



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 09<sup>TH</sup> MARCH 2015]

## TERMS OF REFERENCE

### OPERATION EVALUATION

#### LESOTHO COUNTRY PROGRAMME 200369

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## **1. Introduction**

1. These Terms of Reference (TOR) are for the evaluation of the Lesotho Country programme 200369. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will commence with preparation in February, field mission in May 2015 and the final report at the end of July 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 -2016.

5. Operations to be evaluated are selected based on utility and risk criteria.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) the Lesotho country programme 200369 for an independent evaluation. In particular, the evaluation has been timed to ensure that the findings can feed into future decisions on programme implementation of the remaining period of the CP and design of subsequent 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.

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<sup>1</sup> 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
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	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.
<b>Regional Bureau (RB) [Johannesburg]</b>	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.
<b>Office of Evaluation (OEV)</b>	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.
<b>WFP Executive Board (EB)</b>	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.
<b>EXTERNAL STAKEHOLDERS</b> (See Table 2 for list of external stakeholders)	
<b>Beneficiaries</b>	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.
<b>Government</b>	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various Government ministries and institutions are partners in the design and implementation of WFP activities and will therefore be interested in the findings of the evaluation.
<b>UN Country team</b>	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.
<b>NGOs</b>	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 partnership arrangements.
<b>Donors</b>	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.
- The UNCT may use the evaluation findings as inputs to future UNDAF annual reviews or evaluation

### 3. Subject of the Evaluation

9. Lesotho is a least developed country, with the 2013 human development index of 0.486 positioning it at 162 out of 187 countries and territories. Small, mountainous, and completely landlocked by South Africa, three-quarters of the 1.9 million people in Lesotho live in rural areas and engage in subsistence rain-fed agriculture which is vulnerable to weather and climate variability. Due to low agricultural productivity and with only 10% of its land surface available for arable agriculture, the country produces less than 20% of the nation's demand for food and relies on South Africa for much of its economic activity. Lesotho imports 90% of the goods it consumes from South Africa, including most agricultural inputs. Households depend heavily on remittances from family members working in South Africa. Lesotho has a per capita income of \$1,879 and a Gini coefficient of 0.52. The economy grew by an estimated 4.3% (real GDP) in 2013 and is expected to reach an annual GDP growth target of 7% for 2016-2020.<sup>2</sup> However, excessive dependence on the Southern Africa Customs Union receipts, reliance on remittances and textile exports to the United States continues to make the country vulnerable to external setbacks.

10. The national Millennium Development Goals (MDGs) status report for 2013 reveals that progress towards the MDGs is mixed, the indicators for MGD one either being off-track or making slow progress. National poverty figures indicate that 57.1% of the population lives below the national poverty line, and unemployment rate stands at 25.3%. Achievements in primary education and gender are strong with a net enrolment rate of 82% and a higher rate of female attendance than male attendance at secondary and tertiary schooling. The literacy rate is high at 80.9% for men and 96.9% for women in the age group of 15-49 years. On gender, Lesotho is ranked first in Africa and sixteenth in the world on bridging the gap between the sexes, and has adopted several gender-sensitive laws. Other MDGs are off-track or making slow progress with particular challenges in health, manifested in high maternal and infant/child mortality. With the second highest HIV/AIDS prevalence rate in the world at 23% (among adults) average life expectancy in stands at 49 years.

11. The Government of Lesotho, through its National Strategic Development Plan 2012-2017, aims to (i) Pursue high, shared and employment creating economic growth; (ii) Develop key infrastructure (iii) Enhance the skills base, technology adoption and foundation for innovation; (iv) Improve health, combat HIV and AIDS and reduce vulnerability (v) Reverse environmental degradation and adapt to climate change and (vi) Promote peace, democratic governance and build effective institutions. The United Nations system, through the UNDAF (2013-2017) focuses on delivering 10 outcome, which closely aligned with five out of the six national priorities.<sup>3</sup> Contributing to the Lesotho UNDAF (2013-2017) and the Lesotho national priorities iii, iv, v and vi, and aligned to WFP Strategic Objectives 2, 4 and 5,<sup>4</sup> the goals of the CP are to enhance resilience and responsiveness to food-security shocks, and enhance the nutritional and social well-being of vulnerable groups. The CP has three components: (i) Disaster Risk Reduction (DRR) for increased resilience to food security shocks; (ii) Support to Education which provides meals to pre-schools (Early Childhood Care and Development centres) and (iii) Nutrition and HIV support. Component 2 and 3 inherited activities from Development Project 200169 which began in 2011 and was completed in 2012. The nutrition component is implemented under the joint United Nations nutrition programme, which was introduced in 2010 with FAO, WHO, UNICEF and WFP. Due to lack of resources, component 1 activities were not started until mid-2014, and even then, they were only implemented for 5 months and discontinued.

