



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

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TERMS OF REFERENCE

OPERATION EVALUATION

GAMBIA PROTRACTED RELIEF AND RECOVERY OPERATION (PRRO 200557) 2013-2015
TARGETED NUTRITION AND LIVELIHOOD SUPPORT FOR VULNERABLE PEOPLE IMPACTED BY FLOODS AND DROUGHT

TABLE OF CONTENTS

1. Introduction	2
2. Reasons for the Evaluation.....	2
2.1. Rationale.....	2
2.2. Objectives.....	2
2.3. Stakeholders and Users	2
3. Subject of the Evaluation	4
4. Evaluation Approach	7
4.1. Scope	7
4.2. Evaluation Questions	8
4.3 Evaluability Assessment	8
4.4. Methodology	9
4.5. Quality Assurance.....	10
5. Phases and deliverables	10
6. Organization of the Evaluation.....	11
6.1 Outsourced approach	11
6.2 Evaluation Management	12
6.3 Evaluation Conduct.....	12
6.4 Security Considerations	13
7. Roles and Responsibilities of WFP Stakeholders	13
8. Communication and budget	14
8.1. Communication.....	14
8.2. Budget.....	15
Annex 1: Map- PRRO Targeted Areas.....	16
Annex 2: Evaluation timeline	17
Annex 3: Logical Framework Aligned to SRF (20014-2017)	18
Acronyms	21

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Gambia Protracted Relief and Recovery Operation (PRRO 200557). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will start in June 2015 with preparation, and end in January 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 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 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 Gambia PRRO 200557, Targeted Nutrition and Livelihood Support for Vulnerable People Impacted by Floods and Drought for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme 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, with support from the RB.
 - **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) Dakar	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 future RB support to the Gambia 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 Ministries and government institutions, both centralised and decentralised, 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, it has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts in the Gambia. WFP works with a number of UN agencies in the design and implementation of its activities.
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 ² of WFP activities in Gambia include Japan, EU, and ECHO
NGOs³	WFP collaborated with Gambia Association of Food and Nutrition Agency (GAFNA) in the first year of the operation and is currently collaborating with the Gambia Red Cross in the implementation of cash transfers.
Private sector	WFP and its Government partners collaborated with financial service providers in the distribution of cash, and the findings of this evaluation will inform the efficiency of such collaboration arrangements and may make recommendations for future collaboration and partnership arrangements
Community based groups	Community health workers, and village support groups help assist with active screening, sensitization, beneficiary identification and verification at the distribution points, and with follow ups.

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

² The Gambia operation benefited from CERF funding

³ The CO has reported in both 2013 and 2014 that there was no collaboration with NGOs, and that partnership was only with Government institutions and the UN agencies. The evaluation team will need to look at this implementation arrangement as a factor and how it has affected (positively or negatively) the results

- OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs as part of contribution to corporate learning and accountability, including assessment of gender mainstreaming across the evaluated operations; and will reflect upon the evaluation process to refine its OpEv approach, as required.
- As WFP is a key member of the UNCT in Gambia (and a signatory to the UNDAF) the UNCT may use the findings of this evaluation as input to any future UNDAF (2012-2016) reviews and/or as input to the preparation of the successor UNDAF (2017-2020).

3. Subject of the Evaluation

9. The Gambia remains one of the poorest countries in the world, ranked 172 out of 185 countries in the 2014 Human Development report (HDR), making it the 14th least developed country in the world. Of the 1.9 million⁴ Gambians, about 40 percent live on less than US\$1 per day, 55 percent on less than US\$ 2 per day and 18 percent are considered food insecure.⁵ Life expectancy is estimated at 64.4 years; Infant mortality rates estimated to be 34 per 1,000 live births; for every 100,000 live births, 433 women die from pregnancy related causes, which would rank it among the highest rates in the world⁶; The 2013 Demographic Health Survey indicates that GAM rates at national level are up to 11.5 percent while two regions (Central and Upper river regions) register rates above the 15 percent emergency threshold. Prevalence of global acute malnutrition at national level has increased from 6.4 percent in 2005 to 9.9 percent in 2012. Severe acute malnutrition was reported at 1.6 percent. The national prevalence of stunting is 21.2 percent, with regional disparities- 30.1 percent in Central River, 25.2 percent in North Bank and 25.6 percent in Upper River North regions.⁷ In the education sector, Government policies provide for universal access to pre-primary and primary education, yet the 2014 MDG status report shows that the Net Enrolment rate is at 73.4 percent, well below the 2015 MDG target.

