# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 15TH JUNE 2015]

# TERMS OF REFERENCE

# OPERATION EVALUATION

## AFGHANISTAN PROTRACTED RELIEF AND RECOVERY OPERATION (PRRO 200447)

*ASSISTANCE TO ADDRESS FOOD INSECURITY AND UNDER-NUTRITION*

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# 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Afghanistan protracted relief and recovery operation (PRRO 200447). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will start in May 2015 with preparation, and end in March 2016 with the dissemination of the evaluation report. In line with WFP's outsourced approach for Operation Evaluations (OpEv), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operation evaluations.

2. These TOR were drafted 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 were finalised based on comments received from stakeholders on the draft version. The evaluation shall be conducted in conformity with the final 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 Operation Evaluations in 2013 -2016.

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) the Afghanistan PRRO 200447, assistance to address Food insecurity and under nutrition for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and design of subsequent operations.

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

## 2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

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

**Table 1: Preliminary stakeholders' analysis**

| Stakeholders | Interest in the evaluation |
|---|---|
| **INTERNAL STAKEHOLDERS** | |
| **Country Office (CO)** | Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners and donors for the performance and results of its operation. |
| **Regional Bureau (RB) [Bangkok]** | 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, in addition to using these to inform support to the CO |
| **Office of Evaluation (OEV)** | OEV is responsible for commissioning OpEvs over 2013-2016. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations. |
| **WFP Executive Board (EB)** | The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session. |
| **EXTERNAL STAKEHOLDERS** (See Table 2 for list of external stakeholders) | |
| **Beneficiaries** | As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought. |
| **Government** | The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various Line Ministries, provincial and regional technical departments, and government institutions are partners in the design and implementation of WFP activities. |
| **UN Country team (UNCT)** | The UNCT's harmonized action should contribute to the realisation of the government developmental objectives, as reflected in various Government policies and strategies. Since WFP is a key member of the UNCT and participates in *Delivering Together* through the Afghanistan UNDAF, it has an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. WFP works with a number of UN agencies in the design and implementation of its activities. |
| **NGOs** | NGOs are WFP's partners for the implementation of activities while at the same time having their own interventions, which are in some case complementary to WFP's efforts. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships, all of which is of interest to the NGO partners. |
| **Donors** | WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. The key donors of WFP activities in Afghanistan include USA, Republic of Korea, Australia, Japan and Canada |
| **Private sector** | WFP has partnered with some private sector entities in Afghanistan to delivery critical services, including programme operations monitoring companies, milling associations, mobile money companies, and food processing companies. The results of this evaluation will inform future enhancements/expansion of such partnerships as WFP works within the frameworks discussed in the *Realizing self-reliance: Commitments to reforms and renewed partnerships* document, which clearly identifies private sector as critical players in achieving self-reliance and making transition in Afghanistan a success. |

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 and partnerships.

- The RB is expected to use the evaluation findings in performing its functions, which includes providing strategic guidance, programme support and oversight
- OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs as part of contribution to corporate learning and accountability, and will reflect upon the evaluation process to refine its OpEv approach, as required.
- As WFP is a key member of the UNCT in Afghanistan (reflected in the detailed UNCT portfolio review of March 2015), the UNCT may use the findings of this evaluation as input to any future UNDAF (2015-2019) reviews or evaluations.

## 3. Subject of the Evaluation

9. Afghanistan is one of the poorest countries in the world, with some of the worst development indicators. In the 2013 Human Development report (HDR), Afghanistan was ranked 169 out of 185 countries making it the 16th least developed country in the world. It has the fourth worst Life expectancy estimated at 50.49 years; Infant mortality rates estimated to be 117.4 per 1,000 live births, the worst in the world; for every 100,000 live births, 460 women die from pregnancy related causes; Under-weight among children under 5 years is 39 percent, while stunting is reportedly the highest in the world at 59 percent.[2] Of the 27 million[3] Afghans, 36 percent live on less than US$1 per day.[4] Afghanistan is reported to have up to 964,200 internally displaced people from the due to instability and droughts.[5] The Latest integrated phase classification (IPC) analysis shows that 23.4 percent of people are food insecure.[6] In the education sector, Afghanistan has made steady and impressive progress, with net enrolment rate increasing from 54 percent in 2003 to 77 percent in 2012. Adult literacy rate is 47 percent. However, gender disparity persists as the ratio of girls to boys enrolled in primary schools is 0.7 and the literacy rate among females is only 18 percent; only 5.8 percent of adult women have reached at least a secondary level of education compared to 34 percent of adult men; Female participation in the labour market is only 15.7 percent compared to 79.7 for male. Overall, Afghanistan has a Gender Inequality index (GII) of 0.705, ranking it 150 out of 152 countries in the 2013 HDR.