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

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<sup>2</sup> <http://www.ls.undp.org/content/lesotho/en/home/countryinfo/>

<sup>3</sup> The UN is supporting all except priority ii on infrastructure development

<sup>4</sup> strategy plan (2008-2013) at the time of the design of the CP; re-aligned to strategic objectives 3 and 4 of strategic plan 2014-2017

<sup>5</sup> From WFP.org home page → Countries → Lesotho → Operations

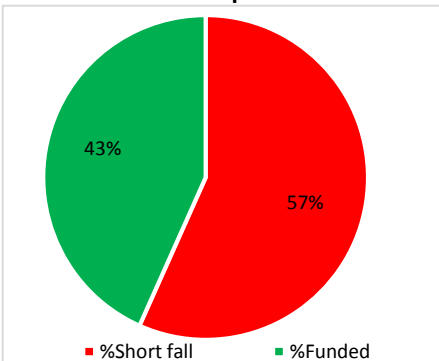
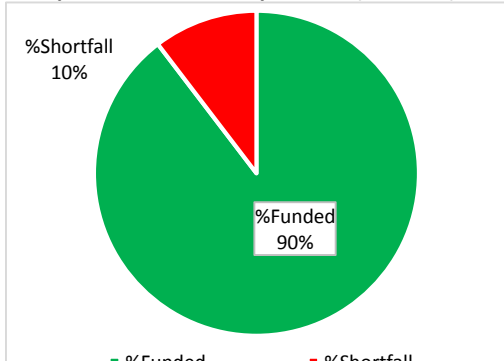
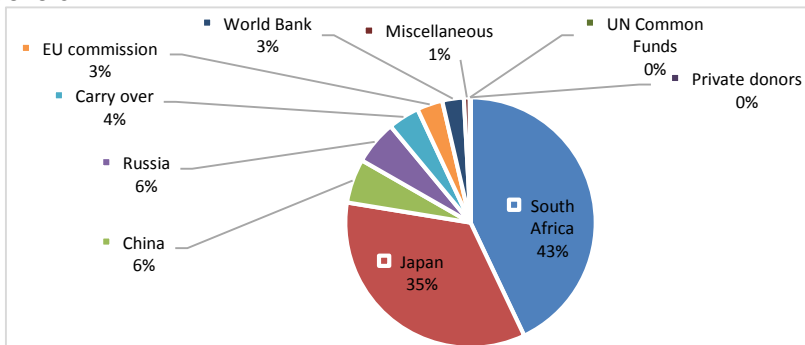
**Table 2: Key characteristics of the operation**

