



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 20TH AUGUST 2014]

TERMS OF REFERENCE

OPERATION EVALUATION

SOMALIA PROTRACTED RELIEF AND RECOVERY OPERATION (200433) STRENGTHENING FOOD AND NUTRITION SECURITY AND ENHANCING RESILIENCE

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of PRRO 200443 - Strengthening food and nutrition security and enhancing resilience in Somalia. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will commence with preparation in August 2014, with the field mission in mid-October and the final report in February 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 Country Office (CO) PRRO 200443- strengthening food and nutrition security and enhancing resilience in Somalia- for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into the decisions on the design of the next programme.

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) Nairobi	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 a 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 transition federal government and the authorities in Somaliland and Puntland have (including their ministries of health and education) a direct interest in knowing whether WFP activities in the country are aligned with their priorities, harmonised with the action of other partners and meet the expected results. This is because they are key partners, not just in the implementation of the activities but in planning and developing the assistance strategies.
UN Country team	The UNCT's Somali Assistance Strategy (UNSAS) provides a five-year framework for the UN's development work as well as the humanitarian, transitional and recovery assistance. 20 UN agencies, funds and programmes are operating across Somaliland to help the authorities deliver social services, to protect and improve people's livelihoods and to support the Somaliland's government institutions to lead their development efforts. The UNCT has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts.
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 the implementation of the current programme as well as the design of the next programme.
- 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.
- The secondary users of the evaluation findings will include partners, especially FAO and UNICEF with whom WFP has joint strategy to enhance resilience, as well as the Government authorities

3. Subject of the Evaluation

9. Somalia is one of the poorest and most food-insecure countries in the world, with some of the worst development indicators—Life expectancy is estimated at 49.7 years; Infant and child mortality rates stand at 108.4 and 178 per 1,000 live births, respectively; only 29% of the population has access to improved water sources (only 9% in rural areas) and 23% to improved sanitation facilities (6% in rural areas); and adult literacy rate is 24%. The prolonged conflict, protracted crisis and insecurity in Somalia over more than two decades have caused enormous damage to the human livelihoods and social indicators. The provision of social services such as health, education, water, sanitation, food and nutrition has considerably deteriorated. Extended families and clans are the major social safety nets in the country, with remittances received from Somalis abroad estimated to provide up to 40% of household income. In the 2012 UN Human Development report, Somalia was ranked 165 out of 170 countries.² Of the population of 7.5 million, 43 percent live on less than US\$1 per day. Somalia has not had a functioning central government since 1991. Somaliland and Puntland have lower levels of vulnerability as a result of greater stability and improved governance. In South Central Somalia, 89 percent of people are poor across several dimensions, compared to 75 percent in Puntland and 72 percent in Somaliland.³ Gender inequality is alarmingly high at 0.776 out of a value of 1, with Somalia at the fourth lowest position globally on the Gender Inequality Index. Women suffer severe exclusion and inequality in all dimensions -health, employment and labour market participation.⁴

10. During the implementation of the emergency operation (EMOP 200281) between 2011 and 2012, WFP started a shift from life-saving relief assistance—primarily general food distributions—towards recovery assistance that enables communities to cope more effectively with hardships. Targeting a total of 2.9 million beneficiaries over the three years, the PRRO 200443 continues this shift with two overarching objectives: to enhance resilience in communities and households affected by recurrent shocks, and to ensure that WFP can continue to save lives in emergencies and protect livelihoods. WFP targets vulnerable pastoralists, agro-pastoralists, internally displaced persons (IDPs) and urban poor by: a) enhancing medium-term and long-term resilience in vulnerable communities through food-for-assets (FFA) interventions and complementary activities through increased engagement with stakeholders; b) rebuilding food and nutrition security in households affected by shocks through nutrition activities, school meals and FFA interventions; and c) protecting livelihoods during shocks and seasonal vulnerabilities through nutritional support and targeted relief, as appropriate.

