EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL VERSION, 12 DECEMBER 2015]

TERMS OF REFERENCE

OPERATION EVALUATION

LIBERIA PROTRACTED RELIEF AND RECOVERY OPERATION (PRRO) 200550 – FOOD ASSISTANCE FOR REFUGEES AND VULNERABLE HOST POPULATIONS

TABLE OF CONTENTS

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Liberia PRRO 200550 "Food Assistance for Refugees and Vulnerable Host Populations". This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from January (inception phase) to May 2016 (final 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 operations evaluations.

2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company's evaluation manager and team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.

3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission a series of 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) Liberia PRRO 200550 "Food Assistance for Refugees and Vulnerable Host Populations" for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and/or design.

6. In particular, the CO expects the findings from this evaluation to feed into the foreseen extension of the current PRRO beyond April 2016, and to be used for programme design in the longer term, particularly in case of residual caseload of Ivorian refugees in Liberia. Furthermore, the RB's expectations from this evaluation include lessons learnt on longstanding refugee context, to be potentially applied elsewhere in the West Africa region.

2.2. Objectives

7. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:

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

---

[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.

2.3. Stakeholders and Users

8. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package in order to acknowledge the existence of various groups (women, men, boys and girls) that are affected by the evaluation in different ways and to determine their level of participation. During the field mission, the validation process of evaluation findings should include all groups.

Table 1: Preliminary stakeholders' analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Liberia Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) in 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 particular, Côte d'Ivoire CO might also have a more indirect interest in the findings from this evaluation, given the main scope of PRRO 200550 is food assistance to Ivorian refugees in Liberia.
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. Various Ministries are partners in the design and implementation of WFP activities, including the Ministry of Agriculture, the Ministry of Health (including Country Health Teams) and the Ministry of Education. The Liberia Refugee Repatriation and Resettlement Commission (LRRRC) is a key partner in the design and implementation of WFP activities for refugees and populations hosting them.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level, including UNHCR, UNICEF and FAO.
NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might

	affect future implementation modalities, strategic orientations and partnerships.
Civil society	Civil society groups work within the same context in which WFP operates and have an interest in areas related to WFP interventions (food security, nutrition, education, gender equity, etc.). Their experience and knowledge can inform the evaluation and they will be interested in the evaluation findings, especially those related to partnerships.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

9. **Users.** The primary users of this evaluation will be:

*   The Liberia CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
*   Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight.
*   OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

10. Since the 2003 Comprehensive Peace Agreement, Liberia has been recovering from a 14-year civil war that destroyed national infrastructure and basic social services. Increased stability has supported increased economic growth: real gross domestic product growth is estimated at 8.3 percent in 2012 and 7.5 percent in 2013. However, minimal social protection mechanisms leave vulnerable groups highly at risk to economic and environmental shocks.

11. The overall population of refugees and asylum seekers in Liberia grew significantly in 2011 following the unrest triggered by the December 2010 presidential election in Côte d'Ivoire. More than 200,000 Ivorians crossed into Liberia as refugees between November 2010 and May 2011. The caseload has declined over four years through voluntary and spontaneous repatriation. Between January and May 2014, 12,000 refugees out of 22,000 planned were repatriated from Liberia through convoys organized by UNHCR. The repatriation process was suspended in June 2014 following the Ebola outbreak in neighbouring Guinea and Liberia and subsequent border closures by Ivorian authorities.

12. In response to the refugee crisis in late-2010, WFP prepared an immediate response emergency operation for three months while developing a full emergency operation (EMOP), which assisted Ivorian refugees and affected host communities from early 2011 to mid-2013. The EMOP (200225) delivered a range of activities including: emergency rations; general food distributions (GFD); targeted supplementary feeding for treatment of moderate acute malnutrition (MAM); complementary feeding for prevention of stunting; school feeding and food assistance for assets (FFA).

13. The successive 2-year PRRO (200550) launched in 2013 initially planned to support 90,000 Ivorian refugees and vulnerable host populations through:

   i) **a relief component** comprising GFD for refugees in camps and targeted supplementary feeding for children aged 6-59 months with MAM living in host communities (both host population and refugees residing in host communities), in collaboration with Ministry of Health;

ii) **an early recovery and transition component** comprising Prevention of Stunting for children aged 6-23 months and pregnant and lactating women (PLW) from refugees and host populations; School Feeding in refugee camps and FFA for refugees and host populations during the lean season.

