



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

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TERMS OF REFERENCE- OPERATION EVALUATION

MYANMAR – PROTRACTED RELIEF AND RECOVERY OPERATION 200299 – SUPPORTING TRANSITION BY REDUCING FOOD INSECURITY AND UNDERNUTRITION AMONG THE MOST VULNERABLE

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Myanmar Protracted Relief and Recovery Operation (PRRO) 200299 'Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable' in Myanmar. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from June to November 2016. 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) the Myanmar PRRO 200299 "Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable" for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on the design of WFP's Country Strategic Plan (CSP) and follow-up operation in Myanmar.

2.2. Objectives

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

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

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) 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	
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) based in Bangkok	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2016. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
EXTERNAL STAKEHOLDERS (See Table 2 for list of external stakeholders)	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various ministries are partners in the design and implementation of WFP activities, including the Ministry of Health, Ministry of Education and the Ministry of Social Welfare, Relief and Resettlement. At local level, WFP works with local development committees.
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 (UNICEF, FAO, WHO).
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.

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

- The Myanmar 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 which will analyse the findings of WFP operation evaluations conducted during 2016, highlighting performance and lessons, and contributing to learning at corporate level.

3. Subject of the Evaluation

9. Myanmar, with an estimated population of 51.4 million, is the second largest country in Southeast Asia.² The nation's economy is one of the least developed in the world and is suffering the effects of extended isolation and stagnation. Myanmar has a low Human Development Index, ranking 148th out of 187 countries according to the 2015 UNDP's Human Development Report.³ A range of socio-political, environmental and economic shocks continue to compromise food and nutrition security in many areas of the country. More than 13 million people live below the poverty line, and close to three million people are considered food poor.
10. One in three children under 5 is chronically malnourished, with the prevalence of stunting and wasting at 35 and 8 percent, respectively. Over 80 percent of children under the age of two are anaemic and micronutrient deficiencies persist, contributing to child mortality. Myanmar is also one of the world's 22 high tuberculosis (TB) burden countries, with a prevalence rate three times higher than the global average and one of the highest in Asia. HIV prevalence is concentrated among key populations. The consequences of chronic malnutrition coupled with HIV-TB coinfection are far-reaching, reducing the human development and income-generating potential of individuals, stifling economic growth, and increasing the cost of healthcare and other social services.
11. Without a major breakthrough in the peace process, localised conflicts in Kachin, Kokang and Shan and continued inter-communal violence in Rakhine still result in massive internal displacements of people across the country.
12. Myanmar's education expenditure is low, compared to the ASEAN member states. However, the Government has increased 26.3 percent of its basic education expenditure between 2013/14 and 2014/15. Low education indicators remain a concern, particularly in poor and remote rural areas.
13. Myanmar is among the Asia-Pacific countries that are most prone to natural disasters, including floods, tropical cyclones, earthquakes, landslides and drought, putting burden on already strained

² "Myanmar Census 2014." UNFPA Myanmar. UNFPA.

³ "Statistics - Human Development Reports (UNDP)." Human Development Report 2015.

economy. The floods and landslides in July-August 2015 caused by Cyclone Komen destroyed more than 1 million acres of farmland and devastated almost 2 million people, slowing down the economic growth from 8.5 percent in 2014/2015 to only 6.5 percent in 2015/2016.