10. Despite making progress in economic recovery since the fall of Taliban in 2001, evidenced by economic growth peaking at 14 percent in 2012, Afghanistan remains extremely poor and highly dependent on foreign aid. Access to social services such as medical care, education, housing, water, sanitation, electricity, food and nutrition remains poor. Continued insecurity, weak governance and lack of infrastructure, and challenges of establishing rule of law across the country remains key impediments to economic progress and stability. The withdrawal of the international security forces in 2014 will impact the security situation and execution of the rule of law, but also economic as a substantial portion of commerce was driven by their presence.[7] As reflected in the *Realising Self-reliance: commitments to reforms and renewed partnership*[8] document, the Government of Afghanistan and its development partners acknowledge these challenges and make critical commitments to make Afghanistan's transition a success. In 2015, the Afghanistan United Nations country team (UNCT) reviewed of its work in Afghanistan, which provide an overview of the operational environment, reflect on substantive and normative work, and demonstrate the breadth and depth of the support the UN provides, which is aligned to the requirements of the Government.[9] It is within this wider context that the WFP PRRO is being implemented, and as such should be evaluated.

[2] http://www.unicef.org/infobycountry/afghanistan_statistics.html
[3] The 2014 estimate from www.cia.gov indicates 31.7; The 2012 MDG report indicators 27 million
[4] http://www.af.undp.org/content/dam/afghanistan/docs/MDGs/Afghanistan%20MDGs%202012%20Report.pdf
[5] http://www.internal-displacement.org/global-figures
[6] http://www.ipcinfo.org/ipcinfo-detail-forms/ipcinfo-map-detail/en/c/271490/
[7] source: https://www.cia.gov/library/publications/the-world-factbook/geos/af.html
[8] Realizing Self-Reliance: Commitments to Reforms and Renewed Partnerships, London conference on Afghanistan, December 2014
[9] UNITED NATIONS IN AFGHANISTAN, PORTFOLIO REVIEW: Who we are, What we do, and How we support, March 2015

11. Designed after another 3-year PRRO (2010-2013), and informed by a country portfolio evaluation (CPE 2012), the PRRO 200447 aims to balance between flexibility in a complex environment and simplicity of design and implementation. Targeting a total of 3.7 million beneficiaries over three years, the PRRO has four objectives: (1) respond to the food-security and nutritional needs of IDPs and returnees affected by conflict, and people affected by natural disasters and economic stress; (2) Support the recovery of communities affected by shocks; (3) Treat moderately malnourished children under 5 and pregnant and lactating women (PLW); and (4) contribute to learning among primary and lower secondary school pupils and adults, particularly women. The project document including the logframe, related amendments (Budget revisions) and the latest funding situation are available by on the WFP public website here.[10] The key characteristics of the operation are outlined in table 2.

12. Through the Purchase for Progress (P4P) programme, WFP is engaged in a number of activities that support the objectives of the PRRO, including the local production of High-Energy Biscuits (HEBs) for schoolchildren and emergency response; development of a locally-produced lipid based ready-to-use-supplementary food (LNS) for treatment of Moderate Acute Malnutrition (MAM), and provision of other food or food supplements targeted at vulnerable groups such as pregnant women and children. In collaboration with the Ministry of Public Health, WFP is working with Afghan millers to increase their capacity to fortify wheat flour, while developing a behavioural change campaign to raise awareness of the benefits of fortification and increase consumer demand for commercially sold micronutrient-fortified products.

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

<table>
<tr><th colspan="5">OPERATION</th></tr>
<tr><td colspan="2">Approval</td><td colspan="3">The operation was approved by EB in November 2013</td></tr>
<tr><td colspan="2">Amendments</td><td colspan="3">There has been one amendment/budget revision to the initial project document. Approved in September 2014, this BR reduced the LTHS rate from $247.64 to $224.6 per metric tonne, thus reducing the total PRRO budget by $5,444,052 (1.1%). At the time of finalising these TOR, a second budget revision was under discussion, with the main changes being inclusion of some 206,000 refugees from North Waziristan in Pakistan; and increase of the beneficiaries under cash and vouchers by some 144,000 beneficiaries.[11]</td></tr>
<tr><td colspan="2">Duration</td><td>Initial: 3 years (Jan 2014 – Dec 2016)</td><td colspan="2">Revised: N/A</td></tr>
<tr><td colspan="2">Planned beneficiaries</td><td>Initial:<br>3,663,779</td><td colspan="2">Revised:<br>N/A</td></tr>
<tr><td colspan="2">Planned food requirements</td><td>Initial:<br>In-kind food: 323,299 mt of food commodities<br>Cash and vouchers: US$ 31,716,000 million</td><td colspan="2">Revised:<br>In-kind food: N/A<br>Cash and vouchers: N/A</td></tr>
<tr><td colspan="2">US$ requirements</td><td>Initial: US$ 496,965,796</td><td colspan="2">Revised: N/A</td></tr>
<tr><th colspan="5">OBJECTIVES,OUTCOMES AND ACTIVITIES</th></tr>
<tr><td rowspan="5">Contributes to millennium development goals 1 and 4 ; and</td><td>WFP SO</td><td colspan="2">Operation specific objectives and outcomes</td><td>Activities</td></tr>
<tr><td rowspan="3">Cross-cutting areas</td><td colspan="3">Gender: gender equality and empowerment improved<br>% of women leading project management committees; Target: 20%</td></tr>
<tr><td colspan="3">Protection: WFP assistance delivered and utilized in safe, accountable and dignified conditions<br>proportion of assisted people reporting receipt of information about the programme; Target: 80%</td></tr>
<tr><td colspan="3">Partnership: Food assistance interventions coordinated and partnerships developed<br>Proportion of assessments conducted with partners; Target: 80%</td></tr>
<tr><td rowspan="2">Strategic Objective 1</td><td colspan="3">Objective 1: Respond to the food-security and nutritional needs of IDPs and returnees affected by conflict, and people affected by natural disasters and economic stress</td></tr>
<tr><td colspan="2">Outcome 1.1 Stabilized or improved food consumption over assistance period for targeted returnees, IDPs, people affected by disaster and economically stressed people</td><td>-General distribution<br>-Capacity assessments and trainings[12]</td></tr>
</table>

[10] From WFP.org – Countries – Afghanistan – Operations-Current operations.