14. The PRRO 200550 was designed to complement WFP Liberia's ongoing country programme (CP) 200395 (2013–2017), which aims to reduce chronic food insecurity, strengthen social safety nets, and develop national capacity for sustainable management of safety-net programmes, focusing on school feeding, nutrition support and FFA.

15. In addition, in response to the Ebola outbreak, since August 2014 WFP Liberia has provided food and nutrition support to individuals and communities affected by the epidemic through the regional EMOP 200761, as well as common logistics services to enhance the efficiency of the Ebola humanitarian response through the Special Operation 200773.

16. The project document of PRRO 200550 including the project logframe, related amendments (Budget revisions) and the latest resource situation are available on wfp.org at this link.[2] The key characteristics of the operation are outlined in table two below:

Table 2: Key characteristics of the operation

OPERATION		
Approval	The operation was approved by WFP Executive Director in June 2013.	
Amendments	There have been 4 amendments (budget revisions, BRs) to the initial project document. In particular: - BR#1 (October 2013) introduced an adjustment to the Prevention of Stunting activity, with a change in the food commodities for children aged 6-23 months from Plumpy'Doz to Nutributter. - BR#4 (July 2015) extended the PRRO for 10 months (July 2015-April 2016). Revised PRRO activities currently include only general food distribution (GFD) to approximately 30,000 refugees hosted in three camps.	
Duration	Initial: 24 months (July 2013 – June 2015)	Revised (BR#4): 34 months (July 2013 – April 2016)
Planned beneficiaries	Initial: 90,000	Revised (BR#4): 30,000 (for the 10 month extension period, i.e. July 2015-April 2016)
Planned food requirements	Initial: 23,859 mt of food commodities	Revised (BR#4): 28,339 mt of food commodities
US$ requirements	Initial: 27,470,914 US$	Revised (BR#4): 32,925,000 US$

---

[2] From WFP.org – Countries – Liberia – Operations.

OBJECTIVES,OUTCOMES AND ACTIVITIES
(from logframe in project document)

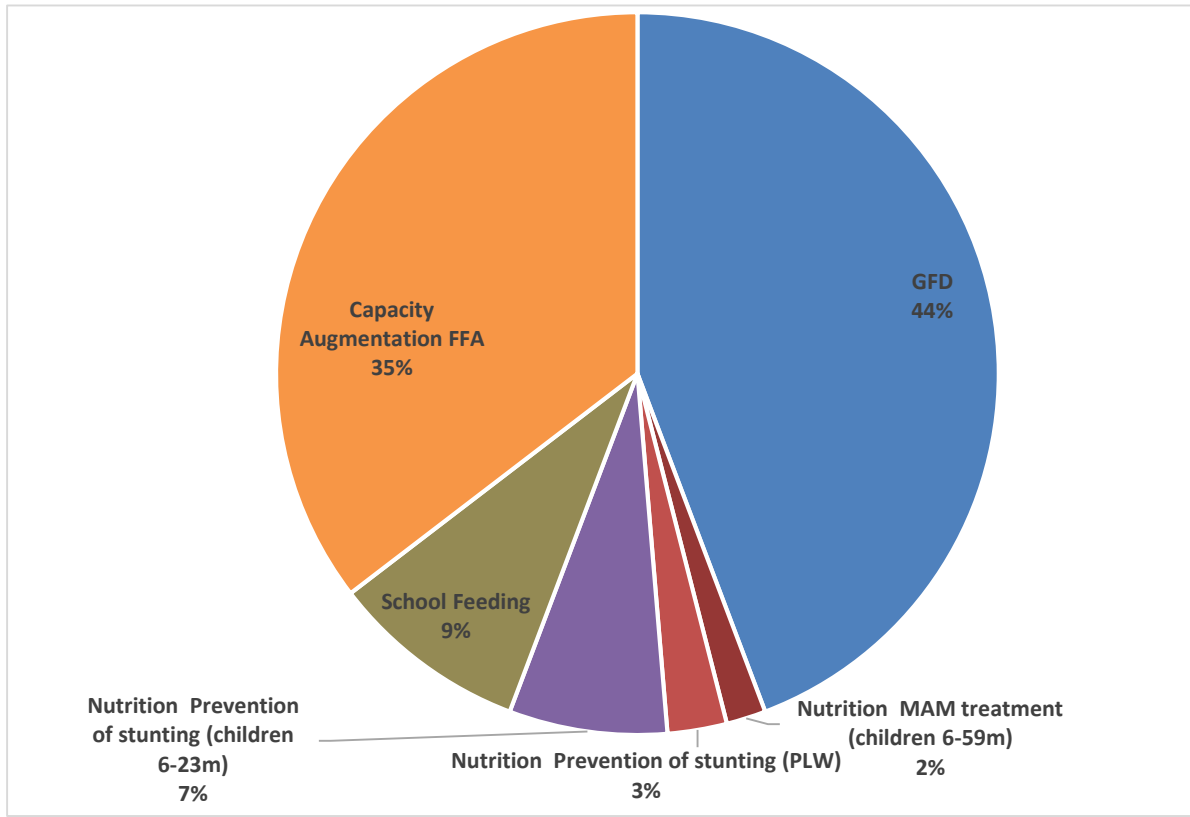|	WFP Strategic Objective (SO)	Operation specific outcomes	Activities
Contribution to Millennium Development Goals 1, 2, 4 and 5.	**SO1** - Save lives and protect livelihoods in emergencies	Improved food consumption over assistance period	**GFD** for refugees
	SO3 - Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	Reduced acute malnutrition in target groups	**Targeted Supplementary Feeding** for children aged 6-59 months (refugees and host populations)
		Reduced stunting in targeted children/communities and individuals	**Prevention of Stunting** for children aged 6-23 months and PLW (refugees and host populations)
		Adequate food consumption over assistance period for targeted households	**FFA** for refugees and host populations
		Increased access to education	**School Feeding** in refugee camps
		Stabilized enrolment of girls and boys in assisted primary schools	