14. Despite such setbacks, Myanmar has made significant progress recently. The country has achieved the Millennium Development Goal of halving hunger by 2015. Myanmar is undergoing an unprecedented transition period. The country's first relatively free and fair general election in 25 years has brought a landslide victory to Aung San Suu Kyi's National League for Democracy. Continued economic reforms have supported consumer and investor confidence despite ongoing business environment and socio-political challenges. These transitions have the potential to create opportunity and shared prosperity for the people of Myanmar and for the country to become one of the most dynamic economies in the region.
15. WFP continues to support Myanmar under a three-year PRRO (2013-2015), which was extended by two additional years (December 2017) through:
 - i) a **relief component** comprising GDF for internally displaced persons affected by the intercommunal violence in Rakhine State and ethnic conflict in Kachin and northern Shan, as well as for the most food-insecure populations in Rakhine.
 - ii) A **nutrition component** through which WFP provided pregnant and lactating women and children 6 to 59 months for treatment and prevention of moderate acute malnutrition (MAM), as well as prevention of stunting. Food and nutrition assistance was also provided to PLHIV and TB clients in different states of Myanmar.
 - iii) A **school feeding** programme in pre-primary and primary schools, comprising the distribution of high energy biscuits.
 - iv) **Asset-creation activities** for vulnerable communities which helped strengthen livelihoods and accelerated **post-disaster recovery** – improving people's food security and long-term resilience.
16. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available on wfp.org at this [link](#).⁴ 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 The Executive Board in November 2012
Amendments	<p>There have been six budget revisions (BR) to the initial PRRO.</p> <p>BR 1 (approved by the Deputy Executive Director in July 2013) increased the landside transport, storage and handling (LTSH) costs, which resulted in an increase of US\$8.9 million of the overall project budget, from US\$167,687,584 to US\$176,645,497.</p> <p>BR 2 (November 2013) was technical in nature and realigned the PRRO's budget structure to WFP's new financial framework, with no impact on the overall budget.</p> <p>BR 3 (approved by the Executive Director in March 2014) aimed to scale up the relief assistance and the nutrition components to meet the needs of 5,000 IDPs affected by conflict. The overall budget increased from US\$176,645,497 to US\$204,455,828.</p> <p>BR 4 (approved by the Regional Director in June 2015) adjusted the LTSH costs downwards, resulting in a decrease of the overall budget, from US\$204,455,828 to US\$203,614,798.</p> <p>BR 5 (approved by the Regional Director in September 2015) provided two months of relief assistance and cash-for-assets assistance to 400,000 flood-affected people following the cyclone Komen. Cash-</p>

⁴ From WFP.org – Countries – Myanmar – Operations.

	<p>based transfers more than doubled from US\$2,700,000 to US\$5,498,387. The overall budget increased from US\$203,614,798 to US\$206,609,072.</p> <p>BR 6 (approved by the Executive Board in November 2015) extended the PRRO by two years (until the end-December 2017) and made provisions for continuous assistance to communities affected by the wide spread flooding and heavy rains that followed the Cyclone Komen. The budget increased by a substantial 60% from US\$206,609,072 to US\$341,402,438.</p>	
Duration	Initial: 3 years (January 2013–December 2015)	Revised: 5 years (January 2013 – December 2017)
Planned beneficiaries	Initial: 1,570,000 (adjusted to avoid double-counting)	Revised: 2,916,320
Planned food requirements	Initial: In-kind food: 175,544 mt of food commodities Cash and vouchers: US\$2,700,000	Revised: In-kind food: 94,656 mt of food commodities Cash and vouchers: US\$21,746,697
US\$ requirements	Initial: US\$167,687,584	Revised: US\$341,402,438
OBJECTIVES, OUTCOMES AND ACTIVITIES (as per realigned logframe)		
Cross-cutting results	Gender: Gender equality and empowerment improved	
	Protection and APP⁵: WFP assistance delivered and utilized in safe, accountable and dignified conditions	
	Partnerships: Food assistance interventions coordinated and partnerships developed and maintained	
	WFP SOs⁶	PRRO specific objectives and outcomes
Contributed to Myanmar UNDAF (2012-2015) outcomes 1, 2, 4 and 5; and MDGs 1, 2, 3, 4, and 6	Strategic Objective 1	Objective 1: Save lives and protect livelihoods in emergencies Outcome 1.1: Stabilized or improved food consumption over assistance period for targeted households and/or individuals
		<ul style="list-style-type: none"> - Food/ cash assistance to internally displaced persons (IDPs) and returnees - Protracted relief assistance to food insecure households in northern Rakhine - Short-term food/cash assistance to beneficiaries affected by natural disasters
	Strategic Objective 2	Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies Outcome 2.1: Improved access to assets and/or basic services, including community and market infrastructure
		<ul style="list-style-type: none"> - Conditional transfer of food/cash upon labour inputs in works schemes (FFA/CFA) - Alternative Livelihood support activities to poppy farmers - Household/Community Assets construction/rehabilitation
		Outcome 2.2: Adequate food consumption reached or maintained over assistance period for targeted households <ul style="list-style-type: none"> - Technical assistance to transition to a national school feeding programme; School snacks in informal primary schools; High Energy Biscuits to promote attendance⁷; health and nutrition education; deworming
		Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger

⁵ Accountability to affected populations

⁶ Strategic Objectives

⁷ The PRRO originally envisaged the provision of take-home rations but these have been suspended.

