briefing	April 21 st
ET	Interviews with key internal and external stakeholders, project site visits, etc	April 21 st -May 9 th
ET	Exit debriefing / workshop	May 9 th
ET	❖ Aide memoire	
	PHASE 4 – REPORTING	May/June/July
ET	Evaluation Report drafting	May 9 th -June 6 th
EM	Quality Assurance of draft Evaluation Report	June 6 th -20 th
EM	❖ Draft Evaluation Report	
CO/RB/OEV	Stakeholders comments on Evaluation Report	June 20 th - July 4 th
EM	❖ Final Evaluation Report + comments matrix	July 18th
	PHASE 5 – FOLLOW-UP	
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 OEVS lessons learning tools.	
OEV	Preparation of annual synthesis of operations evaluations.	

29. **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.

30. These deliverables will be drafted in English.
31. 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

32. 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.
33. 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.
34. 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](#).
35. 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

36. 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

37. 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.

38. **Team composition.** The evaluation team is expected to include 2-3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds and nationals of Laos. Past WFP experience would be an asset.
39. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 for the evaluators.
40. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in:
 - a. Capacity development / institutional strengthening
 - b. Nutrition (with focus on preventive malnutrition)
 - c. School Feeding (with focus on home grown school feeding)
 - d. Agriculture/food security
 - e. Gender expertise / good knowledge of gender issues
41. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.
42. The team members need to be fluent in English, both orally and in writing.
43. **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.
44. 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.
45. **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.
46. 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

47. **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. Ariane Waldvogel, 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 and in various teleconferences with the evaluation manager and team on the evaluation products.

- Organise and participate in two separate debriefings, one internal and one with partners and external stakeholders.
- 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.

48. **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 Advisor, 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.

49. **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).

50. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Anette Wilhelmsen, 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

51. 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 50 describes how findings will be disseminated.

52. 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

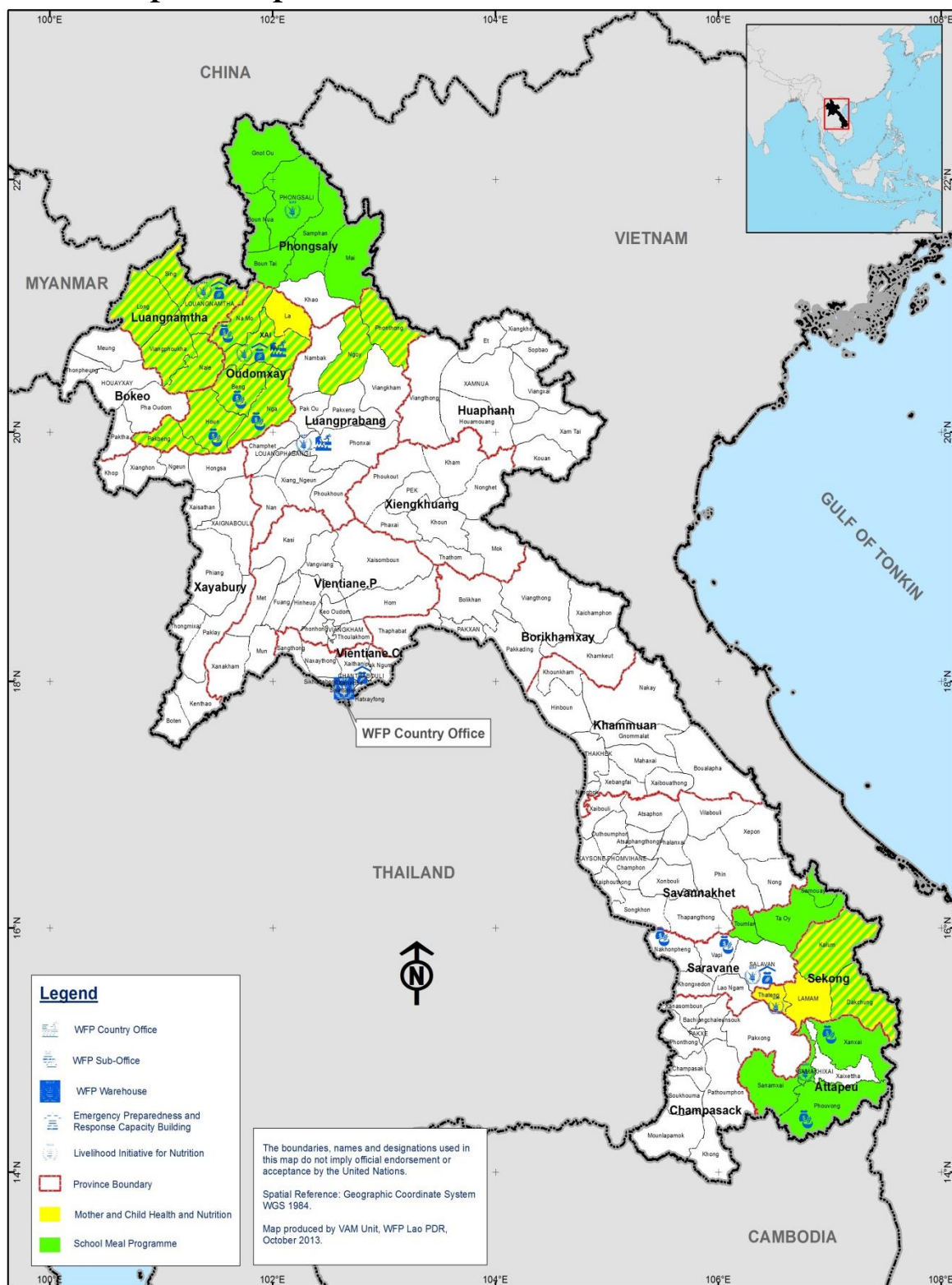
53. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO, if applicable, will be established by the WFP Budget & Programming Division (RMB).

54. **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 small operation.
- Take into account the planned number of days per function noted in section 6.3.

Please send queries to Anette Wilhelmsen, Evaluation Officer, at anette.wilhelmsen@wfp.org, + 39 06 65 13 30 08.

Annex 1: Map: WFP operations and Sub Offices



Acronyms

BR	Budget Revision
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CO	Country Office (WFP)
CP	Country Programme
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation Manager
ER	Evaluation Report
ET	Evaluation Team
FFA	Food For Assets
CFA	Cash For Assets
HQ	Headquarters (WFP)
IP	Inception Package
LFNC	Lao Front for National Construction
LIN	Livelihood Initiatives for Nutrition
LTA	Long-Term Agreement
LWU	Lao Women's Union
LYU	Lao Youth Union
MCHN	Mother and Child Health and Nutrition
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MoES	Ministry of Education and Sports
MoAF	Ministry of Agriculture and Forestry
MoNRE	Ministry of Natural Resources and Environment
MLSW	Ministry of Labour and Social Welfare
Mt	Metric Ton
NGO	Non-Governmental Organisation
NNC	National Nutrition Committee

NNP	National Nutrition Policy
NNS	National Nutrition Strategy
NPAN	Plan of Action on Nutrition
OpEv	Operation Evaluation
P4P	Purchase for Progress
RB	Regional Bureau (WFP)
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	Children's Rights & Emergency Relief Organisation
WHO	World Health Organisation
WFP	World Food Programme