PARTNERS

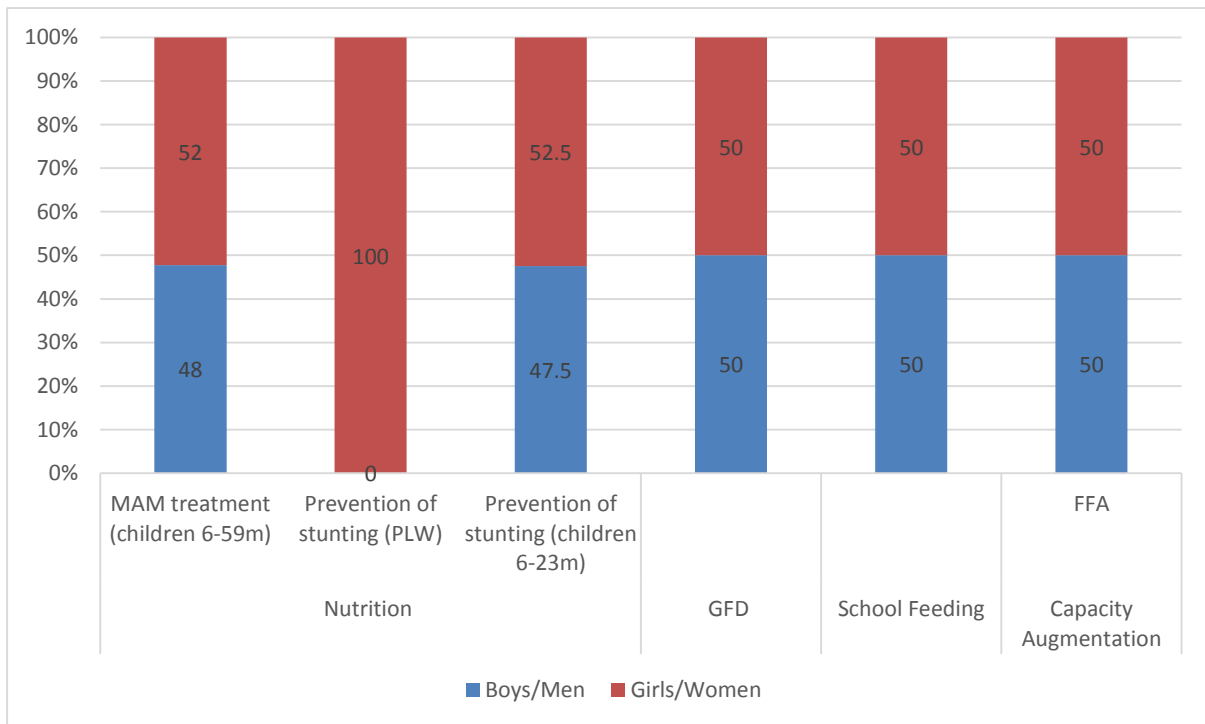|	
Government	Ministry of Health, Ministry of Education, Ministry of Agriculture, Liberia Refugee Repatriation and Resettlement Commission (LRRRC)
United Nations	UNHCR, UNICEF, FAO
NGOs	CARE, Caritas Cape Palmas, Danish Refugee Council, Norwegian Refugee Council