[11] The full budget revision documents will be available to the team at the inception stage

[12] Complemented by the activities of the special operation 200639 which is focused on supporting the strategic grains reserve

| | | | |
|---|---|---|---|
| | | **Outcome 1.2** National institutions, regional bodies and the humanitarian community are able to assess and respond to emergencies | |
| | Strategic Objective 2 | **Objective 2:** Support the recovery of communities affected by shocks | |
| | | **Outcome 2.1** Improved access to assets, including community and markets | -Assets creation and livelihoods support activities |
| | Strategic Objective 4 | **Objective 3:** Treat moderately malnourished children under 5 and pregnant and lactating women (PLW) | |
| | | **Outcome 4.1:** Stabilized or reduced under-nutrition among children 6–59 months and pregnant/lactating women | -Targeted supplementary feeding for children under 5)<br>-TSF for pregnant and lactating women<br>-Technical support |
| | | **Objective 4**: contribute to learning among primary and lower secondary school pupils and adults, particularly women | -Food for training<br>-Take home rations for boys and girls<br>-Policy support |
| | | **Outcome 4.2** Increased equitable access to and utilization of education | |

| **PARTNERS** | |
|---|---|
| **Government** | Ministry of Agriculture, Irrigation and Livestock ; Ministry of Labour and social affairs; Ministry of women affairs; national disaster management authority (NDMA); Ministry of Rural Rehabilitation and Development; Ministry of Public Health. |
| **United Nations** | UNHCR, UNICEF, WHO, IOM, FAO, UNEP and UNODC |
| **NGOs** | Over 31 International NGOs including concern worldwide, world vision, IRC, ActionAID; and 59 national NGOs[13] |

**RESOURCES (INPUTS)**

**Contribution received as at 14th May 2015**
$224,568,538

**% against appeal:** 45.7%
**Top 5 donors:**
USA-51%
Korea – 9%
Australia – 8%
Japan – 6%
Canada – 5%

**Figure 1: % funded of total PRRO requirements**

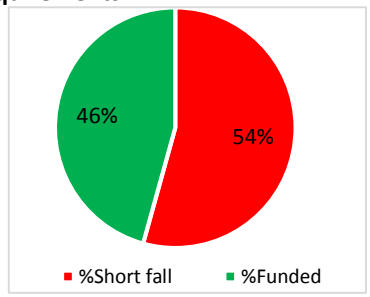



**Figure 2: % funded of estimated requirements up to May 2015[14]**

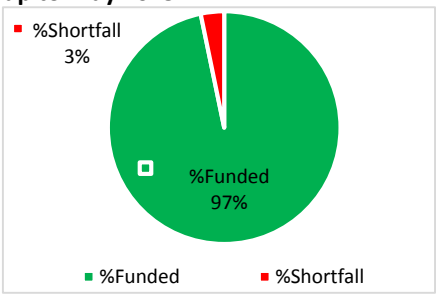
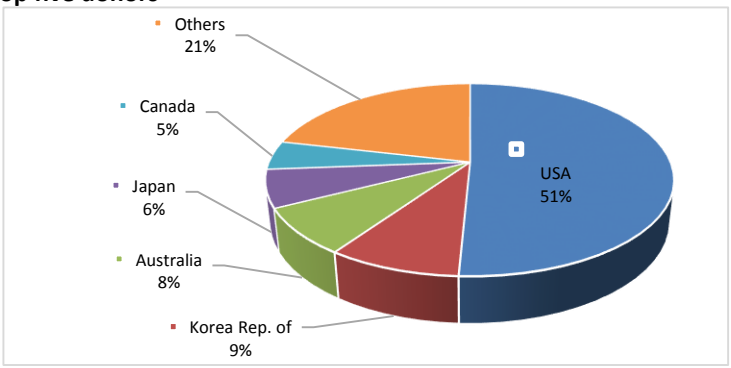



**Figure 3: Top five donors**




**PLANNED OUTPUTS (at design)**

**Figure 4: Planned % of beneficiaries by activity**

[13] Based on the SPR partnership report of 2014
[14] This takes the total funding requirements and divides by the number of months i.e. 36 to estimate monthly requirements, then multiplies by the number of elapsed months from January 2014 to May 2015 i.e. 17 months

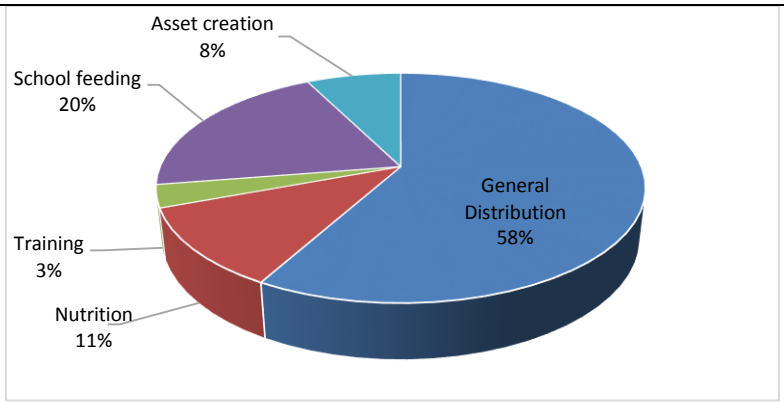



**Figure 5: Planned % of women/girls versus men/boys by activity[15]**

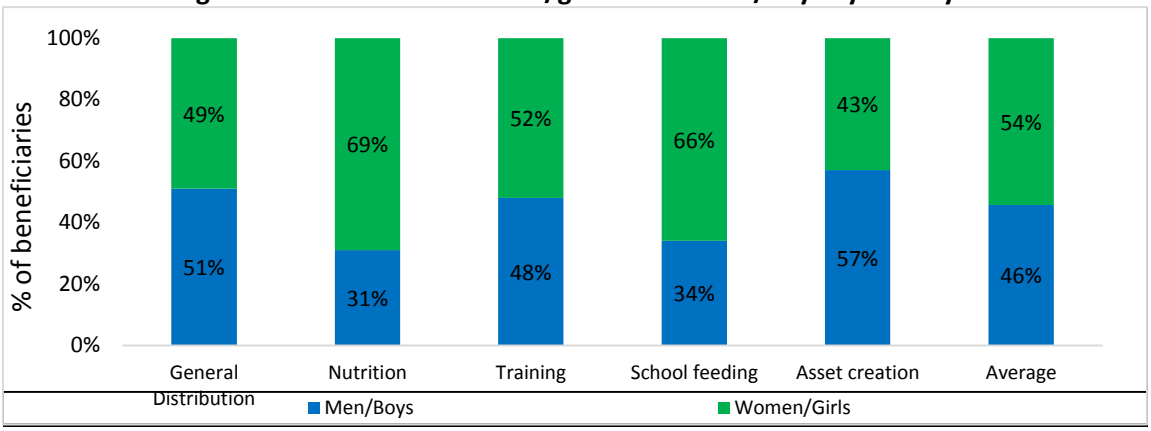
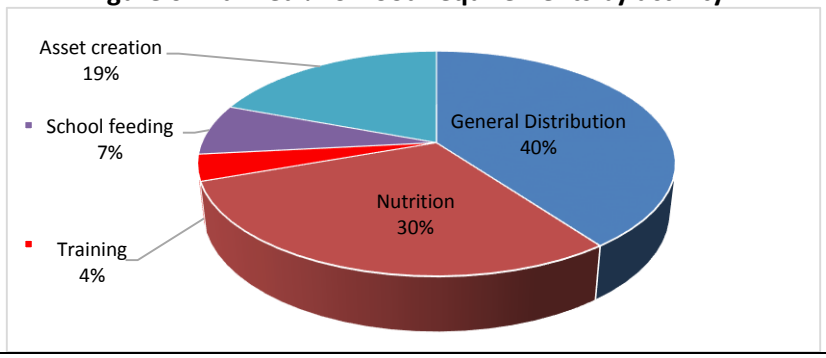



**Figure 6: Planned % of food requirements by activity[16]**




# 4. Evaluation Approach

## 4.1. Scope

13. **Scope.** The evaluation will cover PRRO 200447 including all activities and processes related to its formulation, implementation, resourcing, monitoring and reporting relevant to answer the evaluation questions. The scope will also include complementary activities implemented by WFP in support of the Government, namely strategic grain reserve and the purchase for progress.[17] The period covered by this evaluation captures the time from the development of the operation (June 2013 to December 2013) and

[15] These proportions are estimated based on the beneficiary table on page 10 of the PRRO project document
[16] These figures are based on table 3 on page 13 of the project document
[17] As stated in the project document on page 3, the strategy of the PRRO was to support 3.7 million of the estimated 8.8 million food-insecure Afghans and address the needs of the remaining 5.1 by leveraging capacity-development support. The scope therefore includes assessment of how well this strategy has worked and generating lessons

the period from the beginning of the operation until the start of the evaluation (January 2014 to November 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, and choice of activities and of transfer modalities:

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners– especially the UN agencies intervening in the sectors (education, nutrition, disaster risk management) relevant to PRRO- , as well as with other CO interventions[18] in the country.
- Were coherent at project design stage with relevant WFP strategies, policies and normative guidance and remained so over time, including gender, nutrition, school feeding and disaster risk reduction and management policies.

**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/whether implementation of 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 evaluation should focus, amongst others, on:

- Internal factors within WFP's control: the analysis, business 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.
- External factors outside WFP's control: the external operating environment including cultural context in relation to the role of men/women; the funding climate; external incentives and pressures; delivery of complementary activities by other partners including NGOs, Government and UN agencies 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

[18] Especially those related to the special operation 200369 supporting strategic grain reserve and the Purchase for progress

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 ongoing and past operations including the 2012 country portfolio evaluation[19], strategic evaluations relevant to WFP work in Afghanistan especially the 2014 P4P evaluation; as well as documents related to government and interventions from other actors.[20] 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)[21] detail achievement of outputs and outcomes thus making them evaluable against the stated objectives. However, answering question two is likely to pose some challenges owing in part to: i) problems of quality of monitoring data, especially because of the use of third party monitoring; ii) lack of baseline data for some activities, which will require the team to reconstruct from available sources; iii) Gaps in monitoring data due to prevailing accessibility challenges; and iv) some data gaps in relation to measurement of efficiency.

18. For question three, the team members will have access to institutional planning documents, partnerships and funding related documents. These will be complemented by eliciting further information from key informant interviews.

19. There may be access limitations during the field work due to insecurity and poor infrastructure. The evaluation team will have to work with the country office to develop the most feasible field schedule based on the situation at the time of the field mission (Annex 2 shows accessible areas).

## 4.4. Methodology

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

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact and sustainability
- Use applicable standards (e.g. SPHERE standards, UN Nations System-wide Action plan (UNSWAP) on gender);
- 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;
- Give special consideration to gender and equity issues;
- 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;

[19] It is expected that the evaluation team will review the findings and recommendations of the 2012 CPE and the extent to which they have informed not only the design, but the implementation of the PRRO 200447

[20] Some of the key documents the team will be expected to reference in this regard will be a) Realizing self-reliance: commitments to reforms and Renewed partnerships prepared following the London conference on Afghanistan; and the UNCT portfolio review of 2015

[21] At the time of the field mission, the evaluation team will have access only to SPR for 2014, but can expect a 2015 SPR draft before finalizing the evaluation report.

- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

## 4.5. Quality Assurance

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

22. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP. OEV will also share an Orientation Guide on WFP and its operations, which provides an overview of the organization.

# 5. Phases and deliverables

23. The evaluation will proceed through five phases. Annex 3 provides details of the activities and the related timeline of activities and deliverables.

24. **Preparation phase:** (1st of May to 15th July 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:** (6th August to 16th October 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 IP will be shared with CO, RB and OEV for comments before being approved by OEV. 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:** (14th November to 4th December 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: Exit debriefing presentation.** An exit debriefing presentation of preliminary findings and conclusions (PowerPoint presentation) will be prepared to support the de-briefings.

27. **Reporting phase** (7th December 2015 to 14th March 2016): 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 and the OpEv sample models for presenting results.

28. **Follow-up and dissemination phase**: OEV will share the final evaluation report with the CO and RB. The CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The RB will coordinate WFP's management response to the evaluation, including following up with country offices on status of implementation of the actions. OEV will also subject the evaluation report to an external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. A feedback online survey on the evaluation will also be completed by all stakeholders. The final evaluation report will be published on the WFP public website, and findings incorporated into an annual synthesis report, which will be presented to WFP's Executive Board for consideration. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

**Notes on the deliverables:** The inception package and evaluation reports shall be written in English and follow the EQAS templates. The evaluation team is expected to produce written work that is of very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level. The evaluation TOR, report and management response will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal.

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

| Entity responsible | Phase | Activities | Key dates |
|---|---|---|---|
| EM/ET | Inception | Draft Inception Package | 2nd October 2015 |
| EM/ET | Inception | Final Inception Package | 16th October 2015 |
| CO/ET | Evaluation | Evaluation field mission | 14th November to 4th December 2015 |
| ET | Evaluation | Exit Debriefing Presentation | 3rd December 2015 |
| EM/ET | Reporting | Draft Evaluation Report | 31st January 2016 |
| EM/ET | Reporting | Final Evaluation Report submission | 7th March 2016 |
| OEV | Reporting | Final Evaluation Report approved | 14th March 2016 |
| CO/RB | Follow-up | Management Response | 28th March 2016 |

# 6. Organization of the Evaluation

## 6.1 Outsourced approach

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

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

31. The company, the EM and the ET members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the code of conduct of the profession.

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

## 6.2 Evaluation Management

33. The evaluation will be managed by the company's EM for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote stakeholders' participation throughout the evaluation process.
- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.
- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

## 6.3 Evaluation Conduct

34. The ET will conduct the evaluation under the direction of the EM. The team will be hired by the company following agreement with OEV on its composition.

35. **Team composition.** The evaluation team is expected to include 3 to 4 members, including the team leader, international and national evaluators. It should include women and men of mixed cultural backgrounds and nationals of the country, with requisite expertise and experience.

36. **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:

- Development in transition situations including social safety nets and market-based interventions
- Capacity development/support of Governments in transition
- Resilience/disaster risk reduction/management
- Nutrition–practical experience in implementation of nutrition interventions in addition to technical expertise; and understanding of WFP/UNICEF partnerships in nutrition
- Gender-good knowledge of gender issues within Islamic context, including education-related issues

37. All team members should have strong analytical and communication skills; collectively the team should have evaluation experience[22], and familiarity with the country and the region and WFP experience.

38. All team members should have strong skills in oral and written English.

39. The **Team Leader** will have good communication, management and leadership 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 technical 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, exit debriefing presentation 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.

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 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

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 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. ***Angelline Rudakubana***, 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

[22] At least one team member should have technical/methodological expertise and experience, which would complement subject matter expertise. This should include experience in research, surveys, M&E processes etc.

- 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. ***Soomee BAUMANN***, acting regional M&E advisor (RMEA), will be the RB focal point for this evaluation until mid-July; Thereafter ***Clare Mbizule*****,** the incoming RMEA will be the RB focal point.
- 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 officer, will be the OEV focal point, with Elise Benoit, as alternate. 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 approve the final version.
- 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 27 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's memo dated October 2012). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

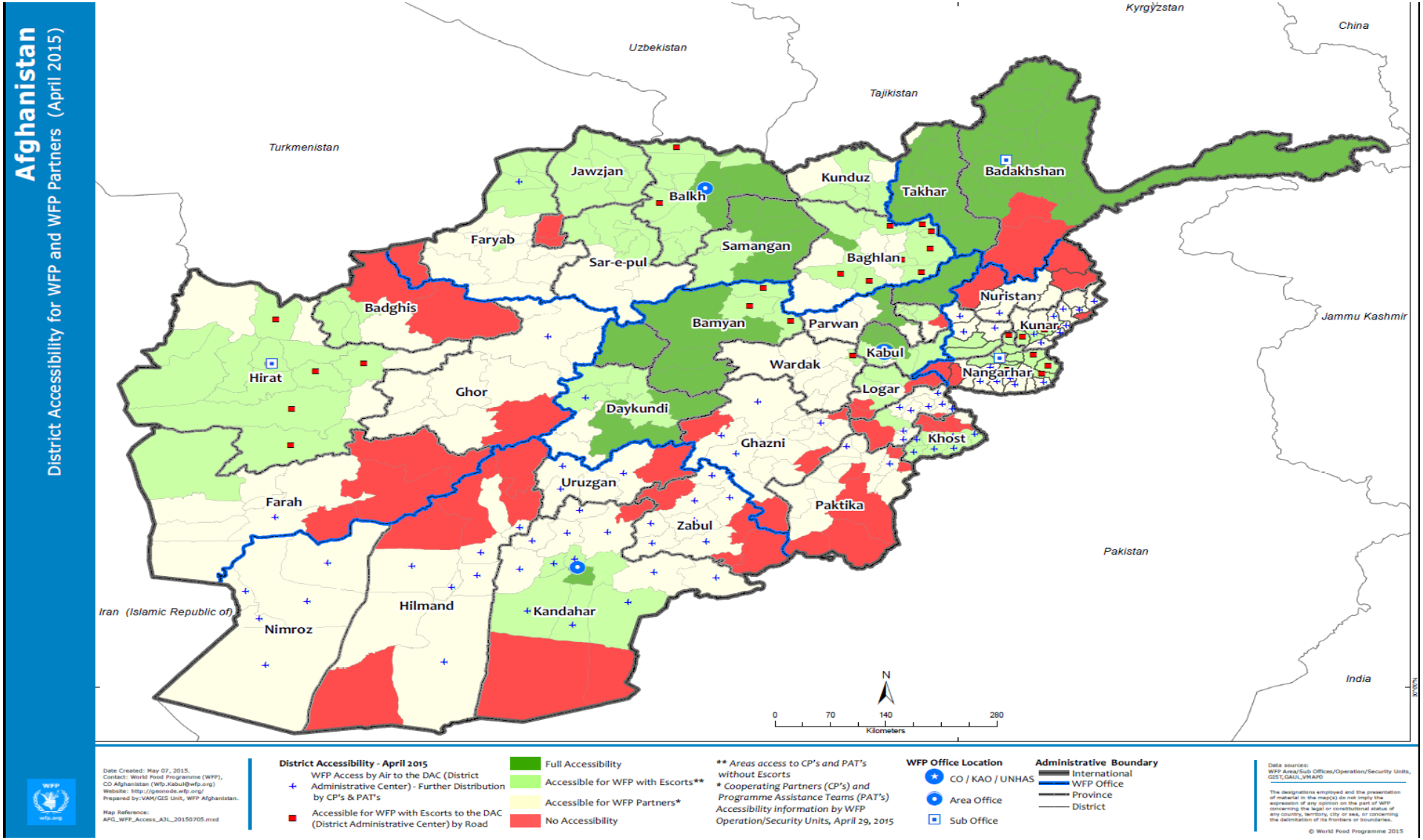
52. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a large operation.
- Not budget for domestic travel[23]

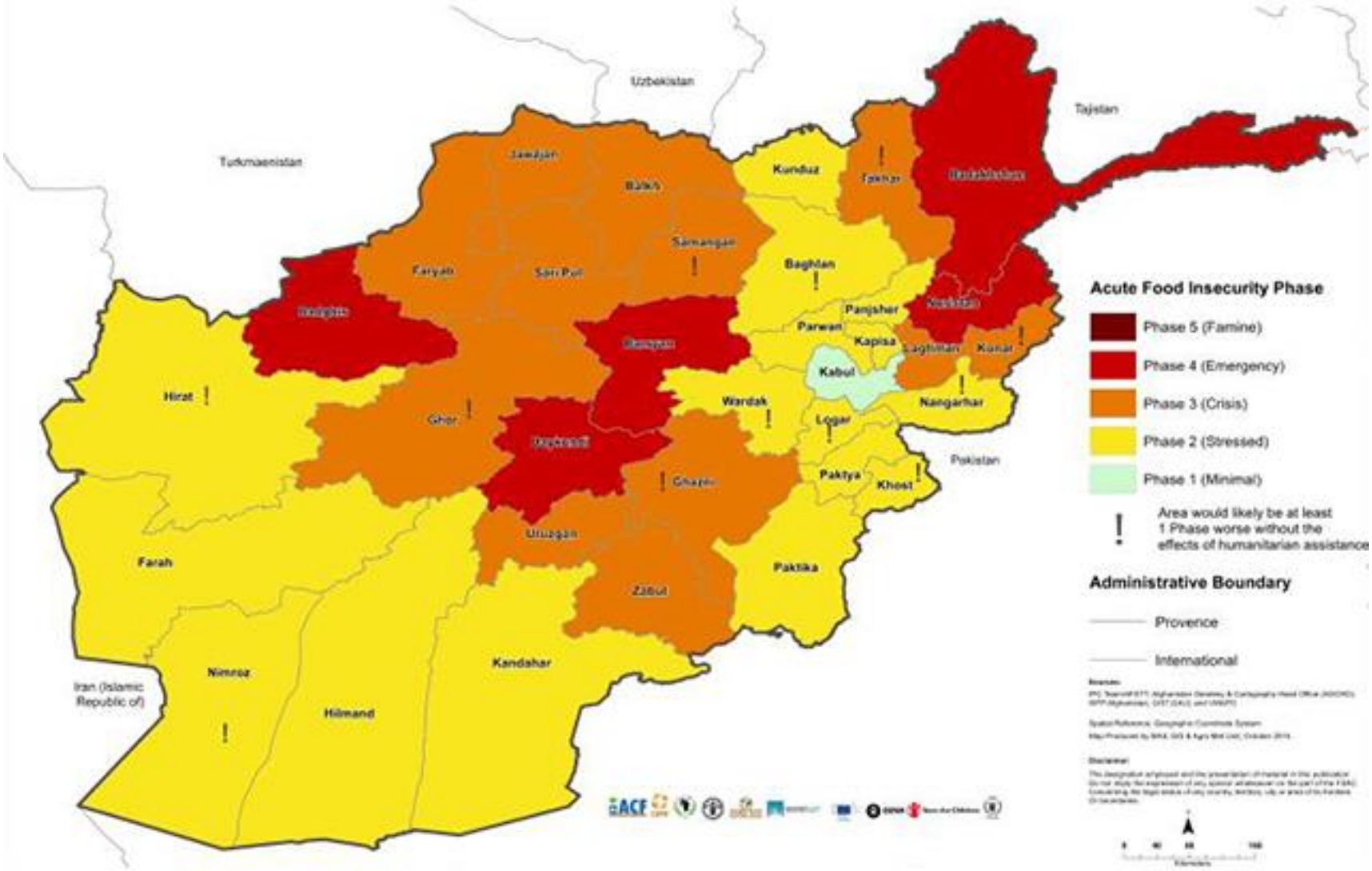
Please send queries to Grace Igweta, Evaluation Officer, at grace.igweta@wfp.org, *+39-066513* 2847

[23] The expectation is that the CO will facilitate in-country transport for the evaluation team.

## Annex 1: Map- Accessibility to WFP and other partners

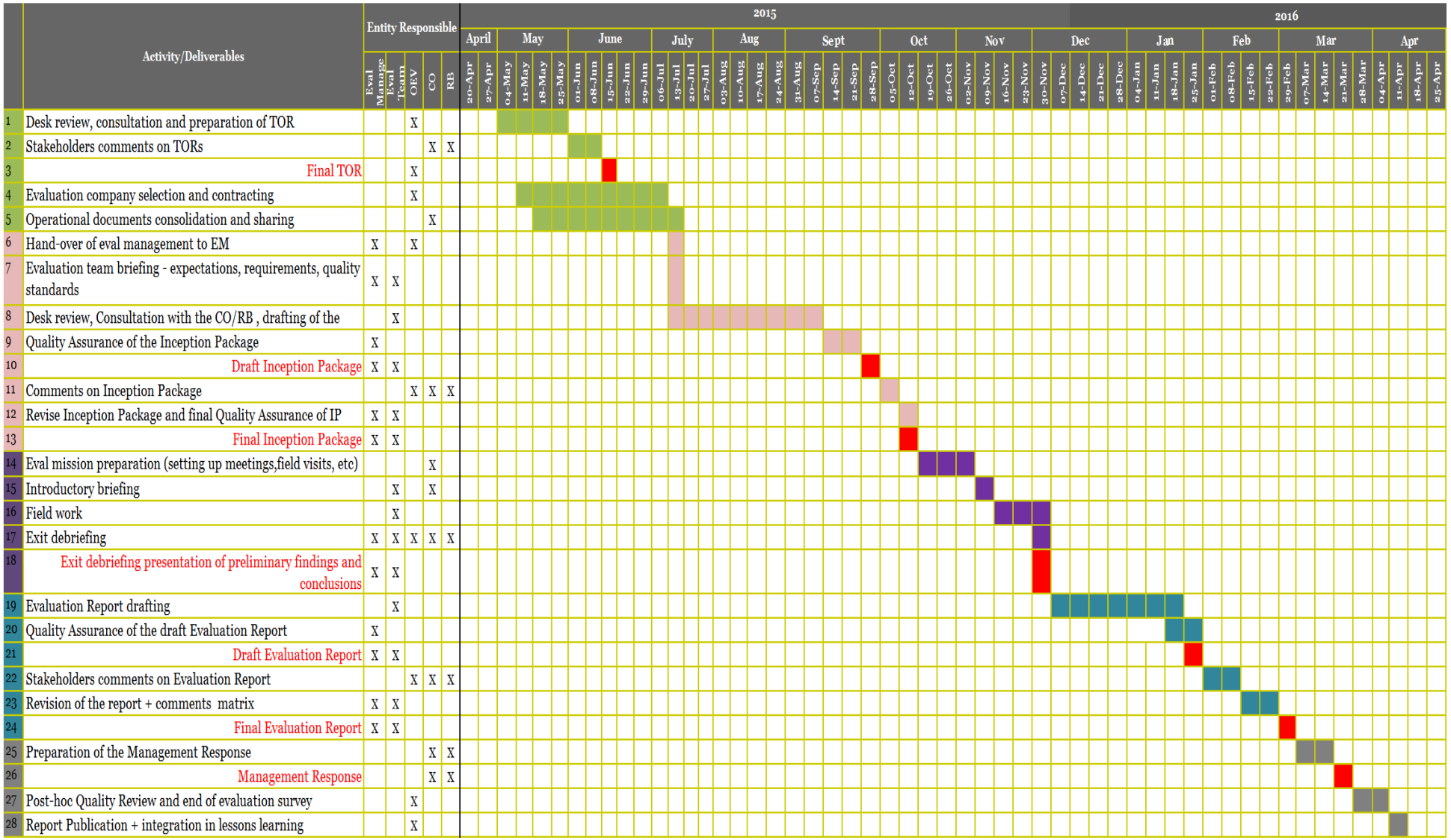


**Annex 2: Map- Latest food security (IPC Nov 2014-March 2015)**



## Annex 3: Evaluation timeline

| | Activity/Deliverables | Entity Responsible | | | | |
|---|---|---|---|---|---|---|
| | | Eval Manage | Eval Team | OEV | CO | RB |
| 1 | Desk review, consultation and preparation of TOR | | | X | | |
| 2 | Stakeholders comments on TORs | | | | X | X |
| 3 | Final TOR | | | X | | |
| 4 | Evaluation company selection and contracting | | | X | | |
| 5 | Operational documents consolidation and sharing | | | | X | |
| 6 | Hand-over of eval management to EM | X | | X | | |
| 7 | Evaluation team briefing - expectations, requirements, quality standards | X | X | | | |
| 8 | Desk review, Consultation with the CO/RB , drafting of the | | X | | | |
| 9 | Quality Assurance of the Inception Package | X | | | | |
| 10 | Draft Inception Package | X | X | | | |
| 11 | Comments on Inception Package | | | X | X | X |
| 12 | Revise Inception Package and final Quality Assurance of IP | X | X | | | |
| 13 | Final Inception Package | X | X | | | |
| 14 | Eval mission preparation (setting up meetings,field visits, etc) | | | | X | |
| 15 | Introductory briefing | | X | | X | |
| 16 | Field work | | X | | | |
| 17 | Exit debriefing | X | X | X | X | X |
| 18 | Exit debriefing presentation of preliminary findings and conclusions | X | X | | | |
| 19 | Evaluation Report drafting | | X | | | |
| 20 | Quality Assurance of the draft Evaluation Report | X | | | | |
| 21 | Draft Evaluation Report | X | X | | | |
| 22 | Stakeholders comments on Evaluation Report | | | X | X | X |
| 23 | Revision of the report + comments matrix | X | X | | | |
| 24 | Final Evaluation Report | X | X | | | |
| 25 | Preparation of the Management Response | | | | X | X |
| 26 | Management Response | | | | X | X |
| 27 | Post-hoc Quality Review and end of evaluation survey | | | X | | |
| 28 | Report Publication + integration in lessons learning | | | X | | |



## Acronyms

| | |
|---|---|
| ALNAP | Active Learning Network for Accountability and Performance in Humanitarian Action |
| BR | Budget Revision |
| CO | Country Office (WFP) |
| DAC | Development Assistance Committee |
| EB | (WFP's) Executive Board |
| EQAS | Evaluation Quality Assurance System |
| EM | Evaluation manager |
| ER | Evaluation Report |
| ET | Evaluation Team |
| HQ | Headquarters (WFP) |
| IP | Inception Package |
| LTA | Long-Term Agreement |
| MDG | Millennium Development Goals |
| M&E | Monitoring and Evaluation |
| Mt | Metric Ton |
| NGO | Non-Governmental Organisation |
| OEV | Office of Evaluation (WFP) |
| OpEv | Operation Evaluation |
| RB | Regional Bureau (WFP) |
| TOR | Terms of Reference |
| UN | United Nations |
| UNCT | United Nations Country Team |
| UNEG | United Nations Evaluation Group |
| WFP | World Food Programme |