



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 13/03/2014]

TERMS OF REFERENCE

OPERATION EVALUATION

MALI EMERGENCY OPERATION 200525 “ASSISTANCE FOR CRISIS-AFFECTED POPULATIONS IN MALI: INTERNALLY DISPLACED PEOPLE, HOST FAMILIES AND FRAGILE COMMUNITIES”

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Mali emergency operation (EMOP) 200525 “Assistance for crisis-affected populations in Mali: Internally displaced people, host families and fragile communities”. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from April 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 a series of Operations Evaluations (OpEvs) in 2013 -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 Mali EMOP 200525 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme design.

2.2. Objectives

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

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

2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

Table 1: Preliminary stakeholders' analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) in Dakar	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2015. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
EXTERNAL STAKEHOLDERS (See Table 2 for list of external stakeholders)	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various Ministries are partners in the design and implementation of WFP activities.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
NGOs	NGOs are WFP's partners for the implementation and monitoring of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

8. **Users.** The primary users of this evaluation will be:
- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
 - Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,
 - OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. Following a military coup d'état in March 2012 that toppled the Government, non-state armed groups seized control of part of northern Mali. Hundreds of thousands of people fled their homes and moved either across the Malian border to become refugees or to safer locations within Mali, primarily in the south. The situation escalated into an armed conflict in early 2013, leading to renewed population displacements. In April 2013, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established to support political processes in the country and carry out security-related tasks, including creating conditions for provision of humanitarian assistance and the return of displaced persons. A preliminary peace agreement was signed in June 2013. The multiplicity of security actors and stakeholders creates a complex operating environment. While the political context has improved with the election of a new President in August 2013 and legislative elections in end-2013, the security situation has been recently deteriorating.
10. Under its EMOP launched in January 2013 to respond to the evolving complex crisis in Mali, WFP plans to assist up to 1.3 million beneficiaries at the height of the lean season in 2014. The operation targets mostly food-insecure people directly affected by conflict in northern Mali, internally displaced persons (IDPs), host families and fragile communities who were severely affected by the combined effects of the 2011-2012 drought and the occupation of northern Mali by non-state armed groups.
11. WFP also implements a country programme (CP 105830) covering the period 2008-2014 and targeting over 1 million beneficiaries through activities related to urban and rural development, resilience, health and education. To support the humanitarian community in Mali, WFP has launched two special operations to provide common air transport services (SO 200521) and logistics and emergency telecommunication services (SO 200534).
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:

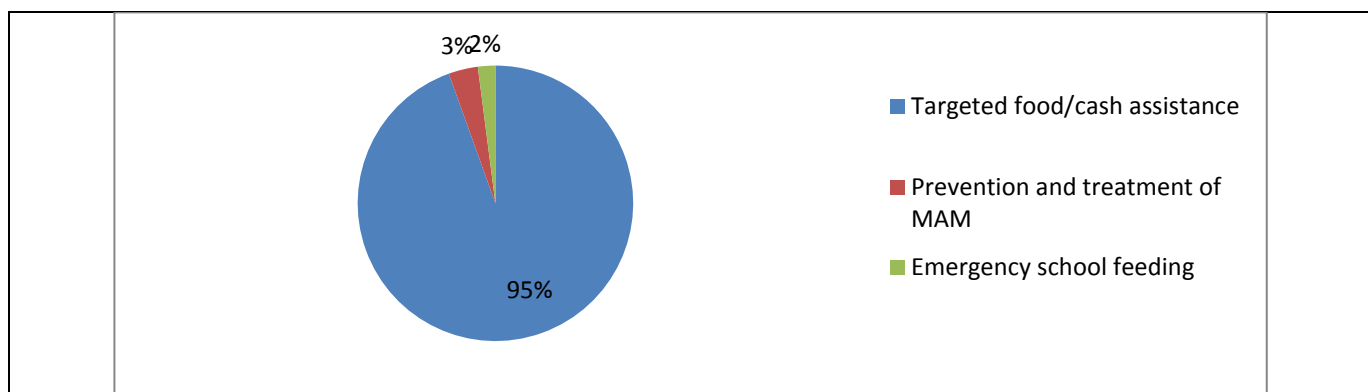
Table 2: Key characteristics of the operation

OPERATION	
Approval	The operation was jointly approved by WFP Executive Director and FAO Director General in January 2013.
Amendments	<p>There have been 4 amendments to the initial project document.</p> <p>BR1 (Sept. 2013) increased the other operational direct costs (ODOC) by US\$1.2 million.</p> <p>BR2 (Nov. 2013) reduced the landside transport, storage and handling (LTSH) costs by US\$2.5</p>

² From WFP.org – Countries – Mali – Operations.

	million		
	BR3 was technical in nature (migration of the operation to the new financial framework) with no impact on the budget.		
	BR4 (Jan 2014) extended the EMOP for 12 months until 31 December 2014 in order to enable WFP to reach a total of 1.3 million people. It introduced a new activity, food assistance for assets (FFA) and resulted in a total budget increase of US\$215.4 million.		
Duration	Initial: 12 months (January-December 2013)	Revised: 24 months (January 2013-December 2014)	
Planned beneficiaries	Initial: 564,000	Revised: 1,304,000	
Planned food requirements	Initial: In-kind food: 110,772 mt of food commodities Cash and vouchers: US\$6.5 million	Revised: In-kind food: 255,735 mt of food commodities Cash and vouchers: US\$36.8 million	
US\$ requirements	Initial: US\$137.2 million	Revised: US\$351.3 million	
OBJECTIVES AND ACTIVITIES			
	SO*	Operation specific objectives	Activities
MDG, 1, 2, 4 and 5	Strategic Objective 1	Outcome 1: Stabilized acute malnutrition in children under 5 in targeted, emergency-affected populations	<ul style="list-style-type: none">Prevention and treatment of moderate acute malnutrition (MAM) targeting children under 5 and pregnant and lactating womenEmergency school feedingTargeted food/cash assistance to IDPs, host families and vulnerable communities;FFA (introduced through BR4)
		Outcome 2: Stabilized enrolment of girls and boys at high risk of dropping-out from targeted primary schools	
		Outcome 3: Improved food consumption over assistance period for targeted emergency-affected households	
PARTNERS			
Government	Ministry for Humanitarian Action, Solidarity and the Elderly, including the Commission on Population Movement (Commission Mouvement de Populations - CMP) Ministry of Health, Ministry of Education, Food Security Committee (Comité pour la Sécurité Alimentaire, CSA), National Council for Food Security (Conseil National pour la Sécurité Alimentaire, CNSA), Technical Committee for Coordination and Monitoring of Food Security Programmes (Comité technique de coordination et de suivi des programmes de sécurité alimentaire, CCSPSA).		
United Nations	FAO, IOM, OCHA, UNHCR, UNICEF		
NGOs	Cooperating partners: Agency for Technical Cooperation and Development (ACTED), Reach Italia, Adventist Development and Relief Agency (ADRA), World Vision, Welthungerhilfe, Cooperative for Assistance and Relief Everywhere (CARE), Africare, Handicap International, Islamic Relief, Solidarités International, Action Contre la Faim, OXFAM, Norwegian Church Aid, Malian Red Cross, Association pour le Développement Rural (ADR), Association for Action		

	Research for Development (AMRAD).	
	Other food assistance-providing agencies: ICRC	
RESOURCES (INPUTS)		
<p>Contribution received as of 26 Feb 2014: US\$146,480,057</p> <p>% against appeal: 42%</p> <p>Top 5 donors: U.S.A., Japan, European Commission, UK and Canada</p>	<p>% funded of total requirements</p>	<p>Top five donors</p>
PLANNED OUTPUTS (at design)		
<p>Planned % of beneficiaries by activity</p> <p>Targeted food/cash assistance Prevention and treatment of MAM Emergency school feeding</p>		
<p>Planned % of women/girls versus men/boys by activity</p> <p>Men/Boys Women/girls</p>		
<p>Planned % of food/cash transfers requirements by activity</p>		



* While the operation's logframe was realigned to the new Strategic Plan (2014-2017) and new Strategic Results Framework in January 2014, reference is made to the Strategic Objectives as per the Strategic Plan (2008-2013) as the 2013 Standard Project Report reported against the indicators presented in the original project document.

4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover EMOP 200525 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 October 2012- March 2014, which captures the time from the development of the operation until the start of the evaluation.

4.2. Evaluation Questions

14. The evaluation will address the following three questions:

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

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- 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 WFP Mali country programme.
- Were coherent at project design stage with WFP strategies, policies and normative guidance and remained so over time.

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; and

- 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.
15. Throughout the evaluation and in making recommendations, the team should make forward considerations and identify best practices to inform the design of the upcoming PRRO giving due consideration to: i) the integration of WFP's various interventions currently ongoing under the EMOP and the CP; ii) the increased focus in the Sahel region on designing interventions that contribute to communities' resilience-building; and gender and nutrition mainstreaming. The CO is particularly interested in assessing the appropriateness, efficiency and effectiveness of cash and voucher transfers depending on seasonal and geographical considerations.

4.3 Evaluability Assessment

16. 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.
17. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, evaluations or reviews of past operations, 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.
18. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.
19. 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. To mitigate this challenge, the CO is in the process of compiling post-distribution monitoring and assessment data.
20. 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.

21. Limited access to the northern regions will limit site visits. Another evaluability challenge is linked to the addition of three cross-cutting results³ and changes in some of the outcome indicators during the course of the implementation of the EMOP as the operation's logframe was realigned to the new SRF (2014-2017) in January 2014.

4.4. Methodology

22. 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. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.
 - 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

23. 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.
24. 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.

5. Phases and deliverables

25. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.

³ The following three cross-cutting results were added: i) Gender equality and empowerment improved; ii) WFP assistance delivered and utilized in safe, accountable and dignified conditions; and iii) Food assistance interventions coordinated and partnerships developed and maintained.

26. **Preparation phase** (03-15 March): The OEV focal point will conduct background research and consultation to frame the evaluation; prepare the TOR; select the evaluation team and contract the company for the management and conduct of the evaluation.
27. **Inception phase** (16 March-24 April): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders.

- **Deliverable: Inception Package.** The Inception Package details how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects. The package will be approved by OEV and shared with the CO/RB for information. It will present an analysis of the context and of the operation, 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 schedule for stakeholders' consultation. For more details, refer to the [content guide for the inception package](#).

28. **Evaluation phase** (5-26 May): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. Two debriefing sessions will be held upon completion of the field work. The first one will involve the country office (relevant RB and HQ colleagues will be invited to participate through a teleconference) and the second one will be held with external stakeholders.

- **Deliverable: Aide memoire.** An aide memoire of preliminary findings and conclusions (powerpoint presentation) will be prepared to support the de-briefings.

29. **Reporting phase** (27 May-20 July): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

- **Deliverable: Evaluation report.** The evaluation report will present the findings, conclusions and recommendations of the evaluation in a concise report of 40 pages maximum. 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 limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation. For more details, refer to the [content guide for the evaluation report](#).

30. **Follow-up and dissemination phase:** OEV will also subject the evaluation report to an external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. A feedback online survey on the evaluation will also be completed by all stakeholders. The RB will coordinate WFP's management response to the evaluation.

Notes on the deliverables:

The inception package and evaluation reports shall be written in French and follow the EQAS templates.

The evaluation team is expected to produce written work that is of very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and 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.

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.

Table 3: Key dates for field mission and deliverables

Entity responsible	Phase	Activities	Key dates
EM	Inception	Final Inception Package	24 April
CO/ET	Evaluation	Evaluation field mission	5-26 May
ET	Evaluation	Aide memoire	26 May
EM	Reporting	Draft Evaluation Report	22 June
EM	Reporting	Final Evaluation Report	20 July
CO/RB	Follow-up	Management Response	17 August

6. Organization of the Evaluation

6.1 Outsourced approach

31. 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.

32. 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.

33. The company, the EM and the ET 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](#).

34. 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

35. The evaluation will be managed by the company's EM 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

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

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

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

39. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas (listed in order of priority):

- Emergency response in displacement context
- Resilience-building
- Cash transfers
- Nutrition
- Gender expertise / good knowledge of gender issues

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

41. The team members need to be fluent in French, both orally and in writing.

42. **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 and French writing and presentation skills.

43. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; 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.

44. **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.

45. Team members will: i) contribute to the 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

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

- Assign a focal point for the evaluation. William Affif, Senior Programme officer 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; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Participate in 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 external stakeholders.
- Comment on the TORs and the evaluation report and prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

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

- Assign a focal point for the evaluation. Aboubakar Koisha, regional M&E officer will be the RB focal point for this evaluation.
- Participate in 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 debriefing and in various teleconferences with the evaluation manager and team, as required.
- 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.

48. **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.

49. **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, content guides and templates as well as orient the evaluation manager on WFP policies, strategies, processes and systems as required.
- Comment on the evaluation report and submit the final evaluation report to an external post-hoc quality review 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.
- 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

50. 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 49 describes how findings will be disseminated.

51. 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

52. **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).

53. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a large operation.
- Take into account the planned number of days per function noted in section 6.3.
- Not budget for domestic travel to the exception of internal domestic flights.

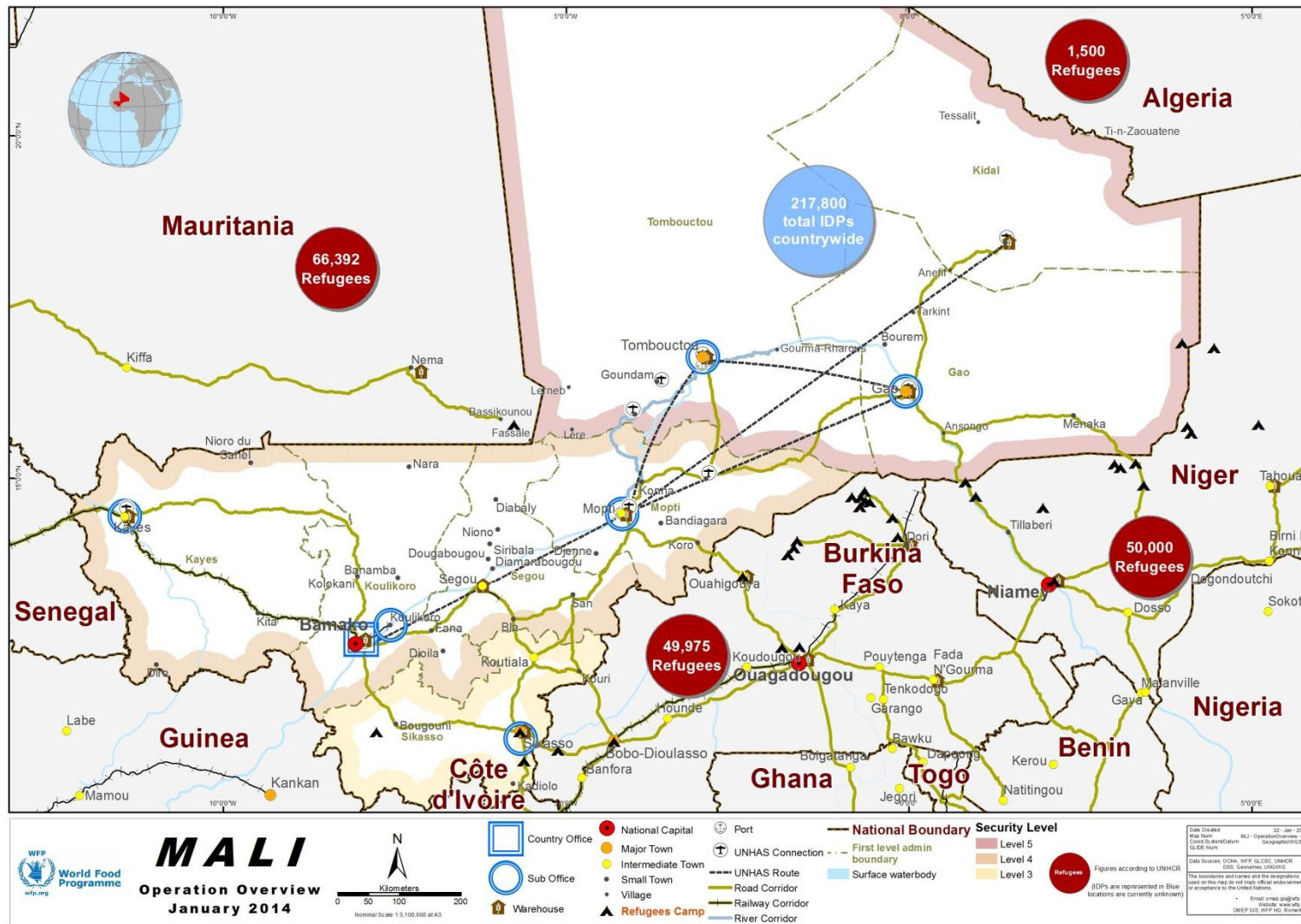
Please send queries to Please send queries to Julie Thoulouzan, Evaluation Officer:

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Annex 1: Map



Annex 2: Evaluation timeline

	Activity/Deliverables	Entity Responsible																																
							March					April				May				June					July				Aug					
		Eval Manager	Eval Team	OEI	CO	RB	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun	07-Jul	14-Jul	21-Jul	28-Jul	04-Aug	11-Aug	18-Aug	25-Aug		
1	Desk review, consultation and preparation of TOR			X																														
2	Stakeholders comments on TORs				X	X																												
3	Final TOR			X																														
4	Evaluation company selection and contracting			X																														
5	Operational documents consolidation and sharing				X																													
6	Hand-over of eval management to EM	x		X	x	x																												
7	Evaluation team briefing - expectations, requirements, quality	X	x																															
8	Desk review, Consultation with the CO/RB , drafting of the Inception		X																															
9	Quality Assurance of the Inception Package	X																																
9	Comments on Inception Package				X	X																												
10	Final Inception Package																																	
11	Eval mission preparation (setting up meetings,field visits, etc)				X																													
12	Introductory briefing		X																															
13	Field work		X																															
14	Exit debriefing		X																															
15	Aide memoire		X																															
16	Evaluation Report drafting		X																															
17	Quality Assurance of the draft Evaluation Report	X																																
18	Draft Evaluation Report	X																																
19	Stakeholders comments on Evaluation Report			X	X	X																												
20	Revision of the report + Evaluation matrix	X	X																															
21	Final Evaluation Report	X																																
22	Post-hoc Quality Review			X																														
23	Preparation of the Management Response				X	X																												
24	Management Response				X	X																												
25	Report Publication + integration in lessons learning			X																														

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