RESOURCES (INPUTS)

Contribution received [as of 2 Dec. 2015]: 19,264,648 US$

% against appeal: 58.5%

% operation time elapsed: 85%

Top donors:
USA
Multilateral
Switzerland

% funded of total requirements

Gross needs funded 37%

Shortfall 63%

Top donors

Multilateral 4%

Switzerland 2%

Stock Transfer 43%

USA 51%

PLANNED OUTPUTS (as per project document)

Planned % of beneficiaries by activity/component

GFD
44%

Capacity
Augmentation FFA
35%

School Feeding
9%

Nutrition Prevention
of stunting (children
6-23m)
7%

Nutrition Prevention of stunting (PLW)
3%

Nutrition MAM treatment
(children 6-59m)
2%

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

	Boys/Men	Girls/Women
Nutrition – MAM treatment (children 6-59m)	48	52
Nutrition – Prevention of stunting (PLW)	0	100
Nutrition – Prevention of stunting (children 6-23m)	47.5	52.5
GFD	50	50
School Feeding	50	50
Capacity Augmentation – FFA	50	50

Planned % of food requirements by activity/component
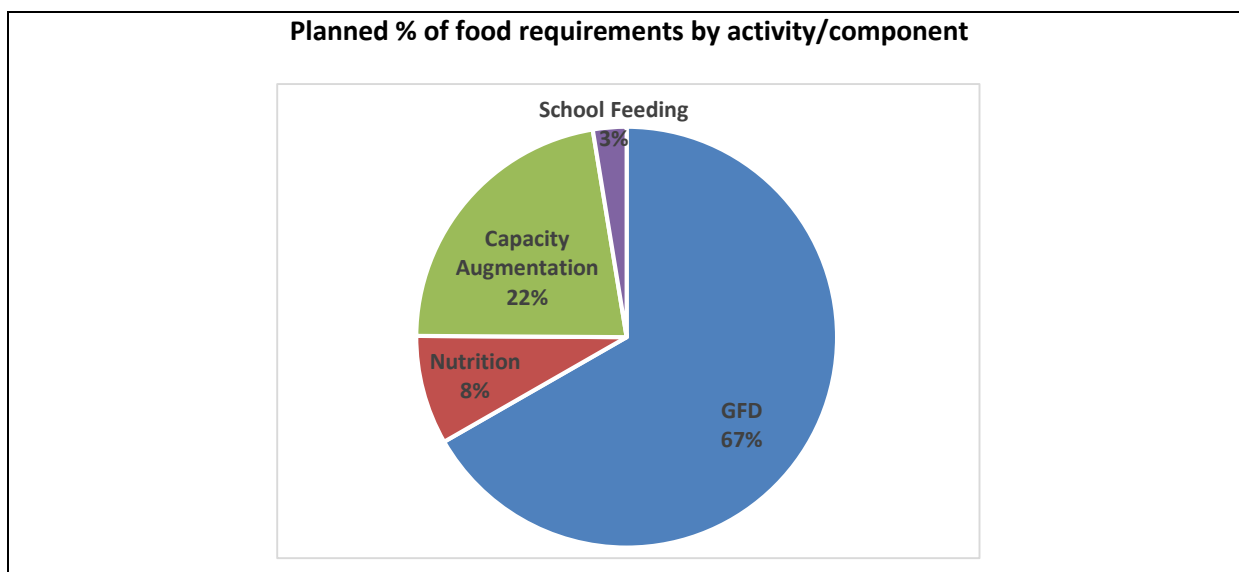
4. Evaluation Approach

4.1. Scope

17. **Scope.** The evaluation will cover PRRO 200550 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation captures the time from the development of the operation (January-June 2013) and the period from the beginning of the operation until the start of the evaluation (July 2013-March 2016).

18. Although the evaluation will cover all activities implemented under the PRRO 200550 since July 2013, a larger focus on the activities that are currently being rolled out as per BR#4 is expected, namely GFD in refugee camps. Additional areas of interest include: 1) comparison between the statuses of refugees inside and outside camps; 2) integration of host communities within PRRO activities; 3) opportunities for the integration of refugees in livelihood activities in the Liberian context and for durable solutions.