11. The project document including the logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).⁵ The key characteristics of the operation are outlined in table two below:

² African Development Bank, COUNTRY BRIEF 2013-2015

³ <http://www.so.undp.org/content/somalia/en/home/countryinfo/>; accessed on 22nd July 2014

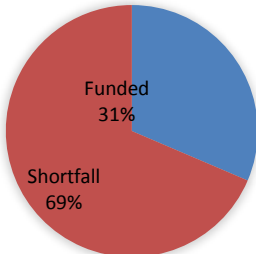
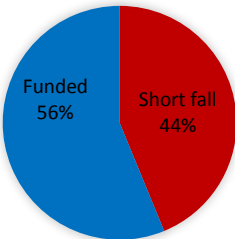
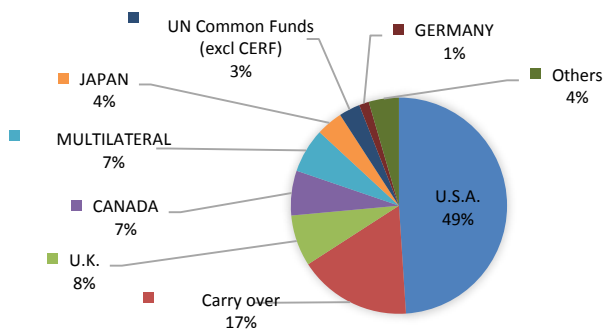
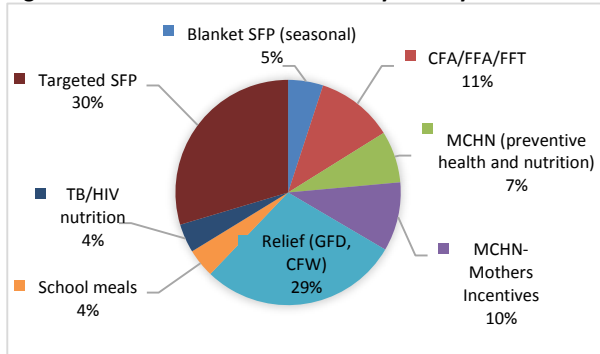
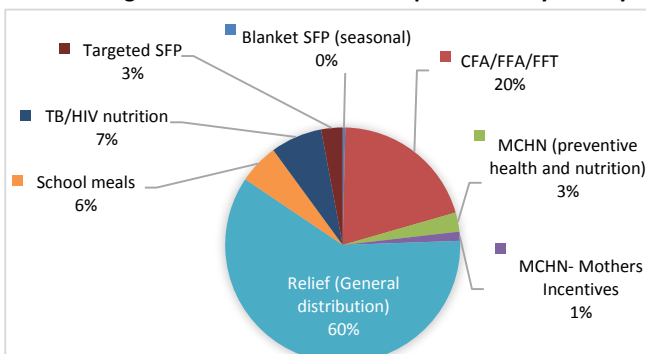
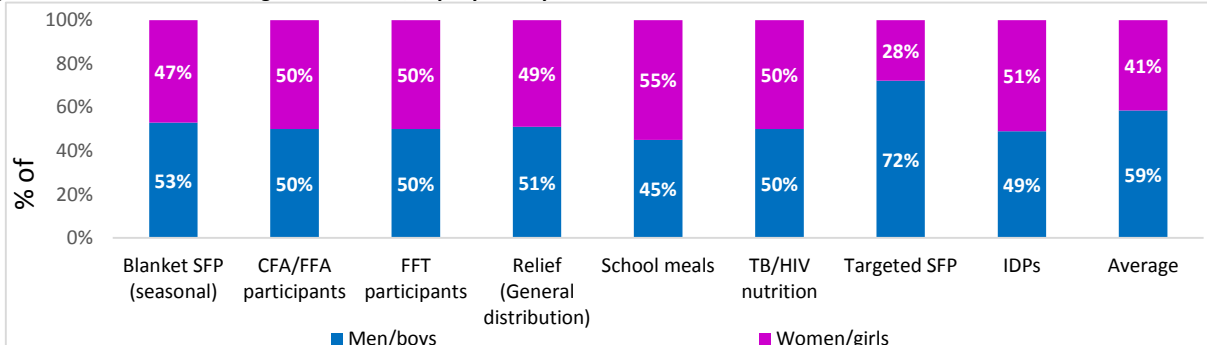
⁴ UNDP Somalia Human Development Report 2012, Empowering Youth for Peace and Development