OPERATION		
<b>Approval</b>	The operation was approved by the EB in November 2012	
<b>Amendments</b>	<p>There have been five amendments/budget revisions (BRs) to the initial project document.</p> <p><b>BR1:</b> Approved in May 2013, this revision included a new fortified blended food (Super Cereal <i>Plus</i>) into the food basket for nutrition and HIV component in order to align with WFP nutrition guidelines as well as National IMAM protocol; It also increased the budget of the nutrition component in order to respond to the increased number of beneficiaries by 6,350 (from 64,500 to 70,850) under component 3 and made provision for a specific contribution from the Government of South Africa responding to an appeal made by the Government of Lesotho. This resulted in a reduction of the CP budget by 5.5% (from US\$35.4 million to US\$33.4 million)</p> <p><b>BR2:</b> Approved in August 2013, this revision increased food commodity prices considering the conditionality of the South African donation; increased food requirements for fortified blended food (Super Cereal <i>Plus</i>) in the food commodity basket of the nutrition and HIV component in order to align it with new WFP nutrition guidelines and as per recommendation from WFP Headquarters (Nutrition Unit); increased by 1,150 the number of children 6-23 months under complementary feeding intervention of Component 3; Adjusted the rates LTSH, ODOC and DSC so as to take into Consideration the revised procurement plan and its new purchase modality; a change in the shipping terms and additional capacity strengthening for the Government. These revisions increased the overall CP budget by 16.7% (from US\$ 33,474,051 to US\$ 39,050,139)</p> <p><b>BR3:</b> Approved in March 2014, this revision introduced capacity Augmentation/ Development assistance tool to project budget structure in line with the new WFP financial framework; Facilitated the absorption of contribution towards Capacity Development for disaster preparedness, response and resilience based initiatives under component 1 to utilize the US\$ 490,000 contribution from the World Bank to build the capacity of the Disaster Management Authority (DMA). These revisions resulted in overall budget increase by US\$ 1.3% (from US\$ 39,050,139 to US\$ 39,540 276)</p> <p><b>BR4:</b> approved in July 2014, this revision increased the number of beneficiaries under Component 1 from 10,000 to 25,000 to enable targeting of more districts carrying out resilience-based activities; included a new commodity (wheat flour) in the food basket of DRR; decreased number of children (6-59 months) and pregnant and lactating women (PLW) under targeted supplementary feeding intervention by 6,400. These revisions led to overall budget increase by US\$ 3.2% (from US\$39,540,276 to US\$ 40,797, 891)</p> <p><b>BR5:</b> approved in January 2015, this revision introduced Cash and Voucher activities with 5,250 beneficiaries and increased total number of beneficiaries under component 1 from 10,000 to 30,250; Introduced Micronutrient Powders (MNPs) for 2,200 children under component 2 to address high levels of stunting and micronutrient deficiencies; Reduced number of children 6-59 months under treatment of moderate acute malnutrition by 1,300; Phased out MAM treatment for PLW; Reduced number of children 6-23 months under blanket supplementary feeding (BSFP) by 5,350; Reduced number of PLW under BSFP by 11,400; and introduced MNPs to 2,050 children 6-23 months as a pilot for prevention of stunting. These changes resulted in overall budget decrease by 0.8% (from US\$ 40.7 million to US\$ 40.5 million)</p>	
<b>Duration</b>	Initial: 5 year period (January 2013 to December 2017)	Revised: n/a

<b>Planned beneficiaries</b>		<u>Initial:</u> 124,500	<u>Revised:</u> 124,000		
<b>Planned food requirements</b>		<u>Initial:</u> In-kind food: 33,060 mt of food Cash and vouchers: 0 US\$ million	<u>Revised:</u> In-kind food: 35,805 mt of food Cash and vouchers: US\$ 378,000		
<b>US\$ requirements</b>		<u>Initial:</u> 35,421,207	<u>Revised:</u> 40,470,716		
<b>OBJECTIVES,OUTCOMES AND ACTIVITIES</b>					
<b>Gender:</b> Gender equality and empowerment improved					
<b>Protection and Accountability to affected population:</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions					
<b>Partnerships:</b> Food assistance interventions coordinated and partnerships developed and maintained					
United Nations Development Assistance Framework (UNDAF) (2013-2017), outcomes 4,5,7,8 and 11 <sup>6</sup>	<b>WFP strategic objective<sup>7</sup></b>	<b>Operation specific objectives and outcomes</b>		<b>Activities</b>	
	Strategic Objective 2	<b>Component 1 Objective:</b> Enhancing food security through measures that reduce risks associated with disasters			
		<b>Outcome 1</b> - Early warning systems, contingency plans, food security monitoring systems in place and enhanced with WFP capacity development support			-Support to early warning systems -Food for assets -Food for training
		<b>Outcome 2</b> - Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger			
		<b>Outcome 3</b> - Hazard risk reduced at community level in target communities			
		<b>New SRF SO 3</b>			
	<b>New outcome 1:</b> Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households				
	<b>New outcome 2:</b> Risk reduction capacity of countries, communities and institutions strengthened				
	Strategic Objective 4	<b>Component 2 Objective:</b> Support Human capital development and increase pre-primary school enrolment			
		<b>Outcome 1</b> - Increased access to education and human capital development in assisted schools			-School feeding -Capacity support in SMP management
		<b>New SRF SO 4</b>			
		<b>New outcome 1:</b> Increased equitable access to and utilization of education			
		<b>New outcome 2:</b> Ownership and capacity strengthened to reduce under-nutrition and increase access to education at regional, national and community levels			
	Strategic Objective 4	<b>Component 3 Objective:</b> Improve social-economic capacities by investing in people’s physical well-being, reducing the care and economic burden associated with chronic illness and improving people’s nutrition status			
<b>Outcome 1</b> - Improved nutritional status of targeted women, girls and boys			–TSFP (Treatment of MAM for children under 5 and PLW) - Blanket supplementary feeding (Stunting		
<b>Outcome 2</b> - Improved adherence to ART and success of TB treatment for target cases					

