



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 25.02.2014]

## **TERMS OF REFERENCE**

### **MID-TERM OPERATION EVALUATION**

### **ZAMBIA – COUNTRY PROGRAMME – 200157 – (2011-2015)**

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## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Zambia Country Programme 200157 (2011-2015). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from March-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.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) CP200157 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and design.
6. This evaluation will feed into a planned Budget Revision (BR) for the Country Programme what will go to the Executive Board in November 2014. The BR also foresees an extension in time until end of 2016 to align with the Zambian National Development Plan and UNDAF which have been extended by one year until 2016.

### 2.2. Objectives

7. 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.

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<sup>1</sup> 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

8. **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
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	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.
<b>Regional Bureau (RB) [Johannesburg]</b>	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.
<b>Office of Evaluation (OEV)</b>	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.
<b>WFP Executive Board (EB)</b>	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.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Beneficiaries</b>	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.
<b>Government</b>	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 Zambia is especially collaborating with the Ministry of Education.
<b>UN Country team</b>	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. WFP is collaborating with FAO, UNDP, UNICEF, UNAIDS and WHO.
<b>NGOs</b>	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.
<b>Donors</b>	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.

9. **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. The evaluation will feed into a planned Budget Revision during the second half of 2014.
- 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.

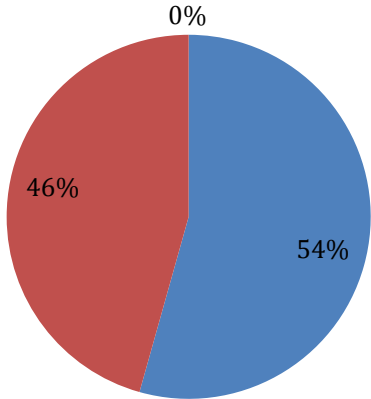
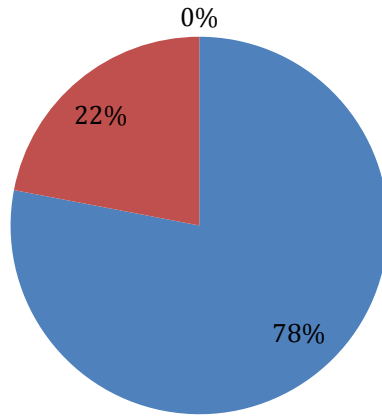
### **3. Subject of the Evaluation**

10. Country Programme 200157 contributes to WFP's Strategic Objectives 2, 4 and 5 and United Nations Development Assistance Framework Outcomes 1 to 5, as well as towards the attainment of the Millennium Development Goals (MDGs). The CP focuses on: 1) improving human capital for the most vulnerable groups through food-based safety nets using in-kind food and vouchers and including school feeding and support for vulnerable; 2) disaster risk management and response by strengthening the Government's capacity to reduce vulnerability to climate shocks, disasters and environmental degradation; and 3) expanding market opportunities for smallholder farmers by leveraging local food procurement for social-protection programmes. Under the Purchase-for-Progress (P4P) pilot initiative, WFP Zambia supports the expansion of market opportunities for small landholders by leveraging local food procurement for social-protection programmes. Local purchases for the CP will be undertaken through the Zambian Agriculture Commodity Exchange as part of P4P, through which WFP will work with partners to expand the network of certified food warehouses and develop farmers' organizations, village agents and small traders. Placing certified warehouses close to smallholder farmers will increase market access and price transparency for farmers, and reduce delivery costs for WFP.
11. The CP targets 20 districts in southern, western and eastern Zambia with the greatest overlap of poverty, hunger/underweight, poor educational performance and HIV and AIDS prevalence identified from ZVAC assessments, Central Statistical Office statistics and the comprehensive vulnerability assessment.
12. The CP was designed in 2010, and there have been a shift in activities since then. Zambia is a net producer of food, and WFP has increasingly focused on addressing food and nutrition security through capacity building, technical assistance and on promoting public/private sector partnership.
13. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).<sup>2</sup> The key characteristics of the operation are outlined in table two below:

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<sup>2</sup> From WFP.org – Countries – Zambia – Operations.