Strategic Objective 4	Outcome 4.1: Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women	-Targeted Supplementary Feeding (MAM treatment) - Provision of supplementary/complementary fortified micronutrients/foods (prevention of stunting)																
	Outcome 4.2: Increased equitable access to and utilization of education	-Promotion of nutrition education and growth monitoring																
	Outcome 4.3: Enhancing treatment success through the provision of nutritional support to ART and/or TB treatment clinics	-Food assistance to HIV/TB clients																
	Outcome 4.4: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels	-Aligning with partners (UNICEF/NGOs/Government) to promote complementary activities (breastfeeding, immunization, deworming/micronutrient supplementation)																
PARTNERS																		
Government	Ministry of National Planning and Economic Development; Ministry of Border Affairs; Ministry of Livestock, Fisheries and Rural Development (MLFRD); Ministry of Health; Ministry of Social Welfare, Relief and Resettlement (MSWRR); Ministry of Education; Department of Rural Development; Township General Administrative Department and District Relief and Resettlement Department.																	
United Nations	The Food and Agriculture Organization (FAO), The Office for the Coordination of Humanitarian Affairs (OCHA), The Joint United Nations Programme on HIV/AIDS (UNAIDS), The United Nations Development Programme (UNDP), The United Nations Population Fund (UNFPA), The United Nations High Commissioner for Refugees (UNHCR), The United Nations Children's Emergency Fund (UNICEF), The United Nations Office on Drugs and Crime (UNODC) and the World Health Organization (WHO).																	
NGOs	36 international NGOs including among others Action Contre la Faim (ACF), Adventist Development and Relief Agency (ADRA), Health Poverty Action, Terre des Hommes Italia, Save the Children (SCF), World Vision International 16 national NGOs including among others All Country Agency for Rural Development, Karuna Myanmar Social Services, Medical Action Myanmar, Heart Development Organization, Noble Compassionate Volunteers																	
Others	International Committee of the Red Cross and the Nippon Foundation.																	
RESOURCES (INPUTS)																		
Contribution received As of 2 March February 2016: US\$ 162,777,197 48% against appeal Top 5 donors: Japan-25% USA- 22% EUR commission – 10% Australia – 10% Switzerland – 5%	Figure 1: % funded of total requirements <table><tr><td>Gross Needs Funded</td><td>48%</td></tr><tr><td>Shortfall</td><td>52%</td></tr></table>	Gross Needs Funded	48%	Shortfall	52%	Figure 2: Top Donors <table><tr><td>Japan</td><td>25%</td></tr><tr><td>USA</td><td>22%</td></tr><tr><td>Others</td><td>28%</td></tr><tr><td>European Commission</td><td>10%</td></tr><tr><td>Australia</td><td>10%</td></tr><tr><td>Switzerland</td><td>5%</td></tr></table>	Japan	25%	USA	22%	Others	28%	European Commission	10%	Australia	10%	Switzerland	5%
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European Commission	10%																	
Australia	10%																	
Switzerland	5%																	
PLANNED OUTPUTS (at design)																		

Figure 3: Planned % of beneficiaries by activity

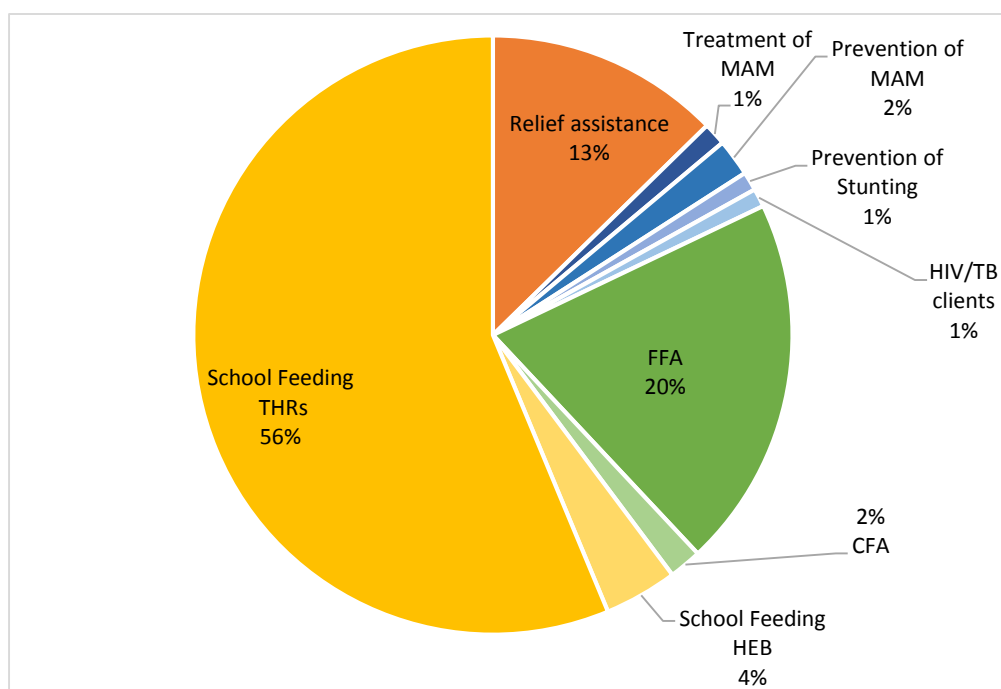


Figure 4: Planned % of women/girls versus men/boys by activity

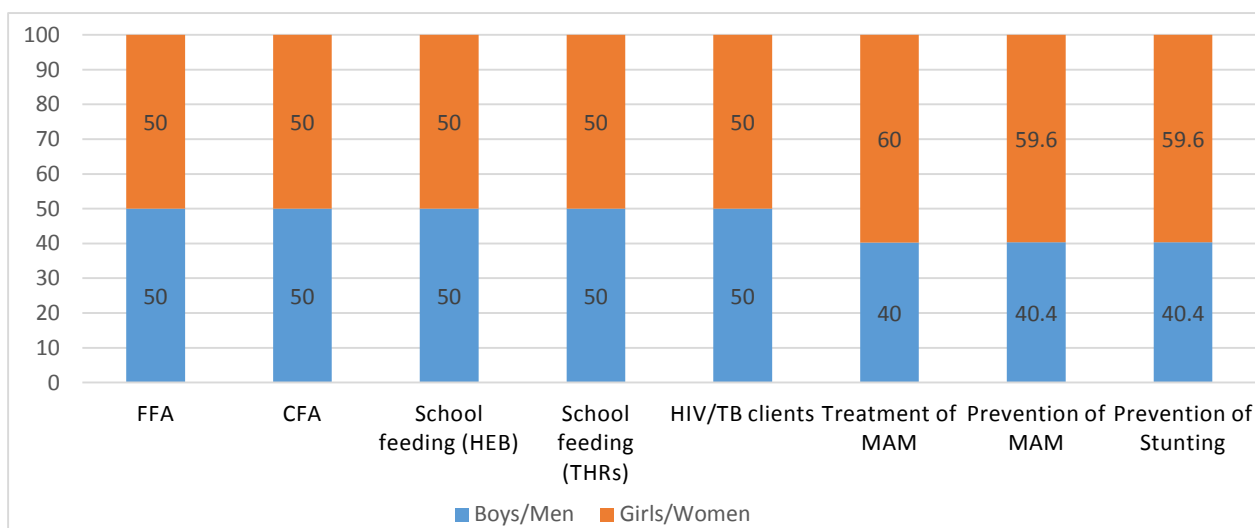
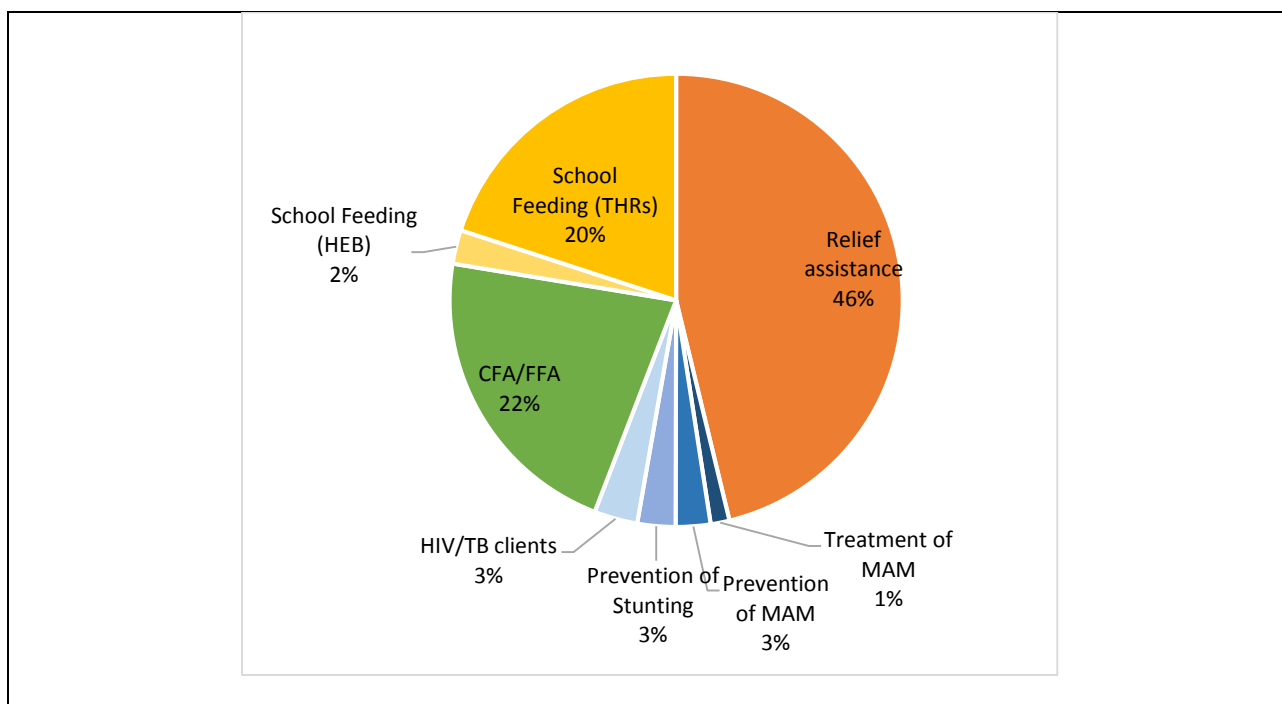


Figure 5: Planned % of food requirements by activity



4. Evaluation Approach

4.1. Scope

17. **Scope.** The evaluation will cover PRRO 200299 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 – December 2012) and the period from the beginning of the operation until the start of the evaluation (January 2013 – August 2016).

4.2. Evaluation Questions

18. 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.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender⁸), and remained so over time. In particular, the team will analyse if and how gender empowerment and equality of women (GEEW)

⁸ Relevant WFP Policies include: Cash & voucher Policy, Capacity Development and Hand-Over Policy, School Feeding Policy, Nutrition Policy, Resilience Policy, WFP role in humanitarian system, Humanitarian Protection Policy, Safety Net Policy, WFP's corporate partnership strategy. 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 WFP Gender policy, refer to <http://www.ohchr.org/en/hrbodies/cedaw/pages/cedawindex.aspx> for information on UN system wide commitments

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 within the PRRO 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 existence or lack of synergies across the various PRRO activities; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the coordination arrangements; Have the appropriate partnerships been built with the Government (at different levels) and with other actors? What lessons emerge for the future especially as the new government takes over?
 - Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc. Given the complex operational environment in Myanmar, the evaluation should assess the extent to which the government transition has and/or might impact on WFP's programmes. The evaluation should also review whether WFP has adapted its operations in an appropriate and timely manner to the evolving socio-political situation, funding climate and development needs in the country.
19. Throughout the evaluation and in making recommendations, the team should make forward considerations to inform the design of WFP's Country Strategic Plan and its future operation giving due consideration to the fast changing transition context of Myanmar. The CO would benefit from recommendations on how best it can position itself, adjust its overall strategy, deepen the synergies across the PRRO interventions to support more effectively the Government in assessing and responding to food insecurity and undernutrition and achieve the Zero Hunger Challenge objectives by 2025.

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 of past operations, reviews of the ongoing PRRO,⁹ 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.
23. However, answering question two is likely to pose some challenges owing in part to: i) incomplete baseline data for the activities, which will need to be partly reconstructed using findings from various assessment reports; ii) the re-alignment of the logframe during the implementation of the PRRO following the approval of WFP Strategic Plan (2014-2017) and Strategic Results Framework; and iii) 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.
25. Table three below summarise the key sources of data available:

Table 3: List of available data sources (as of Feb 2016)

Data sources	2013	2014	2015
SPR	√	√	√
Mid-term review report		√	
School feeding baseline			√
PDM Relief	√	√	√
PDM Asset creation (food)	√	√	√
PDM asset creation (cash)	√	√	√
PDM school feeding THR	√		
PDM school feeding HEB	√		
PDM Nutrition	√	√	√
PDM HIV/TB		√	
PDM protracted relief	√		√
Gender study on acute malnutrition in NRS			

26. Other evaluability challenges include:
 - Access constraints: The rainy season stretches from May to September. While accessibility tends to improve at the end of the rainy season from September onwards, poor road

⁹ Mid-term review of PRRO 200299. Final report, March 2015.

conditions will limit the ability of the evaluation team to visit some field sites. Potentials of risks of floods or other natural disasters could undermine the field work as well as further limit the CO's capacity to engage with the evaluation team. The international evaluators will require a visa to enter the country as well as travel permits to visit different areas. Those should be requested sufficient time in advance.

- Local languages: There are approximately a hundred languages spoken in Myanmar. The evaluation team will require the services of local interpreters.

4.4. Methodology

27. 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 gender¹⁰);
- 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

28. 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.

29. 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.

¹⁰ 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

30. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
31. **Preparation phase** (March-May 2016): 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.
32. **Inception phase** (June-July 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](#).

33. **Evaluation phase** (September 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.

34. **Reporting phase** (October–November 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](#).

35. **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). 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	11 th July 2016
EM/ET	Inception	Final Inception Package	29 th July 2016
CO/ET	Evaluation	Evaluation field mission	5-26 September 2016
ET	Evaluation	Exit Debriefing Presentation	26 th September 2016
EM/ET	Reporting	Draft Evaluation Report	31 st October 2016
EM/ET	Reporting	Final Evaluation Report	28 th November 2016
CO/RB	Follow-up	Management Response	22 nd December 2016

6. Organization of the Evaluation

6.1 Outsourced approach

36. 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.

37. 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.

38. 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](#).

39. 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

40. 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

41. 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.

42. **Team composition.** The evaluation team is expected to include 3-4 members, including the team leader and 2-3 international and national evaluators. It should include women and men of mixed cultural backgrounds and nationals from Myanmar. At least one team member should have WFP experience.

43. **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):

- Relief response in the context of complex/protracted population displacements.
- Nutrition (possibly including HIV/TB)
- School feeding
- Asset creation & livelihoods
- Cash-based programming
- 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.
- All team members should be familiar with capacity development and handover issues in their respective fields.

44. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or regional context (especially in view of the complex operating environment in Myanmar).

45. Oral and written language requirements include full proficiency in English. As specified in section 5, the Inception package and Evaluation report will need to be written in English.

46. 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.

47. 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.

48. **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.

49. 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

50. 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.

51. 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

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

- Assign a focal point for the evaluation. Valerie Fuchs, Programme Officer will be the CO focal point for this evaluation.
- Comment on the TORs, inception package and the evaluation report.
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Organise security briefings for the evaluation team and provide any materials as required
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Prepare a management response to the evaluation recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

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

- Assign a focal point for the evaluation. Clare Mbizule, 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.

54. **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.

55. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Julie Thoulouzan, Evaluation Officer will be the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance, content guides and templates as well as orient the evaluation manager on WFP policies, strategies, processes and systems as required.
- Comment on the draft inception package.
- Comment on the evaluation report and approve the final version.
- Submit the final evaluation report to an external post-hoc quality review process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration.

- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

8. Communication and budget

8.1. Communication

56. 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 32) describes how findings will be disseminated.

57. 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

58. **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).

59. **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 medium operation.
- Budget for domestic travel.

Please send queries to Julie Thoulouzan, at Julie.thoulouzan@wfp.org; +39 06 6513 3504

Annex 1: Map



Annex 2: 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