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

Table 2: Key characteristics of the operation

OPERATION		
Approval	The operation was approved by the Executive Board in November 2012	
Amendments	There have been two amendments/budget revisions (BR) to the initial project document. BR1 which was approved in May 2013, increased the landside transport, storage and handling rate from 307.86 per mt to 425.07 per mt, resulting to an increase in the overall budget by 54 million (6%). BR2, which was approved in July 2014 decreased the number of planned beneficiaries for 2014 by 15.2%, in view of improved food security situation; increased cash and voucher costs by 15%; increased capacity development costs by 64% and transferred security-related costs to a special operation. This reduced the overall PRRO budget by 51.1 million (6%).	
Duration	Initial: 3 years (Jan 2013–Dec 2015)	Revised: N/A
Planned beneficiaries	Initial: 2013: 1,560,000; 2014: 1,584,000; 2015: 1,605,000 Total: 2,874,000	Revised: 2013: 1,560,000; 2014: 1,342,500; 2015: 1,605,000 Total: 2,874,000
Planned food requirements	Initial: In-kind food: 498,069 mt of food commodities Cash and vouchers: US\$ 42 Million Capacity Development: US\$ 1.5 million	Revised: In-kind food: 443,607 mt of food commodities Cash and vouchers: US\$ 55.9 million Capacity Development: US\$ 2.5 million
US\$ requirements	Initial: 862,886,857	Revised: 866,365,430
OBJECTIVES, OUTCOMES AND ACTIVITIES		
WFP Strategic Objectives	PRRO specific objectives and outcomes	Activities
SO 1- Save lives and protect livelihoods in emergencies	Protecting livelihoods during shocks and seasonal vulnerabilities	
	Outcome 1.1 Stabilized acute malnutrition in children under 5 in targeted areas	-Blanket supplementary feeding (seasonal)
	Outcome 1.2 Improved food consumption over assistance period for targeted households	-Cash/Food for assets -Relief (cash/food)
SO 2- Prevent acute hunger and invest in disaster preparedness and mitigation measures	Enhancing medium-term and long-term resilience in vulnerable communities through increased engagement with stakeholders	
	Outcome 2.1 Early-warning systems, contingency plans and food security monitoring systems put in place and enhanced with WFP capacity-development support	-Cash/food for assets (C/FFA) -Food for training (FFT) (only targeting areas that are targeted by FAO/UNICEF)
	Outcome 2.2 Hazard risk reduced in targeted communities	
SO 3- Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	Rebuilding food and nutrition security in households affected by shocks	
	Outcome 3.1 Enrolment for girls and boys, including IDPs and refugees, in assisted schools stabilized at pre-crisis levels	-Cash/food for assets -Food for training -MNCH (including preventive health and nutrition)
	Outcome 3.2 Reduced acute malnutrition in targeted populations	-School meals, including cash/food incentives for girls to enhance attendance
	Outcome 3.3 Improved nutritional recovery of ART and TB clients	-TB/HIV nutrition -Institutional feeding
SO 5- Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase ⁶	Outcome 3.4 Increased access to productive assets	
	Outcome 5.1 Progress made towards government-owned hunger solutions	Training government counterparts in programme design, planning, oversight and implementation
PARTNERS		
Government	Ministry of health; Ministry of education, Ministry of civil aviation, Ministry of Environment,	