10. Overall, Gambia has a Gender Inequality index (GII) of 0.624, ranking it 139 out of 152 countries in the 2014 HDR. While there is gender parity at primary education enrolment, and very close to parity at secondary education level (0.96), other gender-related indicators are less favourable. For example only 9.4 percent of the parliamentary seats are held by women. While the Gambia has a National Gender Policy, the UNDAF (2012-2016) notes that effective mainstreaming of gender into Government policies and programmes is compromised by: (i) the perception that gender equality is synonymous with women's empowerment; (ii) the absence of reliable explanatory qualitative data; and (iii) inadequate gender analysis. As a result, strategies and actions to effectively address gender inequity are not adequately articulated.⁸

11. The Gambia's economy is predominantly subsistence agrarian, with rain fed subsistence agriculture being the main source of livelihood for the majority of the population. The country has a gross domestic product (GDP) per capita of USD 624 and the economy relies heavily on remittances from workers overseas and tourism, with Remittance inflows amounting up to about 20 percent of the country's GDP. Domestic cereal production accounts for up to 60 percent of annual consumption requirements and the country relies heavily on food imports. However, the agricultural sector has untapped potential since less than half of arable land is cultivated. In addition, the Gambia is faced with environmental challenges such as land degradation, loss of forest cover, loss of biodiversity, coastal erosion, waste management and climate change. Over the past years, the country has experienced several disasters in the form of drought, floods, fires and locust infestation, causing large-scale destruction. The severe floods that have occurred in recent years are caused largely by rapid urbanisation and the failure by citizens to adhere to physical planning regulations. The Government strategies to address agriculture and food security includes use of national experts committee and agricultural council to guide agricultural planning and policy, provision of technical support including new

⁴ The 2014 estimate from www.cia.gov indicates 1.9;

⁵ The Gambia MDG status report, 2014; (using 2010 data)

⁶ The Gambia MDG status report, 2014; (using 2013 data)

⁷ UNICEF/Government of the Gambia, Smart Survey, 2012

⁸ UNCT, The Gambia UNDAF 2012-2016, page 4

technologies, the creation of financial opportunities for farmers to access long-term loans to develop modern farms and the development of science parks to enhance the quality of primary produce.⁹ With three pillars - basic services, poverty reduction and social protection, and Governance and human rights– the Gambia UNDAF (2012-2016) aligns with, and supports these and other Government efforts in addressing development challenges and meeting the priorities.

12. Designed as a follow up to the emergency operation responding to the Sahel food crisis of 2011/12, and heavy flooding in Gambia in 2012, and aligned to UNDAF pillars 1 and 2, the WFP PRRO 200557 (2013-2015) aimed to improve food security in six regions of The Gambia. Targeting 100,200 beneficiaries over two years, it has three objectives: (1) support the prevention and treatment of acute malnutrition among children under 5 and pregnant and lactating women; (2) Restore and rebuild the livelihoods of the most vulnerable and support their transition to recovery; and (3) support the national disaster risk reduction agenda and enhance government and community capacity in emergency preparedness and response. The PRRO was initially aligned to the WFP strategic objectives 2008-2013, and later re-aligned to the new strategic plan (2014-2017). The project document, original logframe and the latest funding situation are available on the WFP public website [here](#).¹⁰ The re-aligned logframes, which now includes cross-cutting indicators of gender, protection and partnership is in Annex 3. The key characteristics of the operation are outlined in table 2 below:

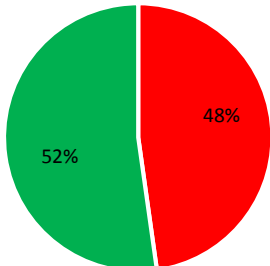
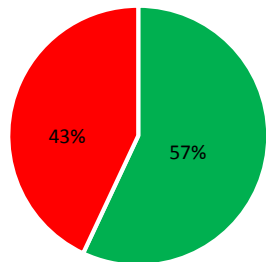
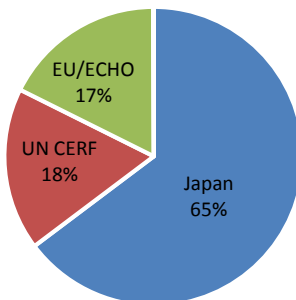
Table 2: Key characteristics of the operation