<sup>6</sup> Refer to the CP 200369 logframe for the details of the UNDAF outcomes and their corresponding indicators and to the UNDAF (2013-2017) for the details of the UNDAF outcomes and indicators

<sup>7</sup> The CP 200369 was designed under WFP strategic plan (2008-2013); in 2014 aligned to WFP strategic plan (2014-2017). However under both strategic plans, the CP is aligned to WFP SO 2 and 4. The new outcomes are indicated in italics. The evaluation will have to assess achievement against both sets of outcomes (where applicable); as such, team will use both logframes.

	<b>New SRF SO 4</b>	<b>New outcome 1:</b> <i>Reduced under-nutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children</i> <b>New outcome 2:</b> <i>Ownership and capacity strengthened to reduce under-nutrition and increase access to education at regional, national and community levels</i>	prevention for children 6 to 23) -Blanket supplementary feeding (stunting prevention; PLW) - HIV and AIDS - Care and treatment (food by prescription approach) and safety net
PARTNERS			
<b>Government</b>	Ministries of education, health, agriculture and food security, forestry and land reclamation; Office of the prime minister (food and nutrition coordination office- FNCO and Food Management unit-FMU); disaster management authority, Global Fund country coordinating mechanism – CCM;		
<b>United Nations</b>	United Nations Food and Agriculture organisation (FAO), UNICEF, World Health Organisation (WHO); UNAIDS		
<b>NGOs</b>	World Vision International, Caritas Lesotho, Lesotho Red cross		
RESOURCES (INPUTS)			
<b>Contribution received</b> February 4 <sup>th</sup> 2015: US\$ 17,530,342  <b>%against appeal:</b> 43.3%  <b>Top 5 donors:</b> South Africa: 43% Japan: 34% China: 6% Russia: 6% EU Commission: 3%	<b>% funded of total requirements</b> 	<b>% requirements funded up to date (Jan 2015)<sup>8</sup></b> 	
	<b>Top five donors</b> 		
PLANNED OUTPUTS (at design) <sup>9</sup>			
Planned % of beneficiaries by activity/component			

<sup>8</sup> Requirements estimated by dividing the total budget of US\$ 40,4707,15 by elapsed period of the CP from inception to the time of the evaluation i.e. January 2013 to May 2015 (29 months). This is only indicative estimate

<sup>9</sup> All planned figures are based on budget revision 5



## 4. Evaluation Approach

### 4.1. Scope

13. **Scope.** The evaluation will cover CP 200369 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 (June to December 2012) and the period from the beginning of the operation until the start of the evaluation (January 2013 to May 2015).

### 4.2. Evaluation Questions

14. The evaluation will address the following three questions:

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



- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, and geographical areas as applicable, and remained so over time.
- Are coherent with relevant stated national policies and priorities, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other WFP interventions in the country.
- Were coherent at project design stage with WFP strategies, policies and normative guidance and remained so over time.

**Question 2: What are the results of the operation?** While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;
- How different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country; and
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

**Question 3: Why and how has the operation produced the observed results?** The evaluation should generate insights into the main internal and external factors that caused the observed changes and affected how results were achieved. The inquiry is likely to focus, amongst others, on:

- Internally (factors within WFP's control): the analysis, 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, strategic decision making in view of operational constraints; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; effective delivery of complementary activities by other UN partners (especially under the joint UN nutrition programme of component 3) etc.

### 4.3 Evaluability Assessment

15. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will notably critically assess data availability and take evaluability limitations into consideration in its choice of evaluation methods. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.

16. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, evaluations or reviews of past operations notably the evaluation of the PRRO 105990 and development project 200169; as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.

17. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe.

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

18. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for some of the activities, which will need to be reconstructed using findings from various assessment reports; ii) data gaps in relation to efficiency, iii) Delayed commencement of some activities, notably the DRR component, thus not adequate implementation period for outcomes to be realised.

19. For question three, the team members will have access to some institutional planning documents and will collect further information from key informant interviews internally with WFP and with other stakeholders.

#### **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 relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, and sustainability; while considering gender mainstreaming and equity issues as across-cutting.
- Use applicable standards (e.g. SPHERE standards, Systems Approach for Better Education Results –SABER etc)<sup>10</sup>
- 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 considered;
- 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.

