



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, SEPTEMBER 30TH 2014]

TERMS OF REFERENCE MID TERM OPERATION EVALUATION GHANA – COUNTRY PROGRAMME – 200247 (2012-2016)

TABLE OF CONTENTS

1. Introduction	2
2. Reasons for the Evaluation.....	2
2.1. Rationale.....	2
2.2. Objectives	2
2.3. Stakeholders and Users	2
3. Subject of the Evaluation	4
4. Evaluation Approach	7
4.1. Scope	7
4.2. Evaluation Questions	7
4.3 Evaluability Assessment	8
4.4. Methodology	8
4.5. Quality Assurance.....	9
5. Phases and deliverables	9
6. Organization of the Evaluation.....	10
6.1 Outsourced approach	11
6.2 Evaluation Management	11
6.3 Evaluation Conduct.....	11
7. Roles and Responsibilities of WFP Stakeholders	12
8. Communication and budget	13
8.1. Communication.....	13
8.2. Budget.....	13
Annex 1: Map	14
Annex 2: Evaluation timeline.....	16
Acronyms	17

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Ghana Country Programme (CP) 200247. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from July to December 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 Ghana Country Office (CO), CP200247 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 of a new CP starting in 2017.

2.2. Objectives

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

2.3. Stakeholders and Users

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

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

Table 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) [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. The Country Office is collaborating with the Ministry of Health, Ministry of Food and Agriculture, Ministry of Education, Ministry of Local Government, Ministry of Rural Development, Ministry of Employment and the Ministry of Social Welfare.
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.
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. Especially this evaluation will feed into the design of a new CP that will go to the board in 2016.

- 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.

