



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, SEPTEMBER 29TH 2014]

TERMS OF REFERENCE END OF TERM OPERATIONS EVALUATION ECUADOR - PRRO – 200275 – ASSISTANCE TO REFUGEES AND PERSONS AFFECTED BY THE CONFLICT IN COLOMBIA (2011-2014)

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Ecuador PRRO 200275 – Assistance to Refugees and Persons Affected by the Conflict in Colombia. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will commence with inception in November 2014, with the field mission in January 2015 and the final report in April 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 TORs 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) Ecuador PRRO 200275 – “Assistance to Refugees and Persons Affected by the Conflict in Colombia” for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation. A new PRRO, to start 1st January 2015, has been approved by the Executive Director in August 2014, until December 2017 with the evaluation’s findings timely to inform decision making in the programme implementation and ultimately feed into the next programme’s design.

2.2. Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:
 - **Accountability** – The evaluation will assess and report on the performance and results of the operation. A management response to the evaluation recommendations will be prepared.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based

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.

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.

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) Panama	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, especially the Ministry of Foreign Affairs (Direction for Refugees), which is WFP's main interlocutor in addition to the Ministry of Environment, the Ministry of Agriculture, Livestock, Aquaculture and Fisheries and Ministry of Education, 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.
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. UNHCR is a direct partner in this operation.
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 design, country strategy and partnerships.
 - Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,
 - OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. Approximately 50 Colombian asylum seekers enter Ecuador every day. Most are poor, socially fractured, and have limited access to education and national safety nets. The northern border between Ecuador and Colombia is characterized by high levels of insecurity and lack of social and institutional development, with intense competition for resources and social services, which creates tensions between refugees and Ecuadorians. The refugees tend to conceal their identity to avoid mixing with local communities due to fear of recognition or deportation. Approximately 20 percent of registered school aged refugee children are not enrolled in schools. Colombian asylum seekers have difficulties to open bank accounts or access safety net programmes, contributing to their high levels of food insecurity. Women refugees represent 46 percent of the total number of refugees and 21 percent of the refugee households are headed by women.
10. Over 38 percent of Ecuadorian households live in poverty, surpassing 61 percent in rural areas. Thirteen percent of households live in extreme poverty and are unable to meet their minimum nutritional requirements. Despite strong economic growth, Ecuador has a high level of chronic malnutrition, and levels of anaemia are the highest in Latin America and the Caribbean (LAC) region. Malnutrition affects both Colombians and Ecuadorians and is related to poor dietary diversity. Almost 34 percent of Ecuadorians depend on informal employment or are unemployed, and about 70 percent of refugees are engaged in low paid irregular and short term work because of lack of documentation, discrimination and lack of social networks.
11. Following a first PRRO which covered the period 2005-2007, WFP launched a follow-up phase (PRRO 104430) in December 2007 with an original end date of 30 November 2010. This was extended in time for 6 months, in response to a request made by the Government of Ecuador, due to the increased influx of refugees. UNHCR was responsible for final food distributions until April 2010, when the caseload increased and WFP assumed full responsibility for distributions. The UNHCR/WFP joint assessment mission (JAM) carried out in 2011 concluded that the operation required a revised strategy and enhanced implementation modalities.
12. PRRO 200275 was approved in July 2011 and is in line with WFP's Strategic Objectives 1 and 3, with the following objectives:
- To improve the food consumption of new asylum seekers and the most vulnerable and non-self-reliant Colombian refugees in Ecuador, without creating tensions between Colombian refugees and Ecuadorian populations;
 - To rebuild sustainable livelihoods and the food and nutrition security of Colombian refugees and Ecuadorians, with a special focus on women, and those most affected by the conflict in Colombia.

WFP's response strategy is based on the government priority to develop integrated assistance models with a view to diffuse tensions between refugees and Ecuadorian communities and promote integration in both urban and rural areas. The project has a relief component that includes 1) General Food Distribution (GFD) and 2) Conflict Mitigation Actions through Food for Work (FFW), and a recovery component including 1) vulnerable groups support, 2) community based integration through Food for Assets (FFA) and Food for Training (FFT), and 3) School Feeding (SF).

13. 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 in July 2011.		
Amendments	There have been five Budget Revisions (BR) of the initial project document to: <ul style="list-style-type: none"> • increase the commodities plan and associated costs • increase the DSC • increase the proportion and value of vouchers in the relief activity (GFD) and include support to government to locally purchase complementary items from small producers for the school feeding recovery activity. • reduce the total food transfers and ODOC, and increase cash and vouchers and capacity development and augmentation, the total DOC and the DSC. 		
Duration	Initial: 3 year period (July 2011 – June 2014)	Revised: July 2011 – December 2014	
Planned beneficiaries	<u>Initial:</u> 120,100	<u>Revised:</u> 160,365	
Planned food requirements	<u>Initial:</u> In-kind food: 5,538 mt of food commodities Cash and vouchers: US\$ 2,969,299	<u>Revised:</u> In-kind food: 5,433 mt of food commodities Cash and vouchers: US\$ 4,266,864	
US\$ requirements	<u>Initial:</u> 13,571,583	<u>Revised:</u> 16,504,628	
OBJECTIVES AND ACTIVITIES*			
	SO	PRRO Operation specific objectives and outcomes	Activities
The operation contributes to MDG 1, 3 and 7 and is in line with the Ecuador UNDAF (2010-2014).	Strategic Objective 1	Objective 1: To improve the food consumption of new asylum seekers and the most vulnerable and non-self-reliant Colombian refugees in Ecuador, without creating tensions between Colombian refugees and Ecuadorian populations.	
		Outcome 1.1: Adequate food consumption over assistance period for Colombian asylum seekers	<ul style="list-style-type: none"> • General food/voucher distribution to target HH
		Outcome 1.2: Food assistance delivered without increasing tensions between host communities and Colombian asylum seekers	<ul style="list-style-type: none"> • Social inclusion activities • Food For Work
	Strategic Objective	Objective 2: To rebuild sustainable livelihoods and the food and nutrition security of Colombian refugees and Ecuadorians, with a special focus on women, and those	

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

3	most affected by the conflict in Colombia.	
	Outcome 3.1: Improved dietary diversity over assistance period for non self reliant households in targeted communities	<ul style="list-style-type: none"> • Food/voucher distribution to target HH • Food for Training
	Outcome 3.2: Improved food consumption over assistance period for Colombian asylum seekers and host communities	<ul style="list-style-type: none"> • Food/voucher distribution to target HH
	Outcome 3.3: Increase access to assets in communities affected by the conflict in Colombia	<ul style="list-style-type: none"> • Food for Assets • Train beneficiaries in watershed, livelihood and sustainable agricultural support thematic areas
	Outcome 3.4: Stabilize enrolment of girls and boys including refugees, in assisted communities	<ul style="list-style-type: none"> • Provide nutritional school lunch in targeted schools

*These objectives, outcomes and activities are from the original project document. A new logframe was approved in 2014 and a comparison of the new and old logframes are attached as annex 3 to these TORs.

PARTNERS

Government	Ministry of Foreign Affairs, Ministry of Environment, Ministry of Agriculture, Livestock, Aquaculture and Fisheries and Ministry of Education.
United Nations	United Nations High Commissioner for Refugees (UNHCR)
NGOs	Hebrew Immigrant Aid Society (HIAS) and Red Cross

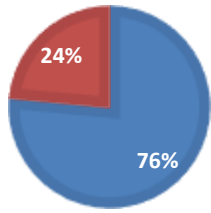
RESOURCES (INPUTS)

<p>Contribution received by August 6th 2014: USD 12.6 million 76.5% against appeal</p> <p>Top donors: USA, European Commission, Canada, Brazil, Luxembourg</p>	<p>Top donors</p> <table border="1"> <caption>Top Donors Data</caption> <thead> <tr> <th>Donor</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>U.S.A.</td> <td>41%</td> </tr> <tr> <td>CARRYOVER FROM PREVIOUS OPERATIONS</td> <td>14%</td> </tr> <tr> <td>WFP MULTILATERAL FUNDS</td> <td>11%</td> </tr> <tr> <td>EUR. COMMISSION</td> <td>11%</td> </tr> <tr> <td>PRIVATE DONORS</td> <td>6%</td> </tr> <tr> <td>CANADA</td> <td>6%</td> </tr> <tr> <td>BRAZIL</td> <td>4%</td> </tr> <tr> <td>MISCELLANEOUS INCOME</td> <td>4%</td> </tr> <tr> <td>Other</td> <td>2%</td> </tr> </tbody> </table>	Donor	Percentage	U.S.A.	41%	CARRYOVER FROM PREVIOUS OPERATIONS	14%	WFP MULTILATERAL FUNDS	11%	EUR. COMMISSION	11%	PRIVATE DONORS	6%	CANADA	6%	BRAZIL	4%	MISCELLANEOUS INCOME	4%	Other	2%
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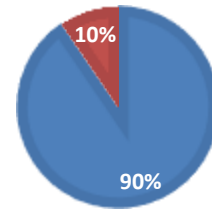
% funded of total requirements total PRRO period

% funded of total requirements August 2014*

■ Resourced ■ Shortfall



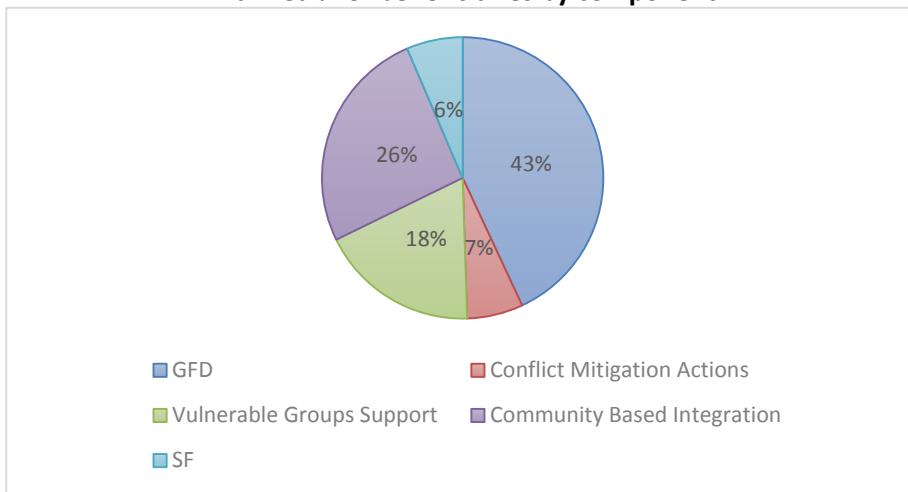
■ Resourced ■ Shortfall



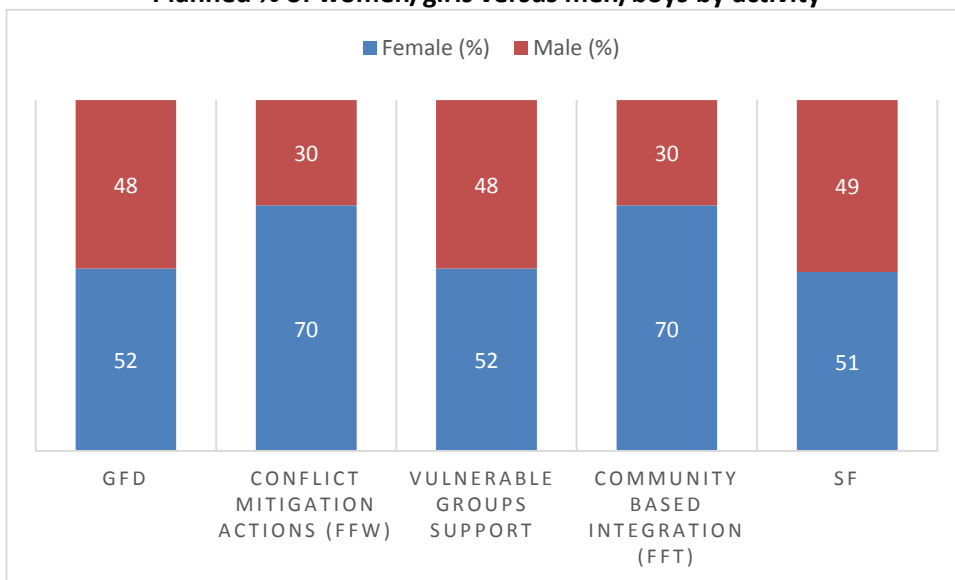
*Estimated based on requirements for 38 out of 42 months

PLANNED OUTPUTS (at design)

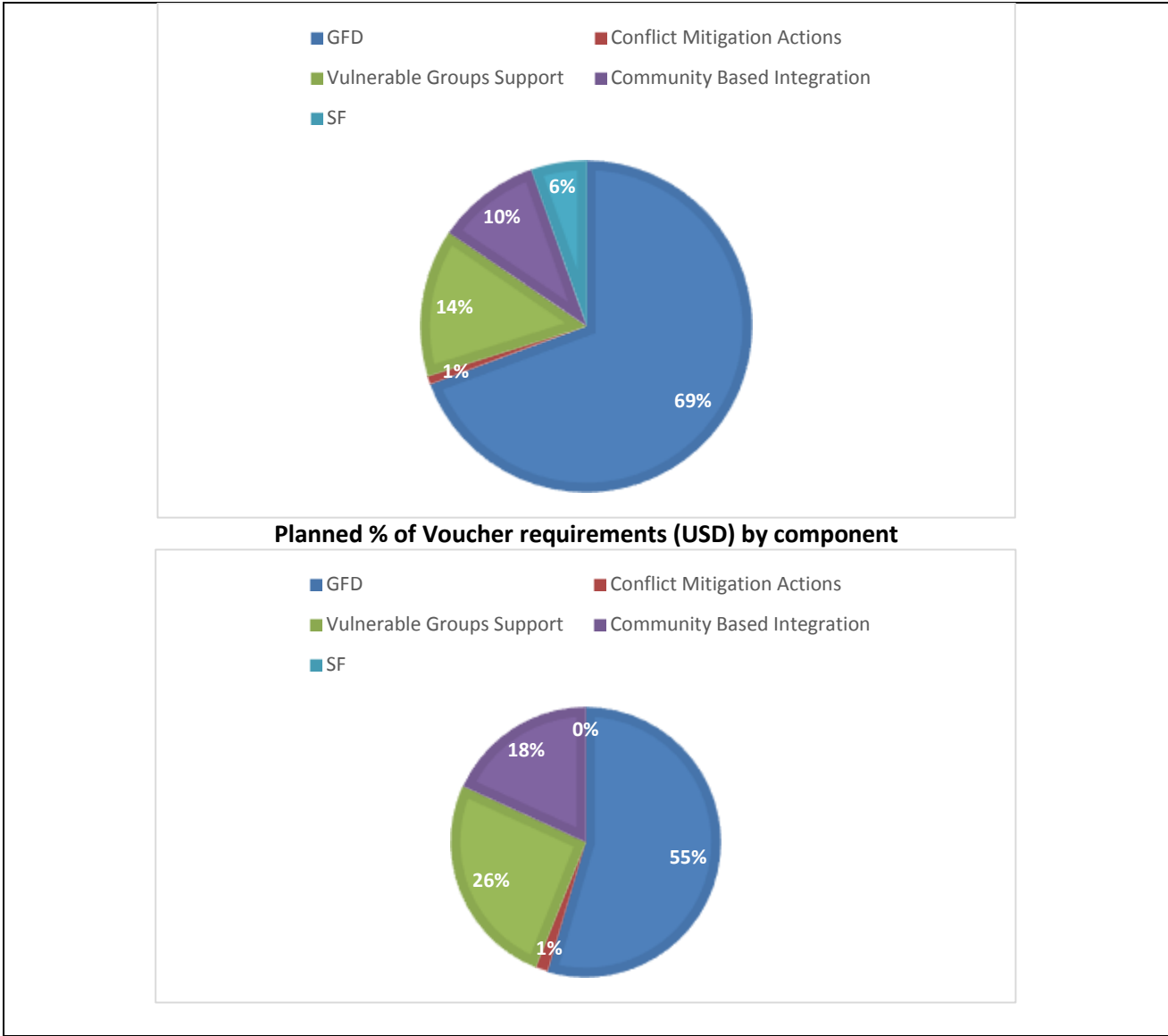
Planned % of beneficiaries by component



Planned % of women/girls versus men/boys by activity



Planned % mt of food requirements by activity/component



4. Evaluation Approach

4.1. Scope

14. The evaluation will cover Ecuador PRRO 200275 – Assistance to Refugees and Persons Affected by the Conflict in Colombia, 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 development of the operation (January-June 2011) and the period from the beginning of the operation until the start of the evaluation (July 2011 to December 2014).
15. In its original design, the operation included only in-kind food transfers, but has evolved during the implementation to comply with new corporate developments. Cash and voucher transfers were introduced and local purchases were expanded. The PRRO will end in December 2014 and will be followed by a new PRRO which was approved by the Executive Director in August 2014. This evaluation provides an opportunity to review the evolution of the PRRO from its original formulation to its end and identify what is required to have a more effective and efficient project in the future. The main evaluation questions, gearing around effectiveness and efficiency,

besides results analysis should include sub-questions to address the CO's key issues of concerns, including:

- Processes: The evolving process of the PRRO and more specifically how flexible the operation has been to adapt to changes
- Unintended benefits achieved by the project
- Capacity development support and institutional arrangements, and the way they ensure sustainability of PRRO results
- Gender and protection, more specifically how to bridge from a strong conceptual basis to concrete actions

16. The evaluation should draw lessons learned/best practices in the above areas and provide specific recommendations on how the CO can improve. It will be important to take into account the fact that Ecuador is a middle-income country and the questions should be adapted to this context.

4.2. Evaluation Questions

17. 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, including gender and protection mainstreaming, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector policies and strategies, endeavour to be sustainably embedded in national social protection schemes 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.
- Were appropriate within the context of a refugee operation and Middle Income Country.

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/outcomes 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.
- How innovation or lack of it influenced the achievement of results.

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.
- The evaluation should look at both attribution and contribution.

4.3 Evaluability Assessment

18. 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.
19. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframes, evaluations and reviews of ongoing and past operations, as well as documents related to government and interventions from other actors. There have been a number of studies and evaluations conducted in Ecuador and there has already been a mid-term review of the project. These will be made available to the evaluation team at the start of the Inception Phase. In addition, the team will review relevant WFP strategies, policies and normative guidance.
20. 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 logframes. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.
21. 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.
22. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.

4.4. Methodology

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** (August - November): 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** (November - 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.

- **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** (January - February): 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** (February - April): 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 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 Spanish 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 15 th
CO/ET	Evaluation	Evaluation field mission	February 2 nd to February 23 rd
ET	Evaluation	Aide memoire	February 23 rd
EM	Reporting	Draft Evaluation Report	March 20 th

EM	Reporting	Final Evaluation Report	April 17 th
CO/RB	Follow-up	Management Response	May 4 th

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 nationals of Ecuador. Team members should have past working experience in Middle Income Country (MIC) context. Past WFP experience is a requirement.

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

40. **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):

- Protracted refugee situation
- Social safety net programming/evaluation (Food security with experience in cash-based programming, School Feeding and Nutrition)
- Capacity building (more specifically in the area of design of social safety nets)
- Gender expertise / good knowledge of gender issues/ protection

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

42. The Team Leader should speak fluently and write in Spanish and English (to work in the field and be able to read/understand all the documentation and write the evaluation report), while local consultants need to be fluent in Spanish and have basic knowledge of English in order to be able to attend meetings with local donors.

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 Spanish 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 members** will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

46. 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

47. 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.

48. 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.)
- 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, see EQAS for Operations Evaluations page 30.

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation. Raphael Chuinard, Deputy Country Director, 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.

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

- Assign a focal point for the evaluation. Jacqueline Flentge, 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.

51. **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.

52. **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

53. 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 31 describes how findings will be disseminated.

54. 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

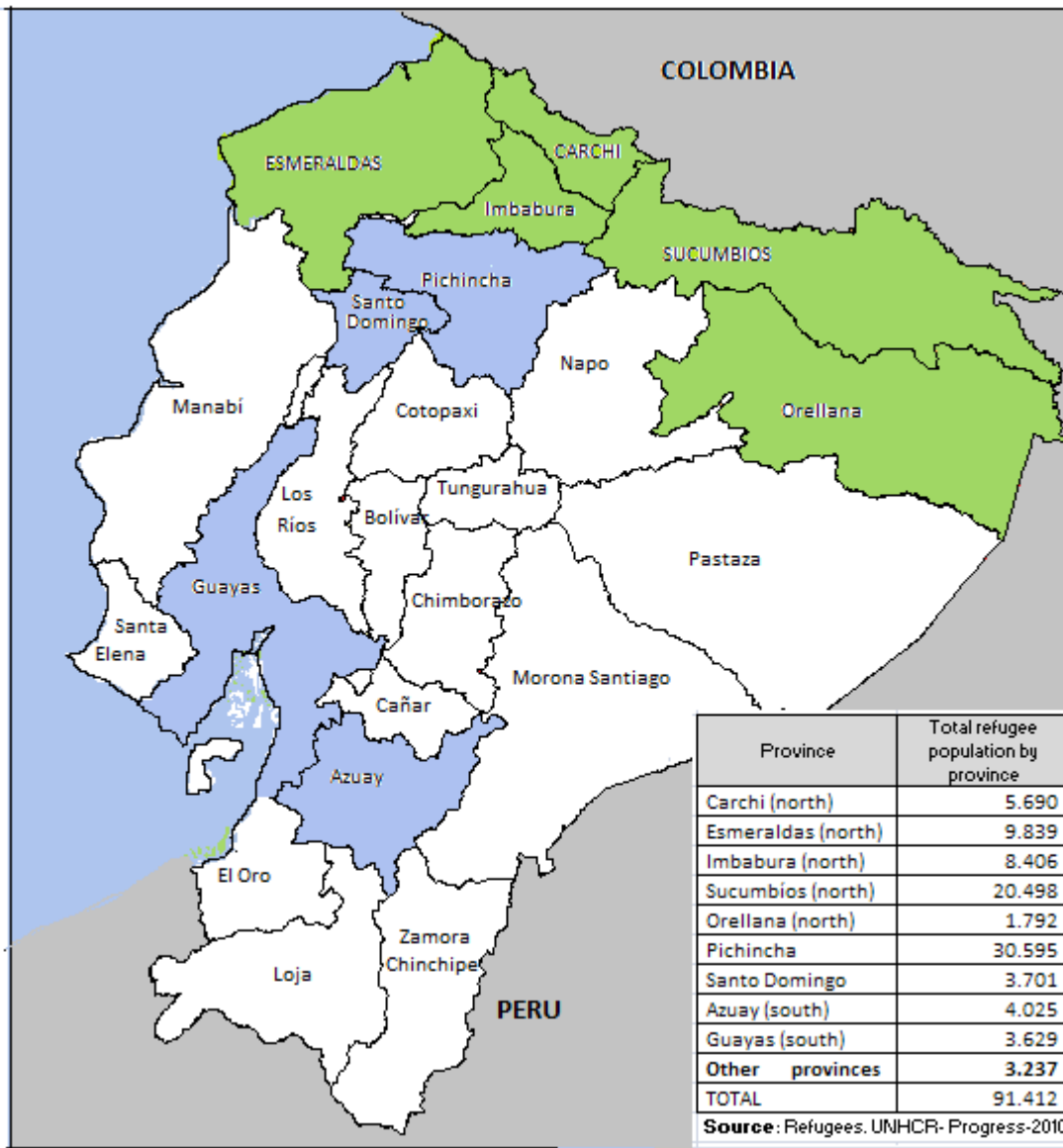
55. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

56. **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, + 39 06 65 13 30 08.

Annex 1: Map of WFP activities in Ecuador



Annex 2: Evaluation timeline

Activity/Deliverables	Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		
	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
1 Desk review, consultation and preparation of TOR																			
2 Stakeholders comments on TORs																			
3 Final TOR																			
4 Evaluation company selection and contracting																			
5 Operational documents consolidation and sharing																			
6 Hand-over of eval management to EM																			
7 Evaluation team briefing - expectations, requirements, quality																			
8 Desk review, Consultation with the CO/RE, drafting of the Inception																			
9 Quality Assurance of the Inception Package																			
10 Comments on Inception Package																			
11 Final Inception Package																			
12 Eval mission preparation (setting up meetings, field visits, etc)																			
13 Introductory briefing																			
14 Field work																			
15 Exit debriefing																			
16 Aide memoir																			
17 Evaluation Report drafting																			
18 Quality Assurance of the draft Evaluation Report																			
19 Draft Evaluation Report																			
20 Stakeholders comments on Evaluation Report																			
21 Revision of the report + Evaluation matrix																			
22 Final Evaluation Report																			
23 Preparation of the Management Response																			
24 Management Response																			
25 Post-hoc Quality Review and end of evaluation survey																			
26 Report Publication + integration in lessons learning																			

Annex 3: Comparison of original and revised PRRO logical frameworks

Outcome Indicators dropped	Revised Outcome Indicators	Explanatory note
<p>Outcome 1.1: Adequate food consumption over assistance period for Colombian asylum seekers</p> <p>Revised Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households</p>		
<p>Household Food Consumption score for relief beneficiary households</p> <p>Target: Score exceeds threshold (35) for 80 percent of targeted households.</p>	<p>FCS: percentage of households with poor Food Consumption Score (female-headed)</p> <ul style="list-style-type: none"> • Baseline: 17 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey • Target: < 5 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ CSI: Percentage of female-headed households with reduced/stabilized Coping Strategy Index • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ CSI: Percentage of male-headed households with reduced/stabilized Coping Strategy Index 	

	<ul style="list-style-type: none"> • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ Diet Diversity Score (male-headed households) • Target: 50 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) Source: WFP survey ▸ FCS: percentage of households with poor Food Consumption Score (male-headed) • Baseline: 17 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey • Target: < 5 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ FCS: percentage of households with acceptable Food Consumption Score (male-headed) • Baseline: 48 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey • Target: > 60 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) 	
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	<ul style="list-style-type: none"> ◦ Source: WFP survey ▸ FCS: percentage of households with acceptable Food Consumption Score (female-headed) <ul style="list-style-type: none"> • Baseline: 48 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey • Target: > 60 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ Diet Diversity Score (female-headed households) <ul style="list-style-type: none"> • Target: 50 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey 	
Outcome 1.2: Food assistance delivered without increasing tensions between host communities and Colombian asylum seekers		
<p>Tension perception score</p> <p>Target: tensions reduced in all targeted communities/barrios</p>	N/A	This has partly been added in revised output 1.2 (Host communities and Colombian refugees participate in joint social inclusion activities (Mingas))
Outcome 3.1: Improved dietary diversity over assistance period for non-self-reliant households in targeted communities		
<p>Dietary Diversity score by assistance modality (Score measures quantities of diverse products consumed)</p> <p>Target: Score exceeds threshold for 80</p>	N/A	This has partly been added under revised outcome 1.1. and 2.1 (Diet Diversity Score)

<p>percent of targeted households</p> <p>Percentage of communities with improved access to vegetables, fruits and other nutritious foods</p> <p>Target: 80 percent communities produce vegetables, fruits and other nutritious foods for own consumption</p>		
<p>Outcome 3.2: Improved food consumption over assistance period for Columbian asylum seekers and host communities</p> <p>Revised Outcome 1.1: Stabilized or improved food consumption over assistance period for targeted households and/or individuals</p>		
<p>Household Food Consumption score for relief beneficiary households</p> <p>Target: Score exceeds threshold (35) for 80 percent of targeted households</p>	<p>FCS: percentage of households with acceptable Food Consumption Score (male-headed)</p> <ul style="list-style-type: none"> • Baseline: 28 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ Diet Diversity Score (male-headed households) <ul style="list-style-type: none"> • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey 	

	<ul style="list-style-type: none"> ▸ Diet Diversity Score (female-headed households) <ul style="list-style-type: none"> • Target: > 60 (Dec 2014) ◦ Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey ▸ FCS: percentage of households with poor Food Consumption Score (female-headed) <ul style="list-style-type: none"> • Baseline: 40 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey • Target: < 5 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey ▸ FCS: percentage of households with acceptable Food Consumption Score (female-headed) <ul style="list-style-type: none"> • Baseline: 28 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey ▸ FCS: percentage of households with poor Food Consumption Score (male-headed) 	
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	<ul style="list-style-type: none"> • Baseline: 40 (Jan 2013) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey • Target: < 5 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ ◦ Source: WFP survey 	
<p>Outcome 3.3: Increase access to assets in communities affected by the conflict in Colombia</p> <p>Revised outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure.</p>		
<p>Community Asset Score</p> <p>Target: Functioning, useful and productive assets created in 80 percent of targeted communities</p> <p>Coping Strategy Index</p> <p>Target: Reliance on negative coping mechanisms decreased for 80% of targeted households</p>	<p>Retention rate (boys) in WFP-assisted primary schools</p> <ul style="list-style-type: none"> • Target: > 90 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: Secondary data <p>▸ CAS: percentage of communities with an increased Asset Score</p> <ul style="list-style-type: none"> • Target: > 80 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: WFP survey <p>▸ Retention rate (girls) in WFP-assisted primary schools</p> <ul style="list-style-type: none"> • Target: > 90 (Dec 2014) Location: Northern provinces (Esmeraldas, Carchi, Sucumbíos, Imbabura, Pichincha) ◦ Source: Secondary data 	

Outcome 3.4: Stabilize enrolment of girls and boys including refugees in assisted communities		
<p>Retention rate in schools (disaggregated between Colombian and Ecuadorian children and boys and girls)</p> <p>Target: Retention rate in schools equals 90% for girls/boys</p> <p>Parents and communities gradually increase contributions to community school lunch programme, facilitating WFP's phase-out</p> <p>Target: WFP phases down assistance in 75 percent of the schools after one year</p>	N/A	The retention rate indicator has been added under revised outcome 2.2

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
HIAS	Hebrew Immigrant Aid Society
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
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Programme