4.2. Evaluation Questions

19. The evaluation will address the following three questions:

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

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector and gender policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender[3]), and remained so over time. In particular,

---

[3] Relevant WFP Policies include: School Feeding Policy, Gender Policy, Nutrition Policy, WFP role in humanitarian system, Humanitarian Protection Policy. For a brief on each of these and other relevant policies and the links to the policy documents, see the WFP orientation guide on page 14. For gender, in addition to

the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and mainstreaming principles were included in the intervention design in line with the MDGs and other system-wide commitments enshrining gender rights.

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 GEEW results have been achieved;
- How different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country; and
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

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

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

4.3 Evaluability Assessment

20. 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 and determine whether additional indicators are required to include gender empowerment and gender equality dimensions.

21. 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, 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.

22. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.

WFP policy, refer to http://www.ohchr.org/en/hrbodies/cedaw/pages/cedawindex.aspx for information on UN system wide commitments.

23. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.

24. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.

4.4. Methodology

25. 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 (or connectedness for emergency operations), giving special consideration to gender and equity issues.
- Use applicable standards (e.g. SPHERE standards; UNEG guidance on gender[4]);
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.
- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
- Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
- Ensure through the use of mixed methods and appropriate sampling that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

4.5. Quality Assurance

26. 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.

27. 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.

---

[4] These are put into context of WFP evaluation in the OEV technical note on integrating gender in evaluation. 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.

5. Phases and deliverables

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

29. **Preparation phase** (November-December 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.

30. **Inception phase** (January-February 2016): 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.

31. **Evaluation phase** (end of February to mid-March 2016): 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 debriefings.

32. **Reporting phase** (March-May 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.

33. **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 office 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. This synthesis will identify key features of the evaluated operations and report on the gender sensitivity of the operations among other elements. 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 (tentative)
EM/ET	Inception	Draft Inception Package	8th February 2016
EM/ET	Inception	Final Inception Package	22nd February 2016
CO/ET	Evaluation	Evaluation field mission	29th February 2016
ET	Evaluation	Exit Debriefing Presentation	18th March 2016
EM/ET	Reporting	Conference call with CO/RB to discuss emerging areas of recommendations	11th April 2016
EM/ET	Reporting	Draft Evaluation Report	20th April 2016
EM/ET	Reporting	Final Evaluation Report	20th May 2016
CO/RB	Follow-up	Management Response	20th June 2016

6. Organization of the Evaluation

6.1 Outsourced approach

34. 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.

35. 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.

36. 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.

37. 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

38. 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

39. 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.

40. **Team composition.** The evaluation team is expected to include two to three members, including the team leader. It should include women and men of mixed cultural backgrounds and one Liberian national. At least one team member should have WFP experience.

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

- **Food-for-Assets** programming and livelihoods
- **Nutrition** programming (with focus on stunting prevention)
- **Refugee context, humanitarian law and conflict**
- **Resilience** action (as for how it affects refugee community as a learning point for similar opportunities)
- Good understanding/knowledge of the **socio/cultural/ethnic context**
- **Gender** expertise/good knowledge of gender issues within the country/regional context as well as understanding of UN system-wide and WFP commitments on gender.

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

43. Oral and written language requirements include full proficiency in English and ideally French (should there be a lack in terms of French language skills, translators would need to be arranged for

interviews with beneficiaries). As specified in section 5, the Inception package and Evaluation report will need to be written in English.

44. 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.

45. 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.

46. **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.

47. 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

48. 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.

49. 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 34.

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation. **Wurie Alghassim** (DCD) and **Aaron Sleh** (Programme Officer) 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.

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

- Assign a focal point for the evaluation. **Aboubacar Koisha** (RBD Regional M&E Adviser) 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.

52. **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.

53. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and **Filippo Pompili**, (Evaluation Officer) will be the OEV focal point for this evaluation. 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

54. 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 33) describes how findings will be disseminated.

55. 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

56. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012 and July 2015). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).
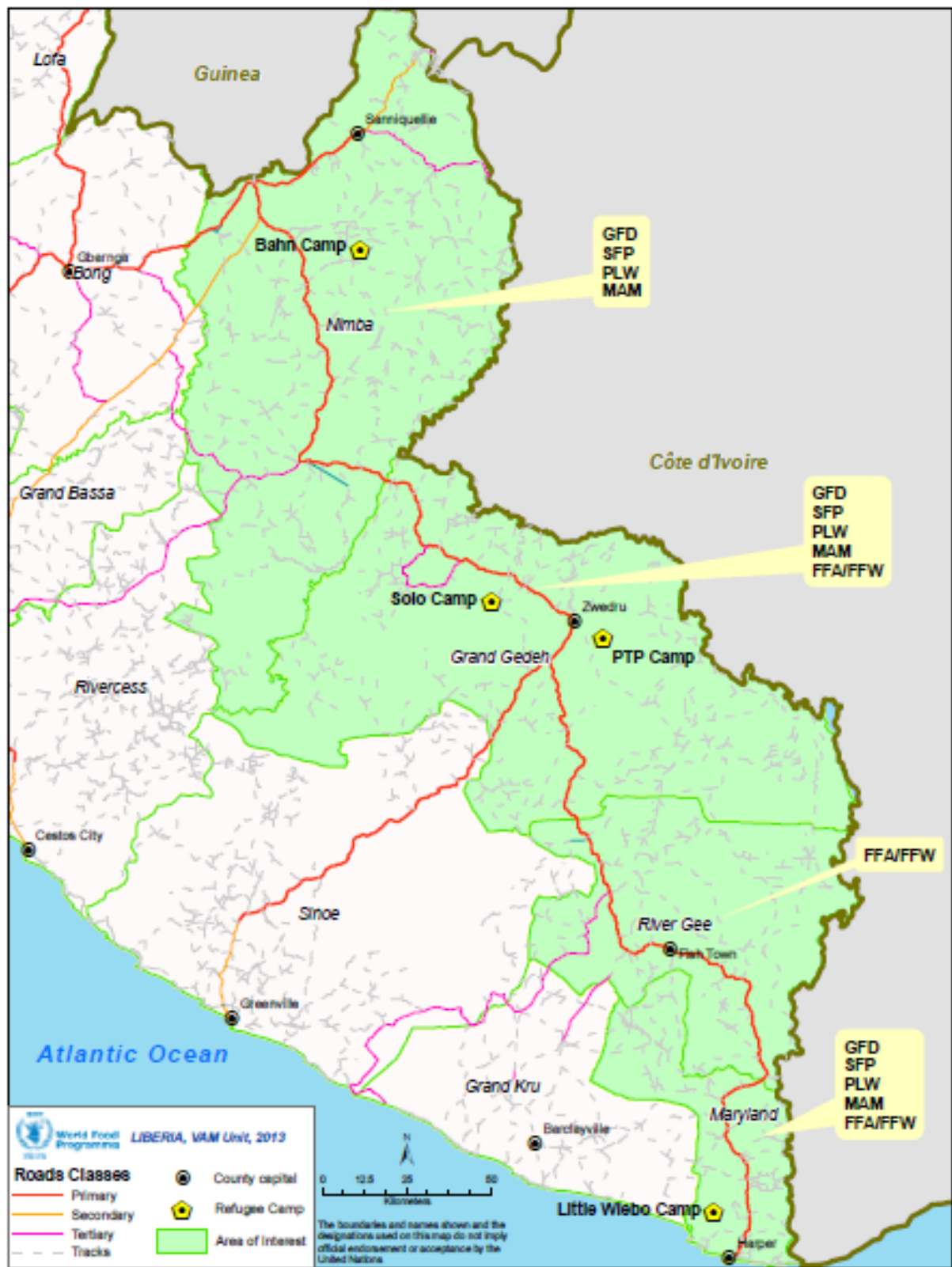
57. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a small operation;
- not budget for domestic road travel, which will be provided by WFP country office.

Please send queries to:

Filippo Pompili, Evaluation Officer, at: filippo.pompili@wfp.org , phone: +39 06 6513 6454.

Annex 1: Map

Annex 2: Evaluation timeline

#	Activity/Deliverables	Eval Manager	Eval Team	OEV	CO	RB
1	Desk review, consultation (intro call) 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 and data 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 Inception Package		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 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		

Timeline columns (Gantt): 2015 — Nov (02-Nov, 09-Nov, 16-Nov, 23-Nov, 30-Nov), Dec (07-Dec, 14-Dec, 21-Dec, 28-Dec); 2016 — Jan (04-Jan, 11-Jan, 18-Jan, 25-Jan), Feb (01-Feb, 08-Feb, 15-Feb, 22-Feb, 29-Feb), Mar (07-Mar, 14-Mar, 21-Mar, 28-Mar), Apr (04-Apr, 11-Apr, 18-Apr, 25-Apr), May (02-May, 09-May, 16-May, 23-May, 30-May), Jun (06-Jun, 13-Jun, 20-Jun, 27-Jun), Jul (04-Jul, 11-Jul, 18-Jul).

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
GEEW	Gender empowerment and equality of women
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
RBD	Regional Bureau Dakar (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme