



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 22<sup>ST</sup> SEPTEMBER 2015]

## TERMS OF REFERENCE

### OPERATION EVALUATION

**ETHIOPIA PROTRACTED RELIEF AND RECOVERY (PRRO 200700) 2015-2018**

***FOOD ASSISTANCE FOR ERITREAN, SOUTH SUDANESE, SUDANESE AND SOMALI REFUGEES***

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## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Ethiopia PRRO 200700, Food Assistance to Eritrean, South Sudanese, Sudanese and Somali Refugees. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and commence in July 2015 with preparation and conclude in June 2016 with circulation 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 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 were finalised based on comments received on the draft version. 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.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO), the Ethiopia PRRO 200700 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into immediate decisions on programme implementation of the recently initiated PRRO and any future design decisions.

### 2.2. Objectives

6. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning, with the main focus being on learning:
  - **Accountability** – The evaluation will assess and report on the performance and results of the current operation. A management response to the evaluation recommendations will be prepared.
  - **Learning** – Also looking into the previous operation's results [PRRO 200365], 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. Noting the PRRO is in its early stage of implementation, the evaluation will provide information that is useful for immediate implementation decisions. The evaluation findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

### 2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package in order to acknowledge the existence of various groups (women, men, boys and girls)

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

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
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
<b>Regional Bureau (RB) [Nairobi]</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
<b>Office of Evaluation (OEV)</b>	OEV is responsible for commissioning OpEvs over 2013-2016. 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.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
<b>EXTERNAL STAKEHOLDERS</b> (See Table 2 for list of external stakeholders)	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
<b>Government</b>	The Government has a direct interest in knowing whether WFP activities in supporting the refugees in Ethiopia are aligned with its own priorities as far as assistance to refugees, harmonised with the action of other partners and meet the expected results. The Government's Administration for Refugees and Returnees Affairs (ARRA) is a key partner in the design and implementation of WFP activities;
<b>UN Country team</b>	The UNCT's harmonized action should contribute to the realisation of the government objectives in relation to the support of the refugees. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. WFP most notably works closely with the United Nations High commissioner for refugees (UNHCR) in the design and implementation of the activities, as well as joint assessments.
<b>NGOs</b>	International and National NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. Because the results of the evaluation might affect future implementation modalities, strategic orientations and partnerships, these NGOs have an interest in the results.
<b>Civil society (including gender-focused)</b>	There may be other Civil society organisations/groups who may not be direct WFP partners, but are working within the same context in support of refugees in Ethiopia, and have an interest in areas related to WFP interventions (food security, nutrition, education, protection and environment). While majority of the CSOs <sup>2</sup> work with the Ethiopian population, their experience and knowledge can inform the evaluation especially if any of them also have activities targeting the refugees, or working within the host communities where issues of gender (related to for example risks of gender-based violence) and environment are of mutual interest. Some of the CSOs are working on gender related issues, which may be of particular interest to this evaluation.
<b>Donors</b>	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

<sup>2</sup> See for example this list [http://www.intrac.org/data/files/List\\_of\\_CSSP\\_Networking\\_Grantees.pdf](http://www.intrac.org/data/files/List_of_CSSP_Networking_Grantees.pdf)

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

- The 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.
- The refugees specific country team<sup>3</sup> may find the results of this evaluation useful in future review of the progress made in achieving results for refugees

### 3. Subject of the Evaluation

9. In the last decade, Ethiopia has achieved strong economic growth, making it one of the highest performing economies in sub-Saharan Africa. Yet it remains one of the world's least developed countries, ranked 173 out of 187 in the 2014 Human Development report, categorised as alarming in the Global Hunger Index and having about 29.6 per cent of its 94 million people living below the national poverty line. In addition, due to its geographical location and geopolitical developments, Ethiopia has been hosting refugees escaping conflict and insecurity from neighbouring countries for several decades. Between January and August 2014, Ethiopia received up to 200,000 refugees from South Sudan, mostly women and children. According to UNHCR, there were up to 659,524 refugees in Ethiopia as of July 2015<sup>4</sup>, accommodated in 23 refugee camps around the country. Provisions for refugees' local integration are very limited. While the country maintains reservations to the 1951 Refugee Convention, notably regarding refugees' employment, it supports an out-of-camp scheme that allows refugees to live outside camps and engage in informal livelihood opportunities. Even so, access to farmland and income-generating opportunities outside the camps are limited, which makes refugees almost totally dependent on general food assistance, in addition to other basic services provided within the camps – water, sanitation, health and education.
10. WFP has been providing assistance to refugees in Ethiopia for many years. Through the PRRO 200365 (April 2012 March 2015), WFP supported up to 593,500 refugees<sup>5</sup>. The PRRO 200700 is a continuation of this support, targeting about 650,000 refugees, with some adjustments in the design and implementation arrangements based on reviews and other evaluative work carried out jointly with the Government and other partners. The PRRO has four objectives namely; 1) enable refugees to meet minimum levels of food security; 2) treat and reduce acute malnutrition in children, pregnant and lactating women and other vulnerable groups with special nutrition needs; 3) stabilise school enrolment of refugees girls and boys in WFP-assisted schools; and 4) increase livelihood and environmental opportunities for refugees and host communities in fragile transitions. This operation is aligned to WFP global strategic plan (2014-2017), strategic objectives 1 and 2.<sup>6</sup>
11. The project documents<sup>7</sup> including the project logframes, related amendments (Budget revisions) and the latest funding situation are available [on wfp.org](http://www.wfp.org)<sup>8</sup>. Noting that these TOR are prepared at an early stage of the operation of PRRO, it can be expected that there may be further amendments to the PRRO, which will have to be incorporated during the inception phase. The key characteristics of the PRRO 200700 are outlined in table two below:

<sup>3</sup> This is specific team that addresses the refugees' issues in Ethiopia. See PRRO 200365 2014 SPR under partnerships section

<sup>4</sup> <http://www.unhcr.org/pages/49e483986.html#>, accessed on 21<sup>st</sup> July 2015

<sup>5</sup> The last reported total number of beneficiaries in SPR 2014 for PRRO 200365

<sup>6</sup> **Strategic objective 1:** Save lives and protect livelihoods in emergencies; **Strategic objective 2:** Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.

<sup>7</sup> Both PRRO 200365 and PRRO 200700

<sup>8</sup> From WFP.org – Countries – Ethiopia – Operations

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

OPERATION			
Approval	The operation was approved by Executive Board in November 2014		
Amendments	<p>There have been one amendments/budget revisions to the original document. First budget revision was approved in January 2015. This was because the document that was cleared for submission to the executive board had based budget calculations on projected number of refugees at 840,000. A decision was made to use current number of refugees (650,000) instead of projected number. However, to allow the CO submit the documents on time for the November EB it was decided to proceed with the existing LTSH rate (calculated based on 840,000 beneficiaries) for later revision following the formal approval of the project. This revision reduced the food requirements by 20%, thus impacting the fixed costs per metric tonne both at port and transshipment points by \$5.59/mt and increasing transport rate by \$1.47/mt. This increased the total PRRO by \$4,039,034 (0.8%)<sup>9</sup>;</p> <p>Second budget revision was approved in July 2015 to include the costs of implementing biometrics (fingerprint) ID checks during the general distribution in all 23 refugee camps. The overall PRRO budget increased by \$5,670,548 (1.2%)</p>		
Duration	Initial: 3 years (April 2015-March 2018)	Revised: N/A	
Planned beneficiaries	Initial: 650,000	Revised: N/A	
Planned food requirements	Initial: In-kind food: 534,063 mt of food commodities Cash and vouchers: 11,600,440 US\$ million	Revised: In-kind food: N/A Cash and vouchers: N/A	
US\$ requirements	Initial: 478,900,152	Revised: 488,609,733	
OBJECTIVES,OUTCOMES AND ACTIVITIES			
Contributes to MDGs 1,2,3,4,5 and 7; and UNDAF (2012-2015) outcome 4	WFP SO	PRRO specific objectives and outcomes	Activities
	Gender: Gender equality and empowerment improved		
	Protection and Accountability to affected population: WFP assistance delivered and utilized in safe, accountable and dignified conditions		
	Partnerships: Food assistance interventions coordinated and partnerships developed and maintained		
	Strategic Objective 1	Objective 1: Enable refugees to meet minimum levels of food security	General distribution (cash and food) <sup>10</sup>
		Outcome1 : Stabilized or improved food consumption over assistance period for targeted households and/or individuals	
		Objective 2: treat and reduce acute malnutrition in children, pregnant and lactating women (PLW) and other vulnerable refugees with special nutritional needs	-blanket Supplementary Feeding <sup>11</sup> -Targeted Supplementary Feeding -Health and nutrition education/ messaging
		Outcome 2: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women	
	Strategic Objective 2	Objective 3: stabilize school enrolment of refugee girls and boys in WFP-assisted schools	-School feeding -support to income generating activities <sup>12</sup> -other environmental/ protection support interventions
		Objective 4: increase livelihood and environmental opportunities for refugees and host communities in fragile transition situations	
Outcome 3: Improved access to assets and/or basic services, including community and market infrastructure			
PARTNERS			

<sup>9</sup> The reason this revision was done even though the operation had not commenced is due to the time lag between submission of documents for EB discussions and the EB session. The original PRRO document reflects 650,000 beneficiaries with the budget based on 840,000 beneficiaries. BR 1 thus only revised the budget but not the beneficiaries

<sup>10</sup> The PRRO 200700 plans to replace 6 kilograms of cereals (about 37%) with cash in selected camps

<sup>11</sup> In camps where GAM exceeds 15 percent

<sup>12</sup> These are activities implemented by other partners, and supported by WFP. See PRRO 200700 document page 8, para 28

<b>Government</b>	Administration for Refugees and Returnees Affairs (ARRA)
<b>United Nations</b>	UNHCR;
<b>NGOs</b>	Action against hunger; GOAL; International Medical Corps; MSF; Save the children; International rescue committee; CONCER, NRC

### RESOURCES (INPUTS)

#### Contribution received

By: July 16<sup>th</sup> 2015

\$104,805,488

% against appeal: 22%<sup>13</sup>

#### Top 5 donors

USA – 43%

Saudi Arabia – 31%

EU commission- 5%

Japan – 5%

UK – 3%

Figure 1: % funded of total requirements

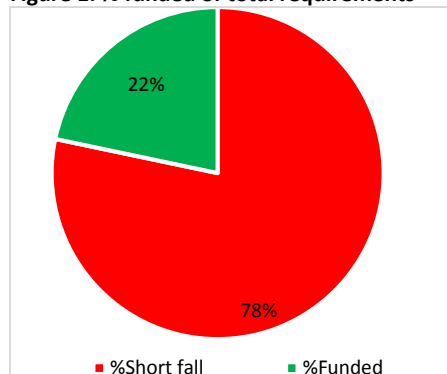
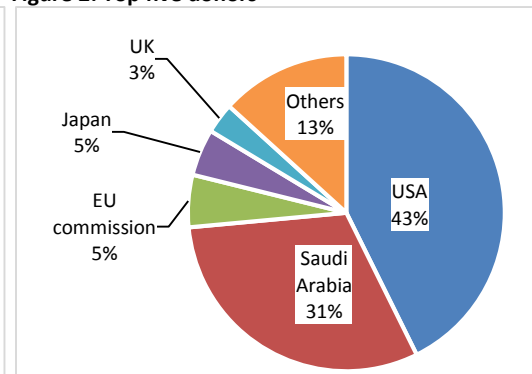


Figure 2: Top five donors



### PLANNED OUTPUTS (at design)

Figure 3: Planned % of beneficiaries by activity<sup>14</sup>

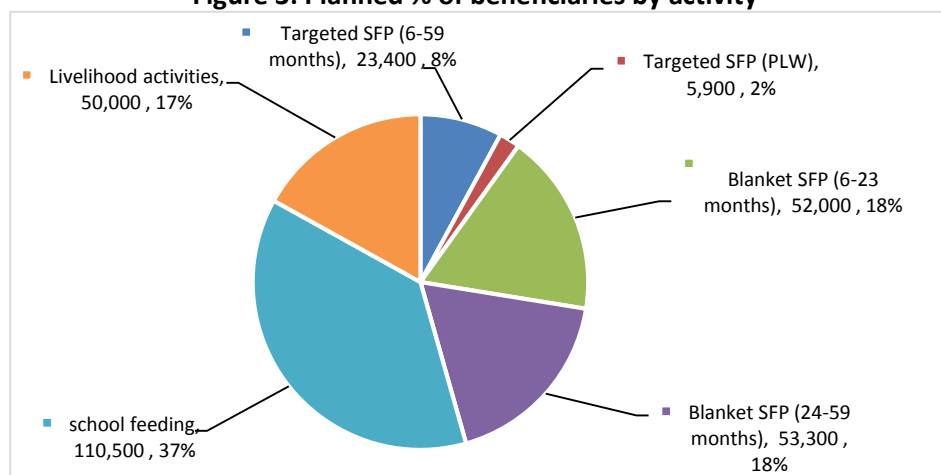


Figure 4: Planned % of women/girls versus men/boys by activity

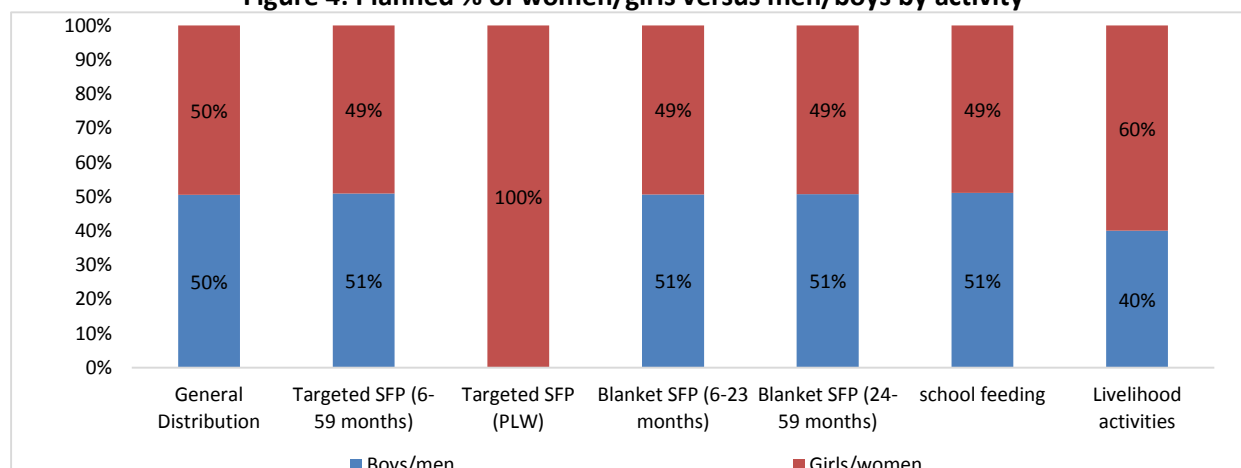
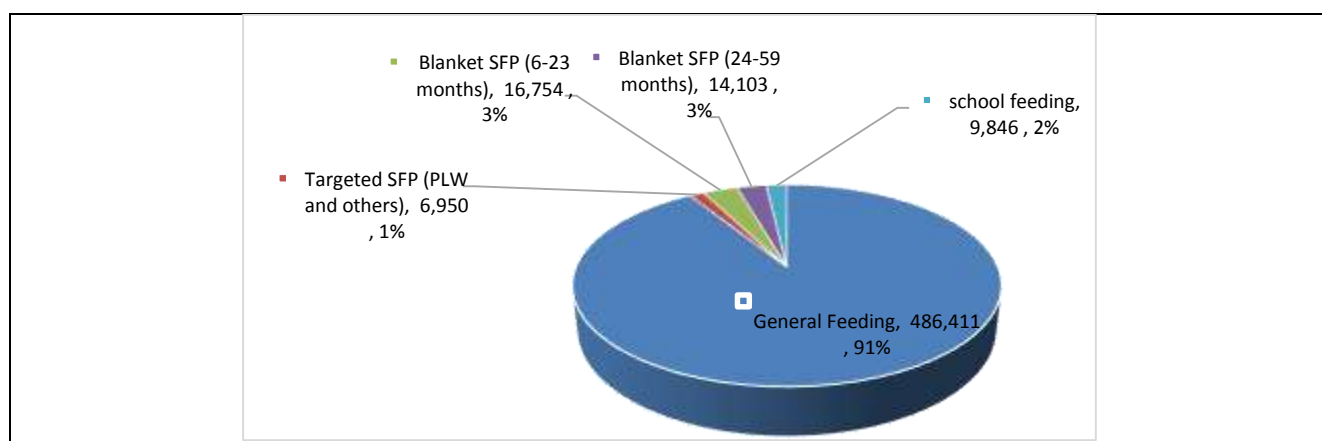


Figure 5: Planned % of food requirements by activity/component

<sup>13</sup> This is up to 195% of the requirements for the elapsed period of 4 months, if total funded \$104,805,488 is equally distributed over the 4 months

<sup>14</sup> All the 650,000 beneficiaries are targeted for general distribution (Cash or food). In addition up to 45% of these are targeted with supplementary assistance based on needs. Beneficiaries are counted once thus these figures should not be added to GFD. This figure 3 shows beneficiaries targeted for additional assistance by category



## 4. Evaluation Approach

### 4.1. Scope

12. **Scope.** The evaluation will cover the activities during the final year of implementation of the predecessor PRRO 200365 and all activities and processes related to formulation, implementation, resourcing, monitoring, evaluation and reporting of the PRRO 200700, relevant to answer the evaluation questions. As such, this evaluation will cover two years, comprising the transition period (January 2014 to March 2015) and the period from the beginning of the operation until the start of the evaluation (April 2015-March 2016).
13. The inclusion of the transition period between the two PRROs is critical for three reasons: a) the PRRO 200700 was designed at a time when the refugees situation was worsening due to the situation in South Sudan (see Annex 1 and 2); b) the current PRRO is designed based on lessons learnt from a number of evaluative processes that were started and /or completed around the transition date between the two PRROs;<sup>15</sup> and c) WFP CO changed the approach for monitoring and reporting of outcomes from a reliance on external assessments/evaluations exercises to reliance on internal, regularised outcome monitoring exercises. Assessing and appraising these changes to the monitoring approaches across the two PRRO over the transition years of 2014 and 2015/2016 will enrich the contribution of the evaluation to learning.

### 4.2. Evaluation Questions

14. The evaluation will address the following three questions:

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

- Were appropriate at project design stage to the needs of the food insecure population (including the distinct needs of women, men, boys and girls from different groups, as applicable), and remained so over time, and in line with the changing refugee context.
- Are coherent with relevant national policies and priorities in relation to refugees (including sector and gender policies and strategies) and seek complementarity with the interventions of relevant humanitarian partners, as well as with other WFP interventions in the country where applicable<sup>16</sup>.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender and protection),<sup>17</sup> and remained so over time. In particular, the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and

<sup>15</sup> See PRRO 200700 project document for more details. The evaluation of the cash pilot was ongoing at the time of the start date of PRRO 200700. FULL REFERENCE TO BE INCLUDED IN FINAL TOR

<sup>16</sup> This is particularly important for the livelihoods/environment interventions (see para objective 4, paragraph 10)

<sup>17</sup> WFP Policies include: gender, school feeding, Cash and vouchers, WFP role in humanitarian system, humanitarian protection. 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 15. For gender, in addition to WFP policy, refer to <http://www.ohchr.org/en/hrbodies/cedaw/pages/cedawindex.aspx> for information on UN system wide commitments.



mainstreaming principles were included in the intervention design in line with relevant system-wide commitments enshrining gender and protection<sup>18</sup> issues.

**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;
- Whether and how results related to Gender, Equity and Empowerment of Women (GEEW) 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, and the extent to which, relevant to refugees' situation, the benefits are likely to be sustained 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:

- Internal factors within WFP's control: the analysis<sup>19</sup>, 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 and structure; capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; strategic and operational decision-making in view of operational constraints etc.
- External factors outside WFP's control: the external operating environment; cultural context in relation to role of men and women; the funding climate; external incentives and pressures; delivery of complementary services by other partners including NGOs, UN and Government 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 and determine whether additional indicators are required to include gender empowerment and gender equality dimensions.
16. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project documents and logframes, datasets from various evaluations, reviews and surveys of ongoing and past operations<sup>20</sup> as well as documents related to government, UN and strategies and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance<sup>21</sup>. It will also rely on documented reviews, lessons learned and performance and monitoring reports from the last year of the similar PRRO 200365.
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. Additional project specific indicators will be available from various country office documents, which the team will have

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<sup>18</sup> For protection, in addition to WFP policy, refer to other system-wide commitments here

<http://interagencystandingcommittee.org/accountability-affected-populations-including-protection-sexual-exploitation-and-abuse>

<sup>19</sup> This refers to the analytical basis that informed the design, and continues to inform the implementation – it should namely look into the lessons learned from the implementation and results of the previous PRRO 200365

<sup>20</sup> These include: UNHCR /WFP impact evaluation of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations; Joint WFP/UNHCR Programme review of cash for food assistance in Jijiga, 2013; the forth coming WFP cash and Voucher evaluation report; JAM 2012

<sup>21</sup> Full list is provided in the WFP orientation guide, which all team members should review during the inception phase



access to during the inception phase. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives. Only the draft 2016 SPR for PRRO 200700 will be available at the time of the team's field mission in Feb/March 2016, however the final one will be available on 31 March 2016 in time to inform the evaluation team's analysis and report. The 2014 SPR for PRR 200365 should also be useful to the team, as both operations objectives, target populations, activities and reporting frameworks are similar.

18. There is a substantial amount of data collected over the life of the previous PRRO 200365 that is relevant to this evaluation. The evaluation team will be expected to review that data during the inception phase, and use it in designing the methodology in order to ensure sufficient triangulation in addressing the evaluation questions<sup>22</sup>.
19. Due to the changes in the corporate indicators and thus the monitoring tools as a results of alignment of PRRO 200365 to the new strategic plan, there may be some discontinuity between the datasets from 2014 and 2015 monitoring, limiting the extent to which some indicators may be analysed over time. The team will need to assess the extent of this challenge during the inception phase and design the qualitative data collection appropriately.<sup>23</sup>
20. For question three, the team members will have access to some institutional planning documents, including the secondary data referred to in the previous paragraph and documents from other key external players such as UNHCR documents related to refugees numbers etc. Further information will be collected through key informant interviews.
21. There is wide geographical spread of the operation's refugee camps (6 regions) and as well as diversity of the refugee population within those regions. The team will have to factor this in their evaluation plan in coordination with the CO, to ensure adequate coverage so that there is a representative basis to site selection.

#### 4.4. Methodology

22. Based on the overall framework provided by the TOR, the methodology will be designed and elaborated 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 consideration to gender and equity issues.
  - Use applicable standards (e.g. SPHERE standards; UNEG guidance on gender<sup>24</sup>);
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.
  - Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
  - Be based on an analysis of the logic model<sup>25</sup> of the operation and on a thorough stakeholders analysis;
  - Ensure through the use of mixed methods (including analysis of secondary quantitative data and collection of primary qualitative data) and appropriate sampling that women, girls, men and boys from different stakeholders groups, participate and that their different voices are heard and used; and that data collected is adequately representative to make reliable conclusions
  - Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

<sup>22</sup> The data set for the latest outcome monitoring exercise will be available to them in November/December, and this has informed the timing of the start of the inception phase

<sup>23</sup> Team should also note that there are some indicators that may have ceased to be corporate indicators and thus dropped from the PRRO 200700 logframe that is attached to project document, but the CO considers them useful and therefore continued to monitor them. Such indicators should be included in the analysis

<sup>24</sup> 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 Technical Note during the inception phase and ensure that gender is well mainstreamed in all phases and aspects of the evaluation.

<sup>25</sup> Noting footnote #19 this should include logframe attached to the documents and other extended model that the CO may have.

## 4.5. Quality Assurance

23. 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.
24. 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, including the key policy, strategy and guidance documents.

## 5. Phases and deliverables

25. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
26. **Preparation phase (July–October 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.
27. **Inception phase (November 2015 – January 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](#).

28. **Evaluation phase (28<sup>th</sup> February -19<sup>th</sup> 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 de-briefings.

29. **Reporting phase (20<sup>th</sup> March – 30<sup>th</sup> 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](#).

30. **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. 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](http://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	15 <sup>th</sup> January 2016
CO/RB/OEV	Inception	Stakeholder comments in draft IP	22 <sup>nd</sup> January 2016
EM/ET	Inception	Final Inception Package	29 <sup>th</sup> January 2016
CO/ET	Evaluation	Evaluation field mission	28 <sup>th</sup> February to 19 <sup>th</sup> March 2016
ET	Evaluation	Exit Debriefing Presentation	18 <sup>th</sup> March 2016
EM/ET	Reporting	Draft Evaluation Report	2 <sup>nd</sup> May 2016
CO/RB/OEV	Reporting	Stakeholder comments on draft ER	16 <sup>TH</sup> May 2016
EM/ET	Reporting	Final Evaluation Report submission	30 <sup>th</sup> May 2016
OEV	Reporting	Final report approval/circulation	7 <sup>th</sup> June 2016
CO/RB	Follow-up	Management Response	21 <sup>st</sup> June 2016

## 6. Organization of the Evaluation

### 6.1 Outsourced approach

31. 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.
32. 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.

33. 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](#).

34. 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

35. 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–Team composition & Roles and Responsibilities

36. 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.

37. **Team composition.** The evaluation team is expected to include 3 to 4 members, including the team leader. It should include women and men of mixed cultural backgrounds and Ethiopian nationals with deep understanding of the East Africa refugee context. At least one team member should have WFP experience.

38. **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:

- Food security within the particular East African refugee context
- Nutrition programming, within refugee context
- Cash and voucher programming, including understanding of assessment of effects beyond delivery and meeting the consumption objectives.<sup>26</sup>
- Quantitative data analysis and interpretation, with ability to analyse varied secondary data sets, triangulate and provide insights to inform the teams approach to the evaluation design and further analysis to substantiate conclusions.<sup>27</sup>
- Good knowledge of gender and protection issues within refugee contexts, understanding of WFP gender commitments and ability to assess achievements within the context of system UN system-wide commitments on gender.<sup>28</sup>

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<sup>26</sup> The expectation here is that in addition to assessment of whether the cash was delivered and met the consumption objectives, the team should include in their qualitative assessment of effect on other related issues such as household-economy and markets

<sup>27</sup> This is critical considering that WFP Ethiopia will have sets of data from various reviews and evaluations that should be used to inform further inquiry

<sup>28</sup> see footnote #20

39. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.
40. 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.
41. **The responsibilities of the team leader** will be to:
- Define the evaluation approach and methodology, including sampling
  - Guide and managing the team;
  - Lead the evaluation mission and representing the evaluation team;
  - Draft as required, the inception package, exit debriefing presentation and evaluation report in line with EQAS; and with inputs from other team members
  - Review the stakeholder comments and finalise the evaluation products accordingly
  - Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.
42. 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.
43. **Team members responsibilities** will be to:
- contribute to the methodology in their area of expertise based on a document review;
  - conduct field work, using the agreed upon approach/instruments
  - participate in team meetings and meetings with stakeholders;
  - contribute to the drafting and revision of the evaluation products in their technical area(s); and
  - Review stakeholder comments and revise the evaluation products accordingly
  - Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

## 6.4 Security Considerations

44. 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.
45. 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

46. **The Country Office.** The CO management will be responsible to:
- Assign a focal point for the evaluation. *Delphine Dechaux, Programme officer* will be the CO focal point for this evaluation, supported by *TeweldeBirhan GIRMA (M&E officer)*
  - 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.

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

- Assign a focal point for the evaluation. *Genevieve Chicoine (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.

48. **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.

49. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and *Grace Igweta* and *Filippo Pompili*, *Evaluation officers*, are the OEV focal points. 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

50. 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 29 describes how findings will be disseminated.

51. 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

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

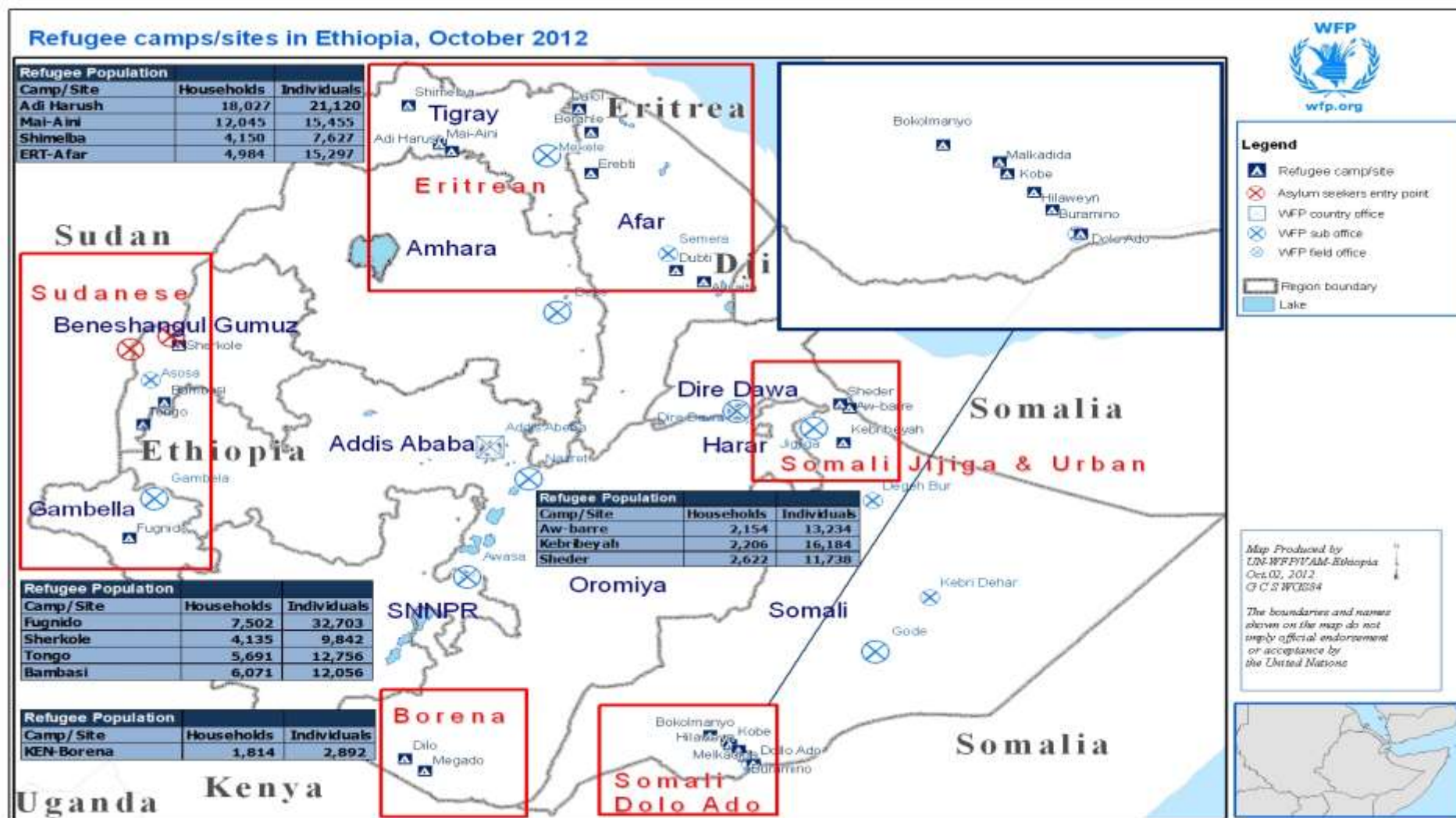
53. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

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

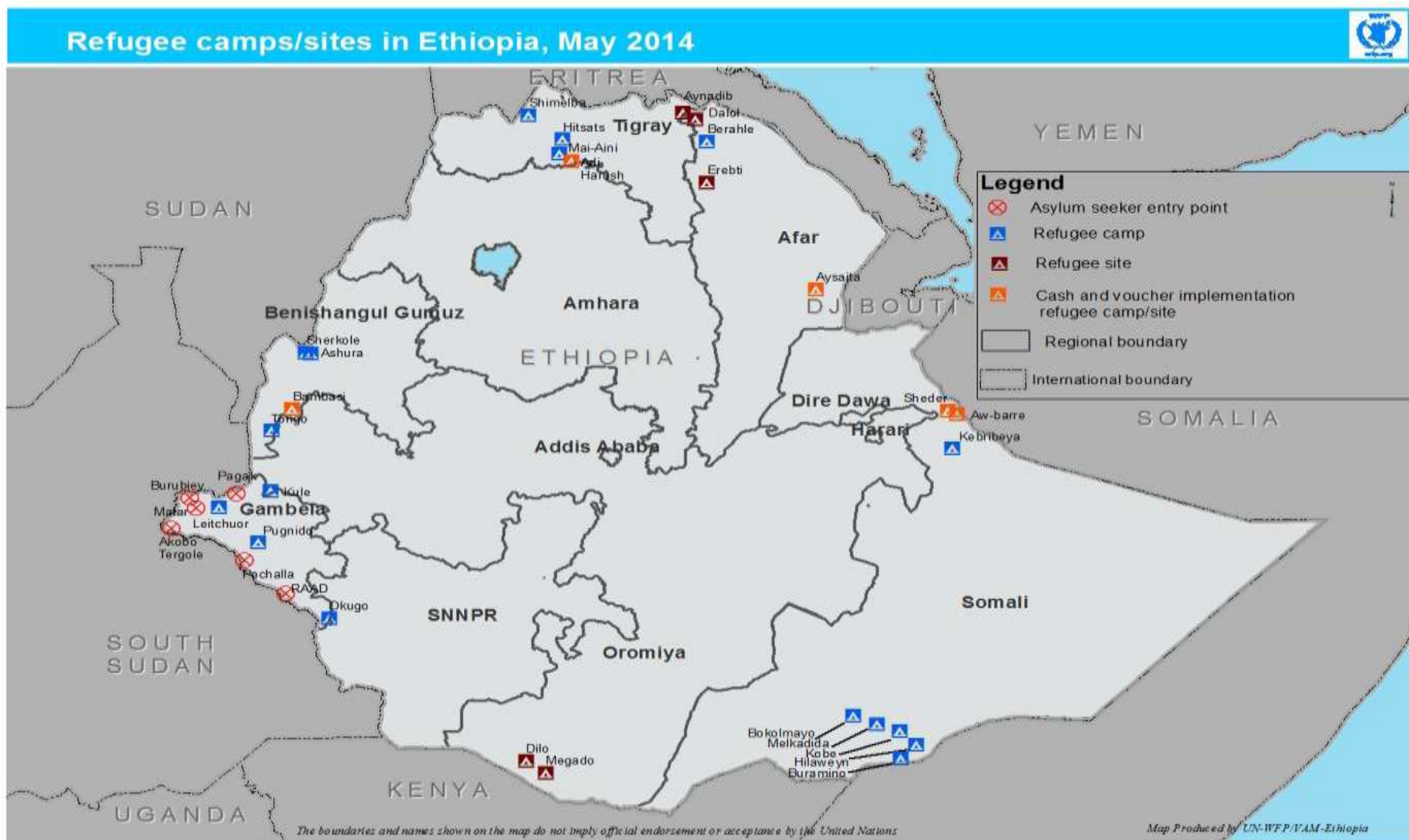
Please send queries to *Grace Igweta, evaluation Officer*, at [grace.igweta@wfp.org](mailto:grace.igweta@wfp.org), +39-066513-2847 or to *Filippo Pompili, evaluation officer* at [filippo.pompila@wfp.org](mailto:filippo.pompila@wfp.org), +39-066513-6454



## Annex 1: Map – Refugees camps/sites in Ethiopia, October 2012



## Annex 2: Map – Refugees camps/sites in Ethiopia, May 2014





### Annex 3: Evaluation timeline

[illegible]

## 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
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