EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, AUGUST 14TH 2014]

TERMS OF REFERENCE

MID TERM OPERATION EVALUATION

ARMENIA – DEVELOPMENT PROJECT – 200128

DEVELOPMENT OF SUSTAINABLE SCHOOL FEEDING

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Development Project (DEV) 200128 "Development of Sustainable School Feeding" in Armenia. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from September 2014 to January 2015. 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 Armenia Country Office (CO), DEV 200128 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation.

2.2. Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:

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

2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process.

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

Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

Table 1: Preliminary stakeholders' analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) Cairo	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, and in particular the Ministry of Education and Science, 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 Government also contributes financially to this operation.
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 the 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. The Russian NGO, the Social and Industrial Food Services Institute (SIFI) is WFP's main partner in this project.
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. The project is a part of a regional programme and is funded by the Russian Federation.

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. The CO will use the lessons and recommendations when designing the next programming cycle in 2016.

- Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight. The recommendations are also expected to be useful for the five other countries that are part of the WFP/Russian Federation partnership. The evaluation provides an important opportunity to look at the project in a broader context to contribute to lessons learned on the regional school feeding programme.
- 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. Development Project 200128 "Development of Sustainable School Feeding" supports inclusive education policies to ensure that vulnerable children have access to quality schooling, and to foster attendance, retention and learning. It aims to reduce hunger and to achieve universal primary education in line with Millennium Development Goals (MDGs) 1 and 2 by enabling children from poor rural areas to benefit fully from primary education. The goals of the project are to: i) improve children's access to primary education; ii) maintain high levels of school attendance; and iii) support the establishment of a sustainable Home-Grown School Feeding Programme. Expected outcomes include: i) increased access to education in assisted schools; ii) improved food consumption during DEV 200128 for primary schoolchildren; and iii) progress towards nationally owned hunger solutions.

10. To achieve outcomes 1 and 2, school meals are provided five days a week 180 days a year in primary schools in the form of hot soup and fortified bread in two-thirds of the schools, and fortified fruit bars in schools where meals cannot be prepared. WFP food is supplemented with fruit and vegetables purchased by parent–teacher committees from local smallholder farmers to enhance nutritional value of the meals. To achieve the third outcome, WFP is providing technical assistance to the government through the Russian Non-Governmental Organization (NGO), the Social and Industrial Food Services Institute (SIFI). The project was previously complemented by government work (food for assets) to upgrade schools that had no kitchens or cafeterias under the protracted relief and recovery operation (PRRO) 100532 which ended in June 2012.

11. WFP and SIFI formed a partnership in the area of school feeding in 2010. Armenia is the first country where the partnership was put in action with the development of a national school feeding strategy and programme, the first time in the country's twenty years of independence. The project is funded by the Russian Federation and is a part of a regional programme. The main objective is to support governments' national school feeding programmes. The other countries in the regional programme are the Kyrgyz Republic, Tajikistan, Jordan, Morocco and Tunisia, all funded by the Russian Federation.

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 approved by the Executive Board in 2010	
Amendments	There have been seven budget revisions to the initial project document. Budget revision 1 (approved November 2012) extended the project by three years until June 30th 2016.	
Duration	Initial: 3 year period (2010 – 2013)	Revised: 2010-2016

[2] From WFP.org – Countries – Armenia – Operations.

Planned beneficiaries	Initial: 50,000	Revised: 67,000 primary school children 6,500 kitchen helpers receiving dry food rations (introduced in BR 4)
Planned food requirements	Initial: In-kind food: 6840mt of food commodities Cash and vouchers: N/A	Revised: In-kind food: 10763mt of food commodities Cash and vouchers: N/A
US$ requirements	Initial: US$ 8,000,000	Revised: US$ 20,145,633

OBJECTIVES AND ACTIVITIES (after BR1)*

	SO	DEV specific objectives and outcomes	Activities
The project is aligned with UNDAF outcome 3 and contribute to achievement of MDG 1 and 2	Strategic Objective 4	**Specific Objective**: Improve children's access to primary education	• School Meals to primary school children
		Increased access to education and human capital development in assisted schools. - Increased regular school attendance, retention and school performance	
		Improved food consumption achieved over the assistance period for primary schoolchildren in targeted schools	
	Strategic Objective 5	**Specific Objective**: Establish the foundations for a sustainable home-grown national school feeding programme	• Purchase food locally • Capacity and awareness raising activities • Provide support to the government to develop a national school feeding policy/strategy and implementation plan
		Increased marketing opportunities at the national level with cost-effective local purchases	
		Progress made towards nationally owned hunger solutions.	

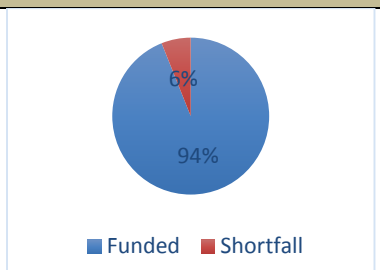
*The logframe was revised in 2014 to align the project to WFP's new Strategic Results Framework. This will be provided to the Evaluation Team together with other project documents.

PARTNERS

Government	Ministry of Education and Science
United Nations	N/A
NGOs	Social and Industrial Food Services Institute (SIFI)

RESOURCES (INPUTS)

Contribution received
July 16th 2014:
US$ 18.9 million, 94% against appeal
Top 3 donors:
Russian Federation, Armenia, Israel



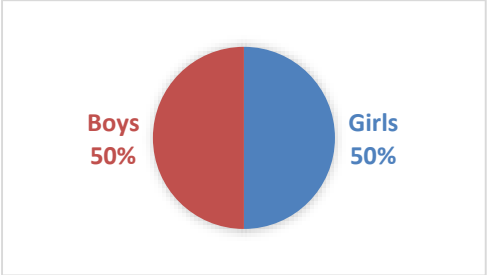
% funded of total requirements

Top five donors

Donor	Contribution	% of needs
Russian Federation	18,478,600	91.7%
Armenia	177,699	0.88%
Israel	151,074	0.75%
Private donors	105,155	0.52%
Misc. income	14,896	0,07%

PLANNED OUTPUTS (after BR1)

Planned % of beneficiaries school feeding



Planned food commodities:
6480mt

Outputs capacity development (SO5):
- 5.1. Food purchased locally
- 5.2. Capacity and awareness developed through WFP-led activities

4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover DEV 200128 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 2010 – mid-November 2014, which captures the time from the development of the operation until the start of the evaluation mission.

14. The evaluation should take the local context of Armenia into account, especially considering SIFI's technical assistance to support the government in establishing and improving the national school feeding programme and how relevant the project is in the local context. Strategic recommendations on how to move ahead will be especially useful for the CO.

15. The evaluation should look at the project in a broader context to contribute to lessons learned for the regional School Feeding programme. The evaluation should build on the Systems Approach for Better Education Results (SABER) assessment framework with the following five policy goals: (i) policy frameworks; (ii) financial capacity; (iii) institutional capacity and coordination; (iv) design and implementation; and (v) Community roles – reaching beyond schools.[3] The SABER is likely to be rolled out in Armenia in early 2015.[4] The results from the SABER exercise will not be available during the period of the evaluation, but it is important that the evaluation is built on the SABER assessment framework.

4.2. Evaluation Questions

16. 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, seek complementarity with the interventions of relevant humanitarian and development partners.
- Were coherent at project design stage with WFP strategies, policies and normative guidance and remained so over time.
- Were coherent with WFP's regional school feeding programme.
- Were risks and assumptions addressed in the design of the project.

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 girls and boys);

[3] The WFP revised School Feeding Policy was approved by the Executive Board in November 2013. The policy recommends that WFP supports countries to establish and maintain nationally owned programmes linked to local agricultural production. In countries still requiring WFP's operational support, WFP is to implement school feeding programmes with clear handover strategies. Building on the SABER assessment framework which was led by the World Bank in collaboration with WFP and other partners, the policy shifted from quality standards for school feeding to the five policy goals.

[4] The SABER framework has already been piloted in Tunisia.

- The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects, in particular whether progress have been made to complete the milestones already moving towards establishing a sustainable national school feeding programme in Armenia, highlighting, as applicable, differences for different groups, including girls and boys;
- The extent to which the current WFP school feeding project is facilitating the introduction and implementation of the national school feeding strategy;
- How different activities of the operation dovetail and are synergetic 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, the technical assistance, 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. In particular
    - to what extent the partnership with SIFI contributing to building a sustainable, cost-efficient national School Feeding programme
    - to what extent have private sector partnerships been explored considering realistic funding prospects for a national School Feeding programme.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

4.3 Evaluability Assessment

17. 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.

18. 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.

19. 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.

20. 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. However, for the educational indicators, secondary data can be utilized to establish a baseline. It should be noted that the main objective is capacity development for establishing a sustainable school feeding programme.

21. 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.

22. Another evaluability challenge is linked to changes in some of the outcome indicators during the course of the implementation of the DEV as the operation's logframe was realigned to the new SRF (2014-2017) in April 2013.

4.4. Methodology

23. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
- Use applicable standards (e.g. SPHERE standards);
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. 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

24. OEV's Evaluation Quality Assurance System (EQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.

25. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. 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

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

27. **Preparation phase** (mid-July – mid-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.

28. **Inception phase** (mid-September – mid-October): 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. To gain an in-depth understanding on the special partnership with SIFI as well as the regional context, an initial briefing should be conducted with the regional team at an early stage of the exercise. The main resource persons are: Pascale Micheau, Senior Regional Programme Advisor, Cairo; Ellen Kramer: Regional Programme Advisor, Cairo; Maria Lukyanova: Head of Tunisia Office and coordinating the School Feeding capacity development project, Tunis; Tarneem Fahmi: Regional Programme Officer (Partnerships), Cairo.

- **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.

29. **Evaluation phase** (November): 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.

30. **Reporting phase** (December-January): 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.

31. **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	20th October
CO/ET	Evaluation	Evaluation field mission	November 10th to December 1st
ET	Evaluation	Aide memoire	November 28th
EM	Reporting	Draft Evaluation Report	January 9th
EM	Reporting	Final Evaluation Report	February 6th
CO/RB	Follow-up	Management Response	February 27th

6. Organization of the Evaluation

6.1 Outsourced approach

32. Under the outsourced approach to OpEvs, the evaluation is commissioned by OEV but will be managed and conducted by an external evaluation company having a long-term agreement (LTA) with WFP for operations evaluation services.

33. The company will provide an evaluation manager (EM) and an independent evaluation team (ET) in line with the LTA. To ensure a rigorous review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

34. The company, the 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.

35. Given the evaluation learning objective, the evaluation manager and team will promote stakeholders' participation throughout the evaluation process. Yet, to safeguard the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders if the evaluation team deems that their presence could bias the responses.

6.2 Evaluation Management

36. The evaluation will be managed by the company's 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

37. 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.

38. **Team composition.** The evaluation team is expected to include 2-3 members, including the team leader and evaluator(s). It should include women and men of mixed cultural backgrounds and a national of Armenia if possible. Past WFP experience is a requirement.

39. The estimated number of days is expected to be in the range of 40-50 for the team leader; and 25-35 for the evaluator(s).

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

- Implementation of school feeding programmes, including home grown school feeding
- Institutional capacity development, safety nets and policy dialogue (preferably in the educational sector)
- Gender expertise / good knowledge of gender issues

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

42. The team members need to be fluent in English, both orally and in writing. At least one member in the team should be fluent in Russian. The national team member should speak Russian.

43. **The Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent English writing and presentation skills.

44. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; 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.

45. **The team member(s)** will bring a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

46. Team member(s) will: i) contribute to the methodology in his/her 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 his/her technical area(s); and v) provide feedback on the evaluation process as part of an evaluation feedback e-survey.

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation. Liana Kharatian, 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.

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

- Assign a focal point for the evaluation. Claudia Ah Poe, 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.

49. **Headquarters.** Some HQ divisions might, as relevant, be asked to discuss WFP strategies, policies or systems in their area of responsibility and to comment on the evaluation TOR and report.

50. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Anette Wilhelmsen, Evaluation Officer is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance, 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

51. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 50 describes how findings will be disseminated.

52. To enhance the learning from this evaluation, the evaluation manager and team will also emphasize transparent and open communication with WFP stakeholders. Regular teleconferences and one-on-one telephone conversations between the evaluation manager, team and country office focal point will assist in discussing any arising issues and ensuring a participatory process.

8.2. Budget

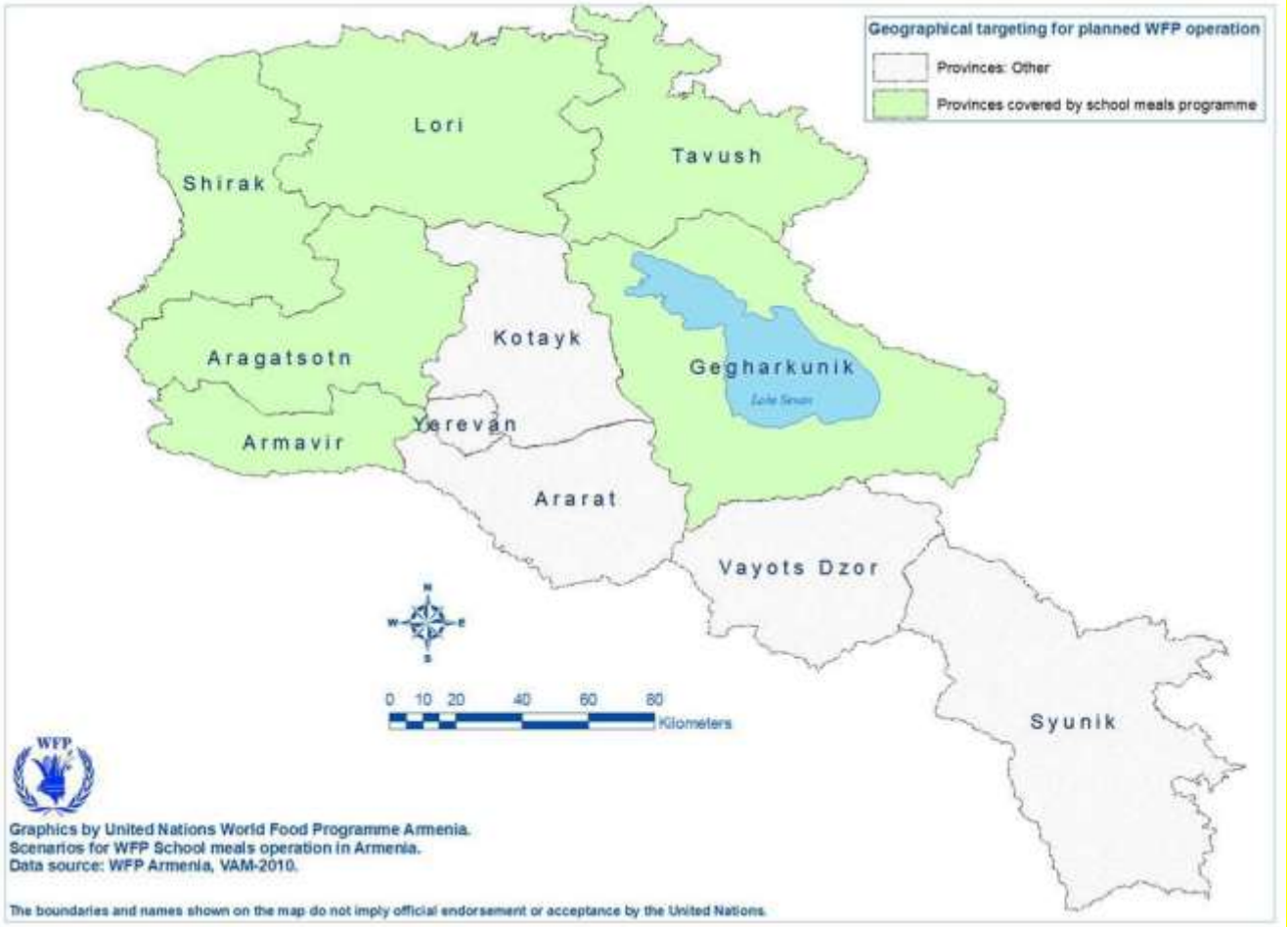
53. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

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

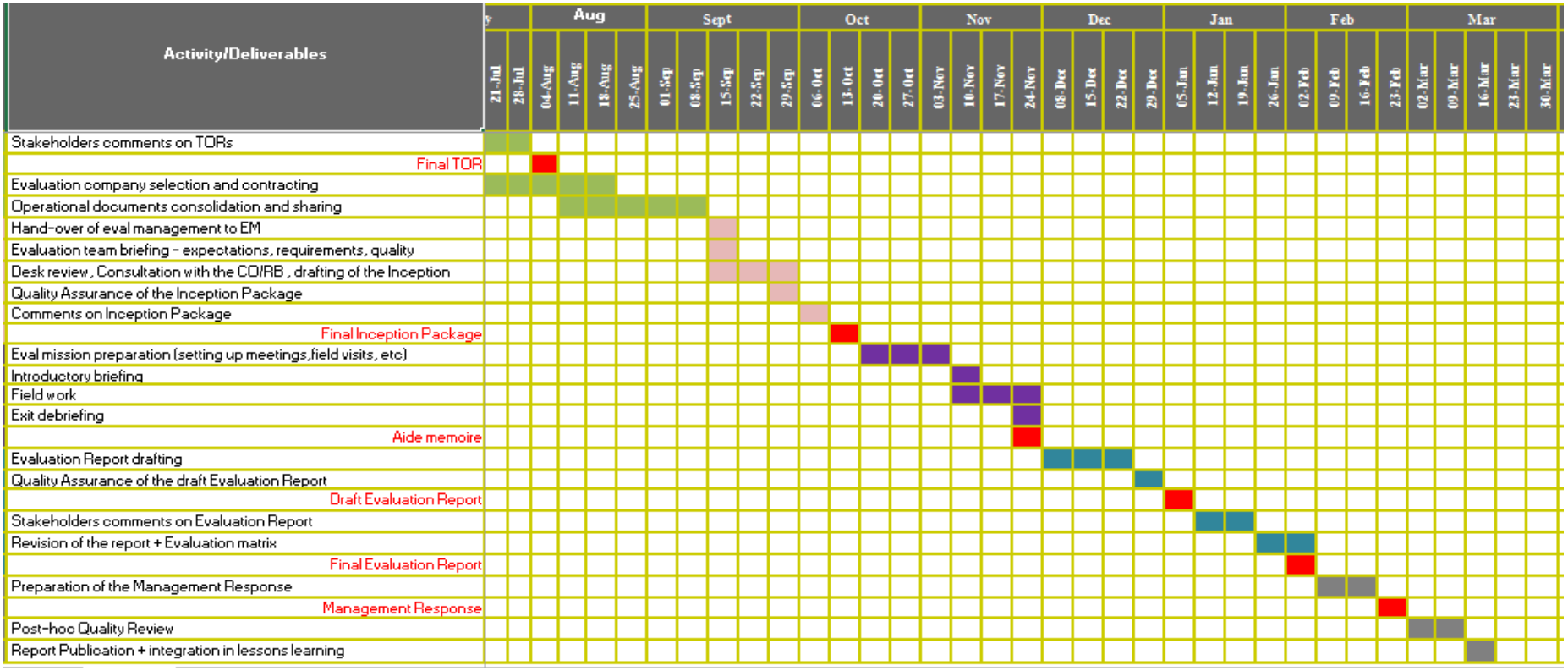
- Use the management fee corresponding to a small operation.
- Take into account the planned number of days per function noted in section 6.3.

Please send queries to Anette Wilhelmsen, Evaluation Officer, at anette.wilhelmsen@wfp.org, +390665133008.

Annex 1: Map


Geographical targeting for planned WFP operation
Provinces: Other
Provinces covered by school meals programme
Lori
Tavush
Shirak
Kotayk
Aragatsotn
Gegharkunik
Yerevan
Armavir
Ararat
Vayots Dzor
Syunik
0 10 20 40 60 80
Kilometers
WFP
Graphics by United Nations World Food Programme Armenia.
Scenarios for WFP School meals operation in Armenia.
Data source: WFP Armenia, VAM-2010.
The boundaries and names shown on the map do not imply official endorsement or acceptance by the United Nations.

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
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)
SABER	Systems Approach for Better Education Results
SF	School Feeding
SIFI	Social and Industrial Food Services Institute
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNICEF	Children's Rights & Emergency Relief Organisation
WFP	World Food Programme