OPERATION			
Approval		The operation was approved by Executive Director in July 2013	
Amendments		There has been one budget revision in June 2015, which extended the PRRO by six months up to December 2015, resulting in overall increase of budget by \$3,355,265 (31.8%)	
Duration		Initial: 2 years (June 2013–June 2015)	Revised: 2.5 years (Jun 2013-Dec 2015)
Planned beneficiaries		Initial: 103,200 ¹¹	Revised: 105,000
Planned food requirements		Initial: In-kind food: 4,091 mt of food commodities Cash and vouchers: US\$ 2.5 million	Revised: In-kind food: 5,208 mt Cash and vouchers: US\$ 4,855,470
US\$ requirements		Initial: US\$ 10,541,814	Revised: US\$ 13,897,080
OBJECTIVES,OUTCOMES AND ACTIVITIES			
Contributes to millennium development goals 1,4 and 5; and UNDAF Pillars 1 and 2	WFP SO	Operation specific objectives and outcomes	Activities
	Cross-cutting results	Gender: Gender equality and empowerment improved	
		Partnerships: Food assistance interventions coordinated and partnerships developed and maintained	
		Protection and Accountability to Affected Populations: WFP assistance delivered and utilized in safe, accountable and dignified conditions	
	Strategic Objective 2	Objective 1: support the national disaster risk reduction agenda and enhance government and community capacity in emergency preparedness and response.	
		Outcome 2.1 Early warning systems; contingency plans; food security monitoring systems set in place and enhanced with WFP capacity development support. (New logframe outcomes SO3.1; see annex 3)	-Capacity support to key institutions involved in disaster risk management -Development and institutionalisation of standards in food security monitoring/analysis
	Strategic Objective 3	Objective 2: Support the prevention and treatment of acute malnutrition among children under 5 and pregnant and lactating women;	
		Outcome 3.1: Reduced acute malnutrition in targeted groups of children and PLW	-Targeted supplementary feeding (SF) for under 5s and PLW

⁹ Government development priorities are codified in its Vision 2020 development strategy, the medium term development framework PRSP (I & II), the Gambia Environmental Action Plans (I & II), among others

¹⁰ From WFP.org – Countries – The Gambia – Operations-Current operations.

¹¹ This figure counts all beneficiaries including those receiving support from more than one activity. When adjusted, the total is 100,200 (see project document page 11)

		(New logframe outcomes SO4.1 and SO4.2; see annex 3)	-Blanket SF for children under 2 years -Health and nutrition education
	Strategic Objective 3	Objective 3: Restore and rebuild the livelihoods of the most vulnerable and support their transition to recovery	
		Outcome 3.2: Adequate food consumption over assistance period reached for targeted households and communities (New logframe outcome SO2.1; see annex 3)	-Asset rehabilitation and creation -Training on food storage, preservation, processing; nutrition practices; and fuel efficient practices
PARTNERS			
Government	National Nutrition Agency (NaNA); Ministry of health and social welfare; National Disaster Management Agency (NDMA) and related decentralised institutions; Gambia Bureau of statistics		
United Nations	UNICEF, FAO		
NGOs	Gambia Association of Food and Nutrition Agency (GAFNA) and Gambia Red Cross		
Community based groups	Community health workers, and village support groups help assist with active screening, sensitization, and follow ups		
RESOURCES (INPUTS)			
Contribution received as at 3rd June 2015 \$5,505,846 % against appeal: 52.2% Top 3 donors: Japan-65% UN CERF-18% EU Commission-17%	Figure 1: % funded of total PRRO requirements  ■ %Short fall ■ %Funded	Figure 2: % funded of estimated requirements up to May 2015¹²  ■ %Funded ■ %Shortfall	
	Figure 3: Top three donors 		
PLANNED OUTPUTS (at design)			
Figure 4: Planned % of beneficiaries by activity			

¹² This takes the total funding requirements and divides by the number of months i.e. 24 to estimate monthly requirements, then multiplies by the number of elapsed months from June 2013 to May 2015 i.e. 22 months

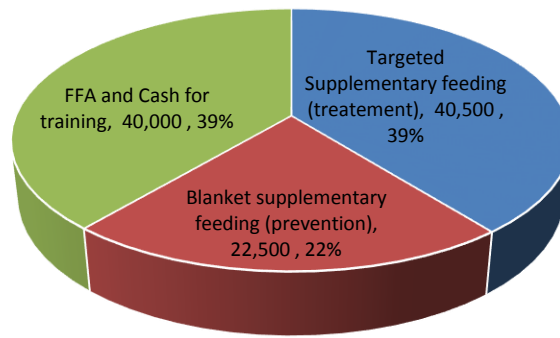


Figure 5: Planned % of women/girls versus men/boys by activity¹³

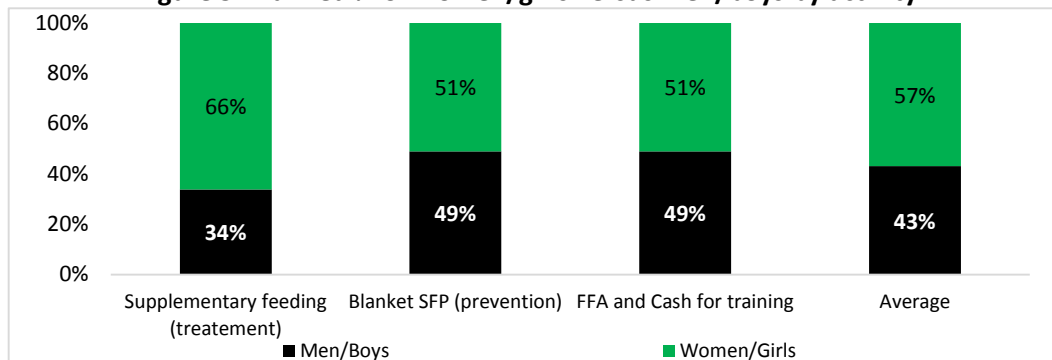
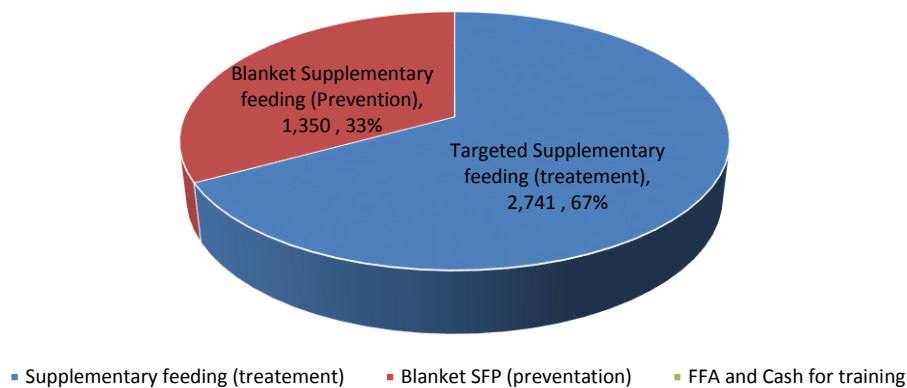


Figure 6: Planned % of food requirements by activity¹⁴



4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover all activities and processes related to formulation, implementation, resourcing, monitoring and reporting of the PRRO 200557, as relevant to answer the evaluation questions. The period covered by this evaluation captures the time from the development of the operation (January 2013 to June 2013) and the period from the beginning of the operation until the start of the evaluation (June 2013 to November 2015).

¹³ These proportions are estimated based on the beneficiary table on page 11 of the PRRO project document

¹⁴ These figures are based on table 3 on page 12 of the project document. The plan was to use cash for the asset creation and training, so no food commodities planned for these activities. No commodities or cash planned for the DRR activities, which are capacity-building related

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, as well as with other WFP interventions¹⁵ in the country.
- Were coherent at project design stage with relevant WFP and UN system wide strategies, policies and normative guidance (including gender) and remained so over time.¹⁶

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; 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 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 meeting, the project document and logframe, evaluations or reviews of

¹⁵ WFP is also implementing a development project to support a nationally owned school feeding programme

¹⁶ Including disaster risk management, gender and nutrition policies; and the Gambia UNDAF

ongoing and/or past interventions including the 2014 evaluation of the development project¹⁷, 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)¹⁸ 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 assessing performance over time due to delays in implementation of some activities due to funding constraints and/or some activities not implemented at all; the team will have to assess the effect of the delays and/or lack of implementation; ii) lack of baseline data for some activities and/or limited quantitative monitoring data for further analysis, and the evaluation not being able to benefit from the 2015 SPR corporate data. This will require the team to reconstruct baselines from available sources, rely on triangulating qualitative data from monitoring reports and their own findings during field visits; and be flexible to receive draft monitoring data from CO at a late stage into the reporting process¹⁹; iii) data gaps in relation to measurement of efficiency due to constraints in the way WFP systems capture costs and resource allocation to different activities.

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. Due to the need to have the evaluation report by end of the year, field work will occur during the rainy season which starts in June and ends in October; The effect this may have on the team's ability to visit project sites will become clearer during the inception phase, and the country office's knowledge of the areas and understanding of transport infrastructure will be vital for the team's understanding of the best way to select sites and organise the mission schedule. There will be need for flexibility as well as contingency arrangements (alternate sites) to anticipate in sudden changes in accessibility.

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, giving special attention to gender and equity issues.
- Use applicable standards and frameworks (e.g. SPHERE standards, UNEG guidance on gender²⁰);
- 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, in line with the UNEG guidance and OEV technical note mentioned above;
- 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;

¹⁷ This evaluation report of the school feeding project will be of use in looking at the capacity building and government ownership related findings and conclusions, since the PRRO 200557 has capacity building objectives as well

¹⁸ At the time of the field mission in September, the evaluation team will have access only to SPRs for 2013 and 2014, but can expect some performance data for 2015 by the time of preparing the report.

¹⁹ The team will have to agree with the county office on the cut off month for the monitoring date e.g. October or November.

²⁰ These are put into context of WFP evaluation in the OEV technical note on integrating gender in evaluation, and evaluation team will be expected to review this TN during the inception phase and ensure that gender is well mainstreamed in all phases and aspects of the evaluation

- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.
- Acknowledge the limitations of the approaches chosen, and their implications

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 (EM) on EQAS and share related documents. The EM will in turn orient the evaluation team. 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 2 provides details of the activities and the related timeline of activities and deliverables.

24. **Preparation phase** (1st of May to 24th 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** (27th July to 18th September 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 gender-sensitive 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** (27th September to 12th October 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:** (14th October to 28th December 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](#) 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 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	31 st August 2015
EM/ET	Inception	Final Inception Package	18 th September 2015
CO/ET	Evaluation	Evaluation field mission	27 th September to 12 th October 2015
ET	Evaluation	Exit Debriefing Presentation	12 th October 2015
EM/ET	Reporting	Draft Evaluation Report	27 th November 2015
EM/ET	Reporting	Final Evaluation Report submission	28 th December 2015 ²¹
OEV	Reporting	Final Evaluation Report approved	8 th January 2016
CO/RB	Follow-up	Management Response	22 nd January 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.

²¹ With the aim of having the final report by close of the year, and considering the holidays in December, the team and the CO will discuss any adjustments that need to be made to meet that deadline. For example short periods for stakeholders to review/comment on products

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 or 3 members, including the team leader, international/national evaluator²². It should include women and men of mixed cultural backgrounds and a national 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:

- Nutrition—practical experience in implementation of nutrition interventions in addition to technical expertise; and understanding of WFP/UNICEF partnerships in nutrition
- Resilience/disaster risk management, with understanding of WFP's approaches and tools in livelihoods support, recovery, asset creation and DRR/M²³

²² Given the relatively small size of the PRRO and the country, a 2-member team as long as they have combined skills to meet the stated competencies would be able to conduct the evaluation.

²³ Because the country office have struggled to operationalize the plans for DRR as well as implement asset creation projects, and that they considers internal capacity constraints as well as funding as the key challenges, an evaluator who understands how WFP is addressing interventions in these areas sector in other countries will bring in useful knowledge, and apply that to the context of Gambia to provide practical direction

- Food Security, and implementation of cash and voucher transfer modalities
- Capacity development/support of Governments in food security, safety nets and disaster management
- Good knowledge of gender and equity issues within the Gambian context

37. All team members should have strong analytical and communication skills; collectively the team should have evaluation experience, familiarity with the country context 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. Mustapha Jammeh (M&E) and Annet Birungi (Nutrition), will be the CO focal points 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. Aboubacar KOISHA, 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 officer, will be 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 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 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's memo dated October 2012). The Gambia being a very small country office, the full cost will be borne by the special account.

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:

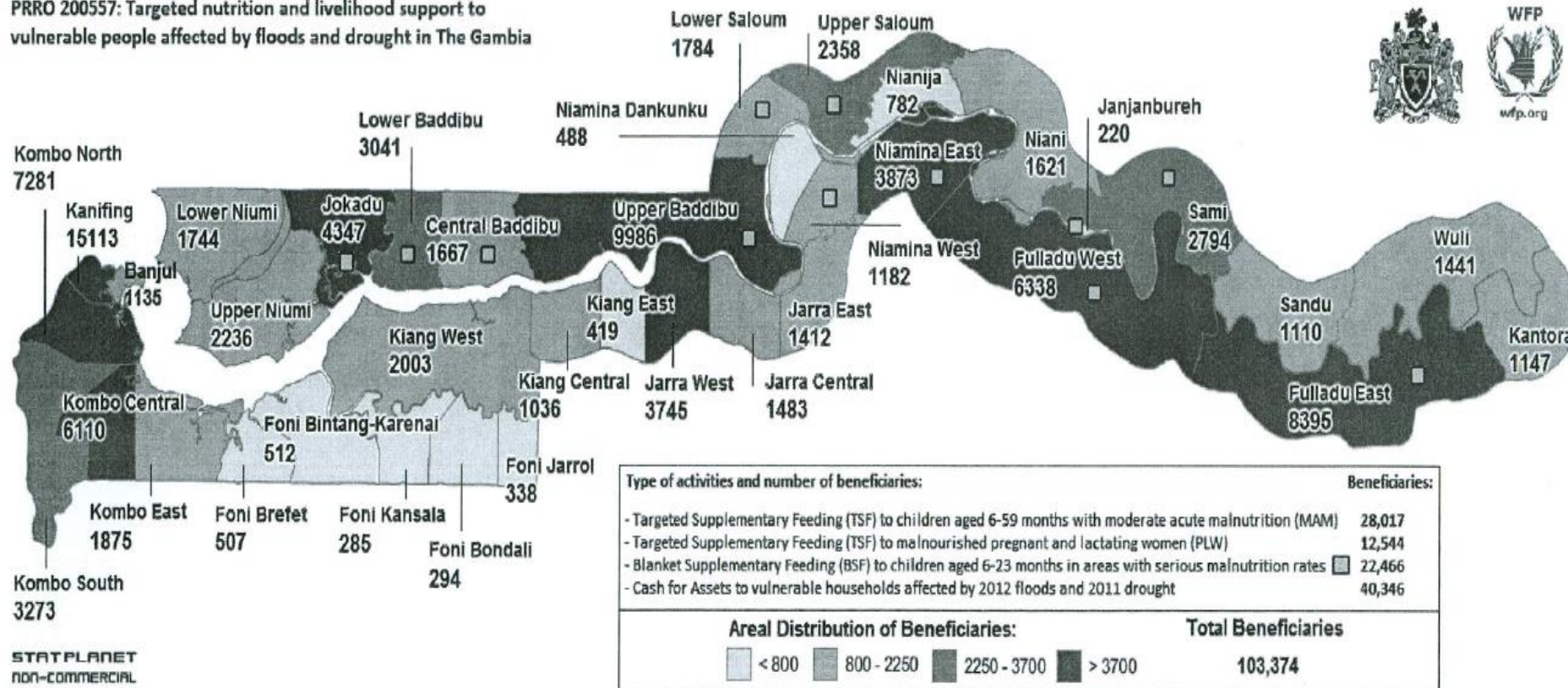
- Use the management fee corresponding to a small operation.
- Not budget for domestic travel²⁴

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

²⁴ The expectation is that the CO will facilitate in-country transport for the evaluation team, both within the capital Banjul to meet partners and to the field to see project sites

Annex 1: Map- PRRO Targeted Areas

PRRO 200557: Targeted nutrition and livelihood support to vulnerable people affected by floods and drought in The Gambia



Annex 2: Evaluation timeline

[illegible]

Annex 3: Logical Framework Aligned to SRF (20014-2017)

LOGICAL FRAMEWORK ²⁵		
Results	Performance indicators	Assumptions
Cross-cutting		
Cross-cutting result GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Proportion of households where females and males together make decisions over the use of cash, voucher or food Proportion of women beneficiaries in leadership positions of project management committees Proportion of households where females make decisions over the use of cash, voucher or food Proportion of households where males make decisions over the use of cash, voucher or food 	
Cross-cutting result PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	<ul style="list-style-type: none"> Proportion of project activities implemented with the engagement of complementary partners Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks) Number of partner organizations that provide complementary inputs and services 	
Cross-cutting result PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) 	
SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies		

²⁵ Extracted directly from COMET on 2nd of June 2015

Outcome SO2.1 Adequate food consumption reached or maintained over assistance period for targeted households	<ul style="list-style-type: none"> ▸ FCS: percentage of households with poor Food Consumption Score (male-headed) ▸ FCS: percentage of households with acceptable Food Consumption Score (male-headed) ▸ FCS: percentage of households with acceptable Food Consumption Score (female-headed) ▸ Diet Diversity Score 	Adequate funding and no pipeline breaks
	<ul style="list-style-type: none"> ▸ FCS: percentage of households with poor Food Consumption Score (female-headed) ▸ FCS: percentage of households with poor Food Consumption Score ▸ FCS: percentage of households with borderline Food Consumption Score (male-headed) ▸ FCS: percentage of households with borderline Food Consumption Score (female-headed) ▸ FCS: percentage of households with borderline Food Consumption Score ▸ FCS: percentage of households with acceptable Food Consumption Score ▸ Diet Diversity Score (male-headed households) ▸ Diet Diversity Score (female-headed households) 	
Output SO2.1 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	<ul style="list-style-type: none"> ▸ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned ▸ Quantity of food assistance distributed, disaggregated by type, as % of planned ▸ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned ▸ Quantity of non-food items distributed, disaggregated by type, as % of planned 	Adequate and timely funding to ensure healthy pipeline Cash accurately accounted for by partners
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs		
Outcome SO3.1 Risk reduction capacity of countries, communities and institutions strengthened	<ul style="list-style-type: none"> ▸ Number of WFP-supported national food security and other policies, plans, and mechanisms that improve disaster risk management and climate change adaptation 	Government leadership & community participation in training; commitment from partners Reliable information available
Output SO3.1 Human capacity to reduce risk of disasters and shocks developed	<ul style="list-style-type: none"> ▸ Number of people trained, disaggregated by sex and type of training 	Government leadership and community participation in training, commitment from partners Adequate partner and government capacity

SO4: Reduce undernutrition and break the intergenerational cycle of hunger		
Outcome SO4.1 Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children	<ul style="list-style-type: none"> ▸ Prevalence of acute malnutrition among children under 5 (weight-for-height as %) ▸ MAM treatment mortality rate (%) ▸ MAM treatment default rate (%) ▸ MAM treatment recovery rate (%) ▸ MAM treatment non-response rate (%) 	Partners apply the new nutrition protocol Adequate funding received in time The right food and supplies are received in time Adequate health structures to facilitate wider coverage.
	<ul style="list-style-type: none"> ▸ Proportion of eligible population who participate in programme (coverage) 	Partners capacity to provide complementary services Potential flooding during rainy season does not prevent beneficiaries adherence
Outcome SO4.2 Reduce undernutrition among children 6-23 months	<ul style="list-style-type: none"> ▸ Proportion of eligible population who participate in programme (coverage) 	Limited pipeline breaks
Output SO4.1 Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	<ul style="list-style-type: none"> ▸ Quantity of non-food items distributed, disaggregated by type, as % of planned ▸ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned ▸ Number of institutional sites assisted (e.g. schools, health centres), as % of planned ▸ Quantity of food assistance distributed, disaggregated by type, as % of planned 	Adequate and timely funding to ensure healthy pipeline Availability of partners with adequate capacity

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