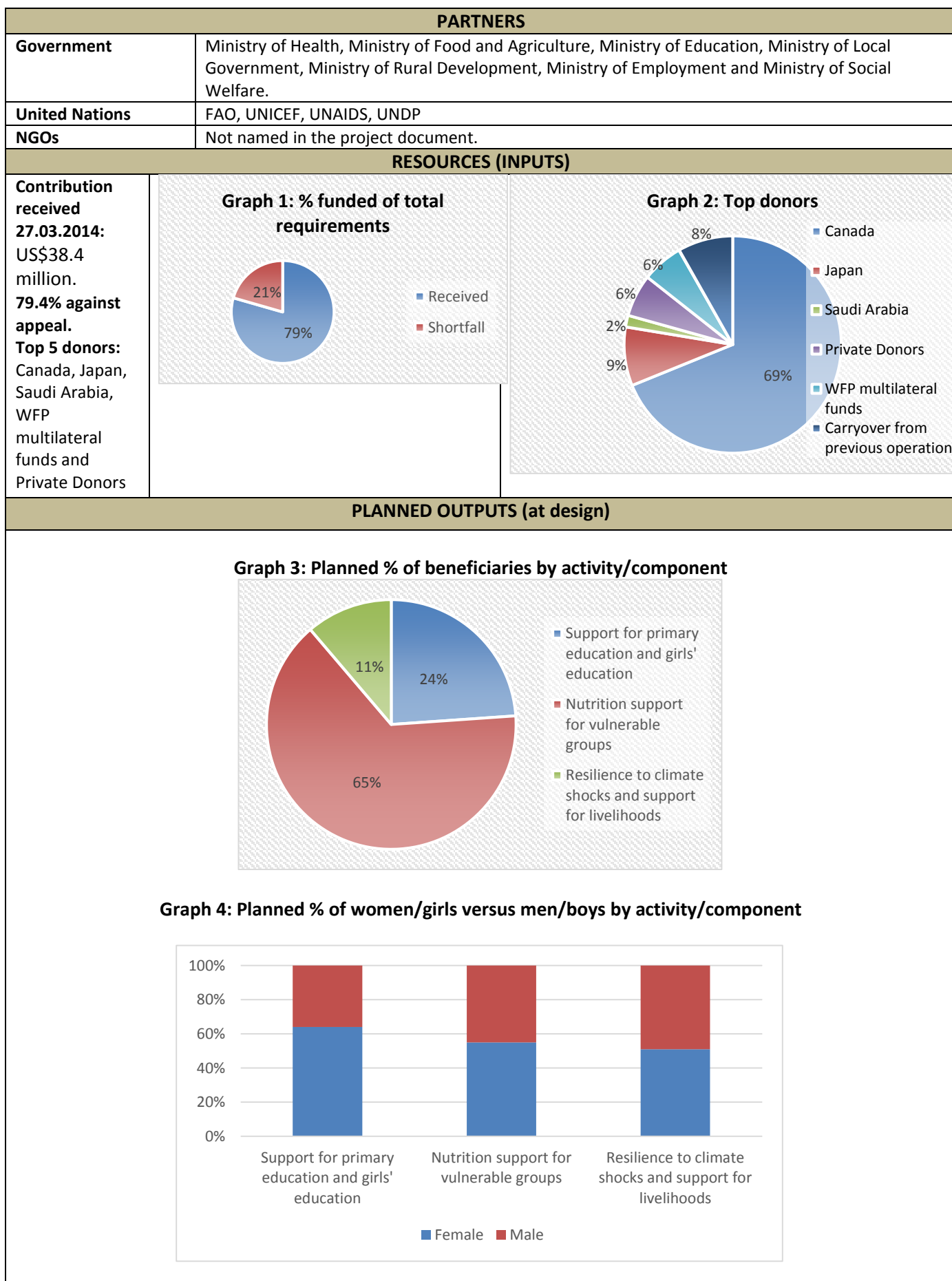
3. Subject of the Evaluation

9. Ghana's 2010 census reported a population of 23.5 million people. Its rankings for political rights, civil liberties and freedom of the press are among the highest in Africa. Successful political and economic reforms facilitated Ghana's peaceful transfer of power in the 2008 elections and have led the country to lower middle-income status. Ghana is largely on track to attain Millennium Development Goal (MDG) 1 (eradicate extreme poverty and hunger), but is lagging behind on MDGs 4 and 5 (reduce child mortality and improve maternal health). Ghana presents a mixed picture of development, with large rural–urban and inter-regional disparities. In 2010, it ranked 130th out of 169 countries in the human development index, and had slipped from the “medium” into the “low” human development category. In 2013 it ranked 135th.
10. Country programme 200247 targets beneficiaries in the poorest, most food-insecure and HIV-affected regions in Ghana. Based on the Ghana country strategy for 2012–2016, the country programme's goal is to enhance the capacity of the Government and communities to ensure sustainable food and nutrition security through: i) support for primary and girls' education; ii) nutrition support for vulnerable groups; and iii) resilience against climatic shocks and support for livelihoods. The Purchase for Progress initiative promotes smallholder farmers' access to markets. The programme contributes to Millennium Development Goals 1 to 7. It's aligned with WFP's Strategic Objectives 2, 4 and 5, and the 2012–2016 United Nations Development Assistance Framework. WFP advocates with the Government to prioritize food security and nutrition issues, and consults other development partners for complementary partnerships and joint programming.
11. 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:

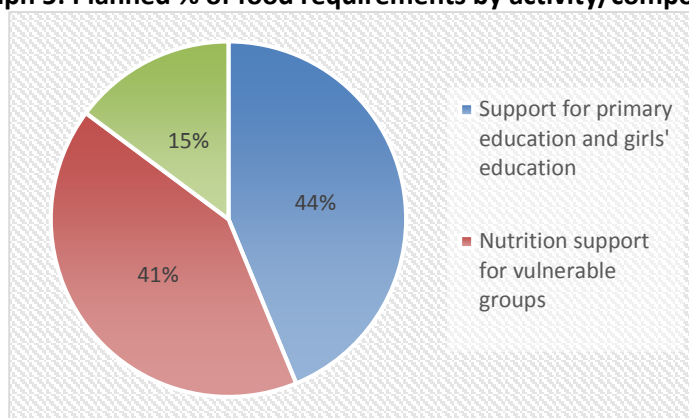
² From WFP.org – Countries – Ghana – Operations.

Table 2: Key characteristics of the operation

OPERATION			
Approval	The operation was approved by the Executive Board in November 2011.		
Amendments	There has been one budget revision to the initial project document to initiate a pilot cash transfer component (cash for assets and for skills training); revise the food basket for food-for-assets (FFA) provided for skills training, and revise the nutritional rations for children with moderate acute malnutrition (MAM) and malnourished pregnant and lactating women (PLW) in line with current WFP recommendations. It also geographically expanded FFA activities under the pilot cash transfer component to cover ten districts in the Brong-Ahafo and Volta Regions, bordering the Northern Region.		
Duration	Initial: 5 year period (2012-2016)	Revised: N/A	
Planned beneficiaries	Initial: 878,725	Revised: 890,725	
Planned food requirements	Initial: In-kind food: 52,317mt of food commodities Cash and vouchers: 0 US\$ million	Revised: In-kind food: 52,715mt of food commodities Cash and vouchers: 1,936,697US\$ million	
US\$ requirements	Initial: 44,864,368	Revised: 48,333,707	
OBJECTIVES AND ACTIVITIES			
	SO	Operation specific objectives	Activities
The CP contributes to MDG 1-7 and to the United Nations Development Assistant Framework.	4 – Reduce chronic hunger and undernutrition	Increased access to primary education and human development (component 1)	<ul style="list-style-type: none">School mealsTake Home Rations for GirlsSupplementary feeding for malnourished pregnant and lactating womenCapacity building activitiesNutrition support for ART clientsHousehold food support for ART clients
		Reduced level of malnutrition among pregnant and lactating women and children under 5 (component 2)	
		Increased production capacity for fortified food and special nutrition products (component 2)	
		Increased survival of adults and children with HIV after 6 and 12 months of ART (component 2)	
		Improved nutritional recovery of targeted ART clients in first six months of ART (component 2)	
		Improved food consumption over assistance period for targeted PLHIV and their families (component 2)	
	5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	Sustainable HGSF hand-over strategy developed and implemented (component 1)	<ul style="list-style-type: none">Capacity building activitiesPurchase for Progress (P4P)
		Increased marketing opportunities at national level with cost-effective WFP local purchases (component 1)	
	2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures	Early warning system, food security and nutrition monitoring system and contingency plans in place and enhanced with WFP capacity development support (component 3)	<ul style="list-style-type: none">Food for trainingFood for assets
		Improved food consumption over assistance period for targeted households at risk of falling into acute hunger (component 3)	
		Hazard risk reduced at community level in targeted communities (component 3)	
		Enhanced and sustained resilience to disasters within communities (component 3)	



Graph 5: Planned % of food requirements by activity/component



4. Evaluation Approach

4.1. Scope

12. **Scope.** The evaluation will cover CP200247 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 – November 2014, which captures the time from the development of the operation until the start of the evaluation mission.

13. The CP is planning to shift the modality from food to cash for the School Meals Programme and the Asset Creation interventions.

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 other CO interventions in the country.
- 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.

4.3 Evaluability Assessment

15. 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.
16. 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.
17. 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.
18. 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.
19. 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.
20. There is no baseline for the country programme. The CO has been facing challenges related to receiving reports from the government on a timely basis. All components are implemented by government ministries, decentralised in the north. There have been challenges with transportation of food commodities from the port in the south to the final distribution points in the three northern regions. For the school meals component, data on the end-line assessments at the end of the previous country programme served as a baseline for this CP. For the nutrition component, nutrition surveys are done on an annual basis. The evaluation team cannot expect extensive monitoring data, only in terms of mt of food and beneficiaries.

4.4. Methodology

21. 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

22. 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.
23. 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

24. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
25. **Preparation phase** (April - September): 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.
26. **Inception phase** (October - December): 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.

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| <ul style="list-style-type: none"> • <u>Deliverable: Inception Package.</u> 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. |
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27. **Evaluation phase** (January - March): 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.

28. **Reporting phase** (March - May): 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](#).

29. **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 English 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	December 19 th
CO/ET	Evaluation	Evaluation field mission	February 10 th – March 2 nd

ET	Evaluation	Aide memoire	March 2 nd
EM	Reporting	Draft Evaluation Report	April 6 th
EM	Reporting	Final Evaluation Report	May 4 th
CO/RB	Follow-up	Management Response	May 25 th

*The dates are tentative.

6. Organization of the Evaluation

6.1 Outsourced approach

30. 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.

31. 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.

32. 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](#).

33. 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

34. 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

35. 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.

36. **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. Past WFP experience would be an asset.

37. The estimated number of days is expected to be in the range of 35-45 for the team leader; 30-40 for the evaluators.

38. **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):

- Capacity development
- School Feeding
- Nutrition in relation to HIV/AIDS
- Food Security and livelihoods
- Gender expertise/good knowledge of gender issues

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

40. All team members must be fluent in both oral and written English.

41. **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.

42. 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.

43. **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.

44. 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

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

- Assign a focal point for the evaluation. Magdalena Moshi, 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; 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.

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

- Assign a focal point for the evaluation. Aboubacar Koisha, Regional M&E Advisor, 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.

47. **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.

48. **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, 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

49. 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 48 describes how findings will be disseminated.

50. 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

51. **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).

52. **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:

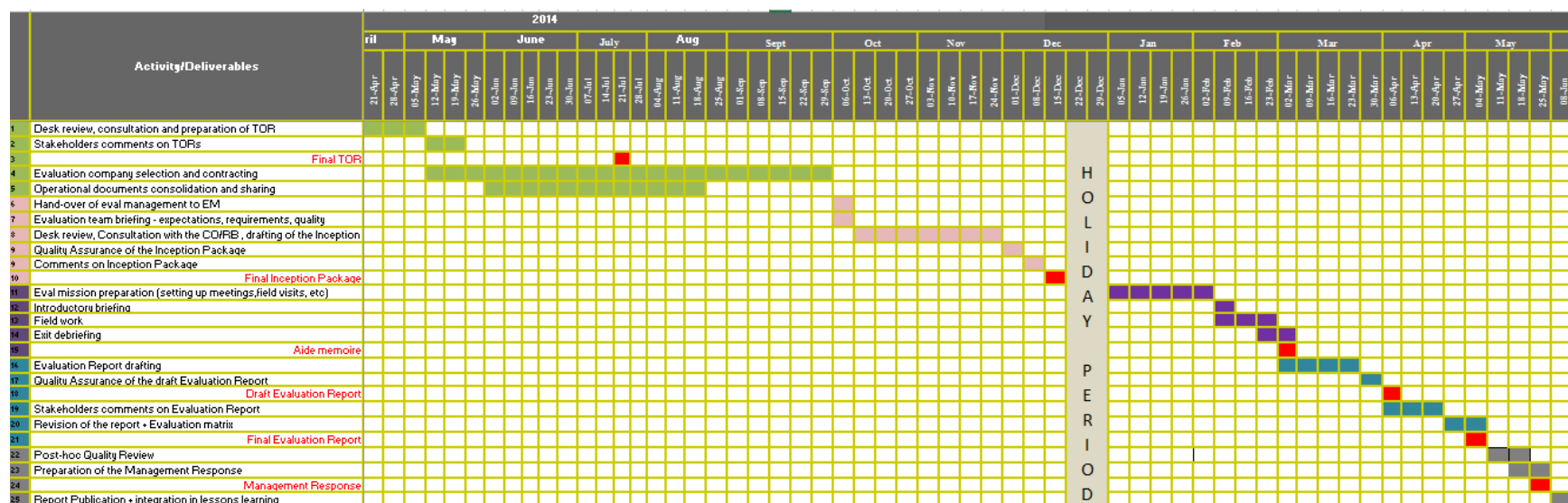
- Use the management fee corresponding to a small operation.
- Take into account the planned number of days per function noted in section 6.3.

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

Annex 1: Map



Annex 2: Evaluation timeline



Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
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
FAO	The UN Food and Agriculture Organisation
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
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 and Emergency Relief Organization
WFP	World Food Programme