**Table 2: Key characteristics of the operation**

Approval	The operation was approved by the Executive Board in February 2011										
Duration	Initial: 5 year period (2011-2015)	Revised: N/A									
Amendments	There have been3 budget revisions to the initial project document to decrease the DSC, ISC, ODOC and LTSH rates.										
Planned beneficiaries	Initial: 1.15 million	Revised: N/A									
Planned food requirements	Initial: In-kind food: 44 882 mt of food commodities Cash and vouchers: 2.9 US\$ million	Revised: N/A									
	<div><p><b>Planned % of beneficiaries by activity/component</b></p><div><div><div>■ 1. School Meals Programme</div><div>■ 2. Food security for vulnerable groups</div><div>■ 3. Disaster risk management and response</div></div><div><table><tr><th>Activity/Component</th><th>Percentage</th></tr><tr><td>1. School Meals Programme</td><td>54%</td></tr><tr><td>2. Food security for vulnerable groups</td><td>46%</td></tr><tr><td>3. Disaster risk management and response</td><td>0%</td></tr></table></div></div></div>			Activity/Component	Percentage	1. School Meals Programme	54%	2. Food security for vulnerable groups	46%	3. Disaster risk management and response	0%
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1. School Meals Programme	54%										
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Activity/Component	Percentage										
1. School Meals Programme	78%										
2. Food security for vulnerable groups	22%										
3. Disaster risk management and response	0%										
Main Partners	Government: Ministry of Education	United Nations agencies: FAO, UNDP, UNICEF, UNAIDS, WHO	NGOs: Not specified by name in the project document.								
US \$ requirements	Initial: 50.9 million	Revised: 43.5 million									
Contribution level (by 21.01.2014)	The operation received US\$ 25.7 million; i.e. 59.2 % of the total project requirements.										
Top five donors (by 21.01.2014)	Zambia (18.7% of total contributions); EDMF (8.6%); Canada (3.3%), USA (2.15%) and Private Donors (0.78%)										

14. 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 CP will support the MDGs and the UNDAF	Strategic Objective 2	Government has improved monitoring and implementation of disaster risk reduction activities by 2015	<ul style="list-style-type: none"> <li>• Support to expansion of the national social protection strategy</li> <li>• Provision of school meals to school</li> <li>• Support the Governments Home Grown School Feeding Strategy</li> <li>• Food/voucher distribution to pregnant and lactating women attending health clinics</li> <li>• Food/Voucher distribution for HIV/TB clients attending health centres</li> <li>• Capacity development of the Government's Disaster Management and Mitigation Unit (DMMU) in livelihood profiling and integrated early-warning analysis of floods or droughts</li> </ul>
	Strategic Objective 4	Number of targeted households that rely on negative coping mechanisms decreased by 80%	
		Assisted schools have increased access to education and human capital development	
	Strategic Objective 5	Increased marketing opportunities for participating smallholder farmers by the end of the intervention	

## 4. Evaluation Approach

### 4.1. Scope

15. **Scope.** The evaluation will cover CP 200157 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 2010 – May 2014, which captures the time from the development of the operation until the start of the evaluation mission.
16. The CO prioritizes local procurement including links with the Purchase for Progress (P4P) initiative to provide market opportunities for small farmers. Linkages with P4P and the extent to which this has been used to support the home grown school feeding will be a part of the scope.
17. Throughout the evaluation and in making recommendations, the team should make forward considerations to inform modification of the ongoing CP implementation and the design of the – planned Country Programme Budget Revision. These should take into consideration issues related to Zambia's graduation to Middle Income Country and planned initiatives by the CO to refocus its programme. 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

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
- 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.

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 Zambia, transitioning to become a middle income country (MIC). Any forward recommendations should take into consideration the new WFP Strategic Results Framework (SRF) 2013-2017, and suggest a creative and dynamic set of interventions focusing on capacity building and knowledge transfer.

## 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 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.

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, 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. 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**

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.
  - 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**

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, including an orientation guide to WFP. 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
	<b>PHASE 1 – PREPARATION</b>	<b>February-March</b>
OEV	Desk review, consultation and preparation of TOR	January -February
CO / RB	Stakeholders comments on TOR	February 6 <sup>th</sup> - February 13 <sup>th</sup>
OEV	❖ <b>Final TOR</b>	February 15 <sup>th</sup>
OEV	Evaluation company selection and contracting	February 15 <sup>th</sup> - March 15 <sup>th</sup>
	<b>PHASE 2 – INCEPTION</b>	<b>March/April</b>
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	16-18 April
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	
ET +EM	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning) + Quality Assurance	16 – 30 April
ET + EM	v Final Inception Package	30 April
	<b>PHASE 3 – EVALUATION MISSION</b>	<b>May</b>
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	1 – 10 May
ET	Introductory briefing	12 May
ET	Interviews with key internal and external stakeholders, project site visits, etc	12 – 31 May
ET	Exit debriefing / workshop	30/31 May
ET	v <b>Aide memoire</b>	<b>29 May</b>
	<b>PHASE 4 – REPORTING</b>	<b>June/July</b>
ET	Evaluation Report drafting	2 – 19 June
EM	Quality Assurance of draft Evaluation Report	20 -23 June
EM	v <b>Draft Evaluation Report</b>	<b>23 June</b>
CO/RB/OEV	Stakeholders comments on Evaluation Report	23 June – 7 July
EM	v <b>Final Evaluation Report + comments matrix</b>	<b>July 18th</b>

	PHASE 5 – FOLLOW-UP	
RB	Coordination of the preparation of the Management Response	
	❖ <b>Management Response</b>	
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.	

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.

31. These deliverables will be drafted in English.

32. The evaluation TOR, report and management response will be public and posted on the WFP External Website ([wfp.org/evaluation](http://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 an evaluation feedback e-survey.

## **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 2-3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds and nationals of Zambia. Past WFP experience would be an asset
40. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 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:
- Market access and agriculture
  - Nutrition
  - School feeding
  - Gender expertise / good knowledge of gender issues
42. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.
43. The team members need to be fluent in English, both orally and in writing.

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 an evaluation feedback e-survey.
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 an evaluation feedback e-survey.

## **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. Harald Mannhardt, 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 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.
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. Silvia Biondi, 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.

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 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**

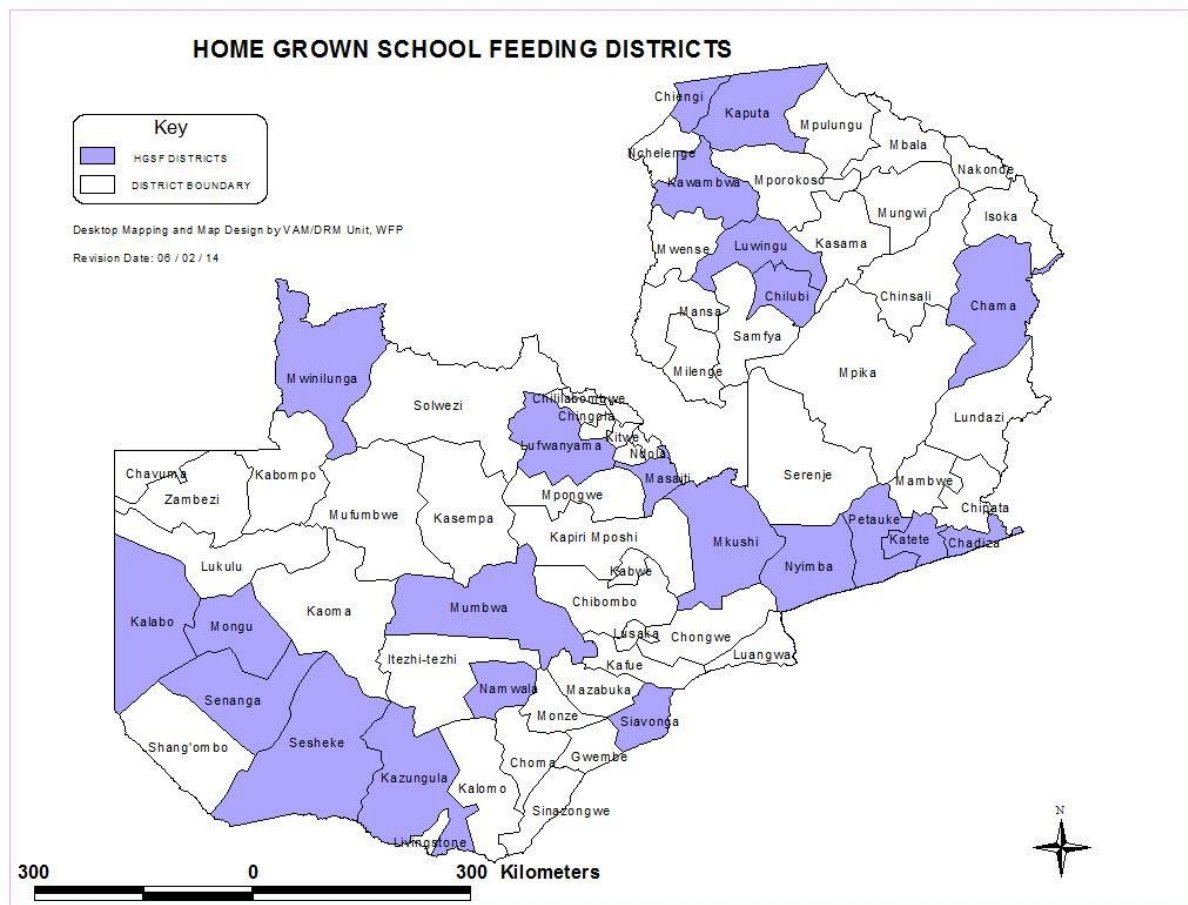
52. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 51 describes how findings will be disseminated.
53. To enhance 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, 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 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](mailto:anette.wilhelmsen@wfp.org), + 39 06 65 13 30 08.

## Annex 1: Map



## Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ART	Anti-Retroviral Therapy
BR	Budget Revision
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
HGSF	Home-Grown School Feeding
HQ	Headquarters (WFP)
IFAD	International Fund for Agricultural Development
IP	Inception Package
LTA	Long-Term Agreement
MCHN	Mother and Child Health and Nutrition
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
P4P	Purchase for Progress
RB	Regional Bureau (WFP)
SNDP	Sixth National Development Plan
SRF	Strategic Results Framework
TB	Tuberculosis
TOR	Terms of Reference
UN	United Nations

UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme
WHO	World Health Organization