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<sup>10</sup> Although WFP Lesotho has not carried out a SABER, some elements of this framework could be useful in assessing the progress towards government ownership. For more on SABER refer to WFP school feeding policy on page 8, and <http://worldbank.org/education/saber>

## 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** (January 9<sup>th</sup> to March 15<sup>th</sup> 2015): 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** (March 15<sup>th</sup> to April 24<sup>th</sup> 2015): 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** (11<sup>th</sup> to 25<sup>th</sup> May 2015): 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.

27. **Reporting phase** (May 26<sup>th</sup> to 30<sup>th</sup> August 2015): 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](#).

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](http://wfp.org/evaluation)). The other evaluation products will be kept internal.

**Table 3: Key dates for field mission and deliverables**

Entity responsible	Phase	Activity/deliverables	Key dates
EM	Inception	Draft Inception package	9th April 2015
EM	Inception	Final Inception Package	24 <sup>th</sup> April 2015
CO/ET	Evaluation	Evaluation field mission	11 <sup>th</sup> to 25 <sup>th</sup> May 2015
ET	Evaluation	Aide memoire	24 <sup>th</sup> May 2015
	Evaluation	Internal/External Debriefing	25 <sup>th</sup> May 2015
EM	Reporting	Draft Evaluation Report	30 <sup>th</sup> June 2015
EM	Reporting	Final Evaluation Report	30 <sup>th</sup> July 2015
CO/RB	Follow-up	Management Response	15 <sup>th</sup> August 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 2-3 members, including the team leader and international/national evaluators. It should include women and men of mixed cultural backgrounds and at least one national. Past WFP experience within the team and familiarity with the national context is required. As such, at least one team member should have prior experience with WFP.

36. **Team competencies.** The team will be multi-disciplinary and include members who collectively have an appropriate balance of expertise and practical knowledge in the following areas:

- Early warning systems, Disaster risk reduction/resilience
- Nutrition with focus on chronic malnutrition/stunting and HIV/AIDS
- School Feeding/Education preferably in the context of government-own programmes
- Capacity building of government, with a good understanding of middle income country contexts
- Gender expertise and a good knowledge of gender and equity issues in the above sectors

37. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region. At least one member should have strong experience/skills in evaluation design, including methodological issues<sup>11</sup>

38. All members should be able to communicate verbally and in writing in English.

39. **The Team leader** should have good communication and people management skills and demonstrated experience and good track record in leading similar evaluations. He/she should also have excellent English writing and presentation skills, technical expertise in one of the areas listed above as well as expertise in designing methodology and data collection tools.

40. 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.

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<sup>11</sup> This member may or may not be the team leader, but at least this expertise should be within the team.

41. **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.

42. Team members will: i) contribute to the methodology during the inception package 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 end of evaluation feedback e-survey.

## **6.4 Security Considerations**

43. 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.

44. 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 to EQAS for operations evaluations page 30.

## **7. Roles and Responsibilities of WFP Stakeholders**

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

- Assign a focal point for the evaluation. Arduino Mangoni, deputy country director will be the CO focal point for this evaluation.
- Comment on the TORs, inception package 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.

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

- Assign a focal point for the evaluation. Silvia Biondi, 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, inception package and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

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

48. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Grace Igweta, Evaluation 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 draft inception package
- Comment on the evaluation report and submit the final evaluation report to an external post-hoc quality review process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

## **8. Communication and budget**

### **8.1. Communication**

49. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 5 paragraph 28 describes how findings will be disseminated.

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

### **8.2. Budget**

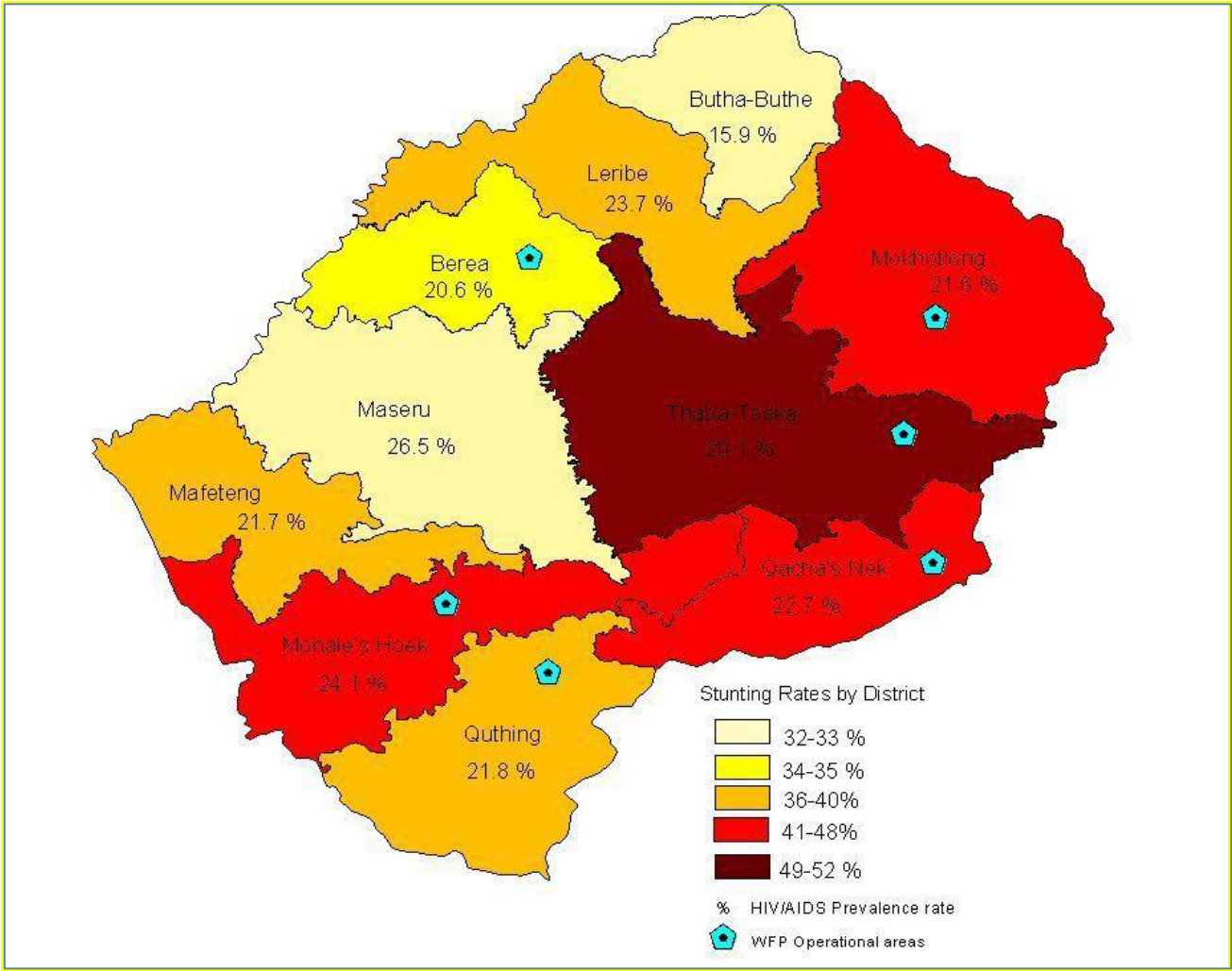
51. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

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

- Use the management fee corresponding to a small operation.
- Not budget for domestic road transport which will be facilitated by the country office

Please send queries to Grace Igweta, Evaluation officer, at [grace.igweta@wfp.org](mailto:grace.igweta@wfp.org), +39 349-900-6861.

Annex 1: Operational Map





## Annex 2: Evaluation timeline

	Activity/Deliverables	Entity Responsible					2015																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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		Eval Manager	Eval Team	OEI	CO	RB	05-Jan	12-Jan	19-Jan	26-Jan	02-Feb	09-Feb	16-Feb	23-Feb	02-Mar	09-Mar	16-Mar	23-Mar	30-Mar	06-Apr	13-Apr	20-Apr	27-Apr	04-May	11-May	18-May	25-May	01-Jun	08-Jun	15-Jun	22-Jun	29-Jun	06-Jul	13-Jul	20-Jul	27-Jul	03-Aug	10-Aug	17-Aug	24-Aug	31-Aug	07-Sep	14-Sep	21-Sep	28-Sep	05-Oct																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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## Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CO	Country Office (WFP)
DAC	Development Assistance Committee
DSC	Direct Support Cost
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
LTSH	Land, Transport, Storage and Handling
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
ODOC	Other Direct Operational Cost
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