⁶ The was no explicitly stated PRRO objective as far as Strategic objective 5, but capacity building intents are implicit in the document; furthermore, the second budget revision increased the resources allocated for capacity development activities. The overarching intentions/objective of the WFP Somalia in this will have to be explicated during the interviews with key staff, and the reflected accordingly when analyzing overall achievement of objectives

	wildlife and tourism, Puntland highway authority	
United Nations	UNICEF and FAO on food security; UNICEF on education; UNICEF and WHO on health; Food security and Nutrition Analysis Unit (FSNAU); UNHCR on refugees and IDPs	
NGOs	20 international NGOs, Over 100 national NGOs and the Somalia Red Crescent society ⁷	
RESOURCES (INPUTS)		
Contribution received As at 20 th July 2014 % against appeal: 31% Top 5 donors: -USA 49% -UK 8% -Canada 7% -Multilateral 7% -Japan 4%	Figure 1: % funded of total requirements for 3 years 	Figure 2: % funded of requirements up to July 2014 
	Figure 3: Top five donors 	
PLANNED OUTPUTS (at design)		
Figure 4: Planned % of beneficiaries by activity 		Figure 5: Planned % of food requirements by activity 
Figure 6: Planned % of women/girls versus men/boys by activity ⁸ 		

⁷ <https://mobile.wfp.org/+CSCO+0h756767633A2F2F74622E6A73632E626574++/web/ngo/partnership-statistics-and-publications>, accessed on 28th July 2014

⁸ **Source:** 2013 SPRs. The project document does not have a breakdown of beneficiaries by sex, and the way the activities are reported in the SPR is slightly different from the project document. As such the activities listed here are different from those listed under bens and mts

4. Evaluation Approach

4.1. Scope

12. **Scope.** The evaluation will cover PRRO 200443 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 captures the time from the formulation of the operation (June to December 2012) and the period from the beginning of the operation until the start of the evaluation (January 2013 to October 2014). While covering the formulation period will be important in understanding the design context, the focus will be the on the implementation period.

4.2. Evaluation Questions

13. 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 and combination 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 Government policies, including sector policies and strategies (where these exists and are appropriate to the needs of the people, otherwise coherence in regard to other relevant strategies by civil society and other key players in Somalia) and 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.
- Are there opportunities for streamlining/simplifying/re-organising activities to achieve better coherence and complementarity with other stakeholders, including donors, UN agencies and civil society?

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

14. 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.

15. 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 ongoing and past operations, including the Somalia country portfolio evaluation of (CPE 2012) 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. In addition, the refugees operation in Kenya that hosts over half a million refugees from Somalia was evaluated in 2014 and it will be of relevance when considering issues related to food security and insecurity.

16. 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.⁹ Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.

17. However, answering question two is likely to pose some challenges owing in part to: i) Limited data on outcomes-due in part to more focus on compliance reporting than outcome monitoring in the recent past- which will require heavily relying on qualitative data to arrive at conclusions of achievement ii) the absence of baseline data for some of the activities, which will need to be reconstructed using findings from various assessment reports and iii) data gaps in relation to efficiency iv) Outputs data collected by third parties, thus limiting verification in case of validity issues

18. 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.

19. Security in Somalia is volatile, and access to some of the project sites may be limited. The extent of access will be discussed and agreed between the evaluation team and the country office during the inception period.

4.4. Methodology

20. 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.

⁹ At the design of the operation in 2012/2013, the alignment 3 was with the strategic results framework (2008-2013). In 2014, the operation was aligned to the new strategic results framework (2014-2017). As such, the results for 2013 and those for 2014 should be reviewed based on the appropriate framework.

- 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

21. 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.

22. 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

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

24. **Preparation phase** (July 20th to September 20th): 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.

25. **Inception phase** (September 22nd to October 19th): 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](#).

26. **Evaluation phase** (November 2nd to 22nd): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. Before commencing the mission, the team will spend the first day (3rd November) in security briefings as per requirements discussed in section 6.4. 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.

27. Reporting phase (November 24th to February 28th): 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. Additional information that will be deemed useful to stakeholders may be presented in annexes, in a format that will be easily accessible. 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](#).

28. Follow-up and dissemination phase: OEV will share the final evaluation report with the CO and RB. The CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The RB will coordinate WFP's management response to the evaluation, including following up with country offices on status of implementation of the actions. 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 final evaluation report will be published on the WFP public website, and findings incorporated into an annual synthesis report, which will be presented to WFP's Executive Board for consideration. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

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 (see detailed timeline in annex 2)

Entity responsible	Phase	Activities	Key dates
EM	Inception	Final Inception Package	19 th October 2014
CO/ET	Evaluation	Evaluation field mission	2 nd to 22 nd November 2014
ET	Evaluation	Aide memoire	20 th November 2014
EM	Reporting	Draft Evaluation Report	20 th December 2014
EM	Reporting	Final Evaluation Report	15 th February 2015
CO/RB	Follow-up	Management Response	28 th February 2015

6. Organization of the Evaluation

6.1 Outsourced approach

29. 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.

30. 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.

31. 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](#).

32. 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

33. 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

34. 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.

35. **Team composition.** The evaluation team is expected to include 3 to 4 members, including the team leader and 2 to 3 international/national evaluators. It should include women and men of mixed cultural backgrounds and at least one national of the Somalia or a person who understands the culture and local context. Past WFP experience would be an asset.

36. The estimated number of days is expected to be in the range of 40-60 for the team leader; 35-50 for international evaluators and 20-30 for national evaluator(s)

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

- Food security, livelihoods and resilience
- Nutrition (preventive and curative)
- School feeding
- Evaluating in fragile contexts and insecure environments, including risk assessment and programme monitoring in these contexts¹⁰
- Gender expertise/good knowledge of gender issues

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

39. All team members need to be fluent in English, oral and written. Previous experience and knowledge of Somalia within the team will be a valuable asset. Having a member who can speak the relevant local language would be an added asset to the team, although this is not a requirement as there is the option of using interpreters.

40. **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.

41. 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.

42. **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.

43. 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.

6.4 Security Considerations

44. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

45. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- Travelling team members complete the UN system's applicable Security in the Field courses in advance, print out their certificates and take them with them. (These take a couple of hours to complete.)

¹⁰ The country office uses third party monitoring arrangements and the evaluation team will need competencies to assess how this arrangement has worked

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.

(For more information, including the link to UNDSS website, refer to EQAS on page 30)

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. Liljana Jovceva, Programme Officer, will be the CO focal point for this evaluation.
- Comment on the TORs and the evaluation report
- 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.
- Organise security briefings for the evaluation team and provide any materials as 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.
- Prepare a management response to the evaluation recommendations
- 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. Genevieve Chicoine, 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.

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 Grace Igweta, 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. Paragraph 28 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

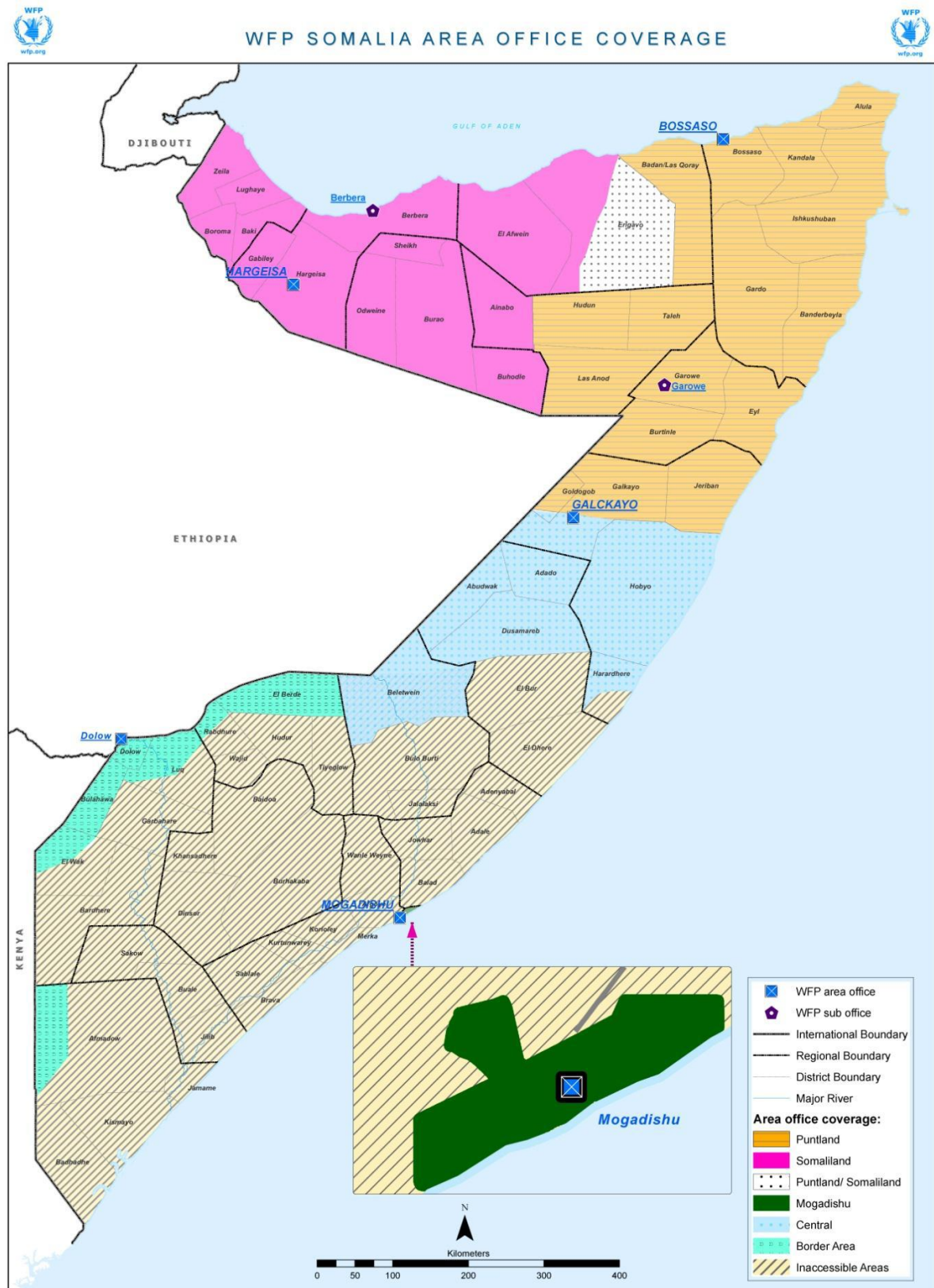
52. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

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.
- Budget for domestic travel only where this will involve use the United nations humanitarian air services

Please send queries to Grace Igweta, Evaluation officer; Email: Grace.Igweta@wfp.org | Landline+39 06 65 13 2847|Moblie:+39 349-900-6861|Sykpe:graceigweta

Annex 1: Map



Annex 2: Evaluation timeline

	Activity/Deliverables	Entity Responsible				2014																2015																														
						June				July				Aug				Sept				Oct				Nov				Dec				Jan				Feb				Mar										
		Eval Manager	Eval Team	OEI	CO	RB	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	01-Sep	08-Sep	15-Sep	22-Sep	29-Sep	06-Oct	13-Oct	20-Oct	27-Oct	03-Nov	10-Nov	17-Nov	24-Nov	01-Dec	08-Dec	15-Dec	22-Dec	29-Dec	05-Jan	12-Jan	19-Jan	26-Jan	02-Feb	09-Feb	16-Feb	23-Feb	02-Mar	09-Mar	16-Mar	23-Mar			
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 standards	X	x																																																	
8	Desk review, Consultation with the CO/RB , drafting of the Inception Package		X																																																	
9	Quality Assurance of the Inception Package	X																																																		
10	Final Inception Package			X	X																																															
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	Preparation of the Management Response			X	X																																															

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)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme