EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL VERSION, MARCH 21ST 2016]

TERMS OF REFERENCE

OPERATION EVALUATION: NEPAL – COUNTRY PROGRAMME 200319

TABLE OF CONTENTS

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Nepal Country Programme (CP) 200319. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from February 2016 (preparation) to December 2016 (final report), with a field mission planned in September 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 TORs 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 Nepal Country Office (CO) CP 200319 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and to the development of a country strategy.

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.

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

---

[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.

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.

8. **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) 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, in particular the Ministry of Local Development, Ministry of Agriculture and Cooperatives, Ministry of Education, Ministry of Health and Population, Ministry of Home Affairs, the Ministry of Women, Children and Social Welfare, 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. The national food security monitoring system, NeKSAP, is being implemented under a tripartite MoU between the National Planning Commission, Ministry of Agriculture Development and WFP and represents another important partnership for WFP in Nepal.
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.
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. Key civil society groups working on gender equity in Nepal include the Women Awareness Centre Nepal (WACN), the Women's Foundation (WF), and the Janaki Women Awareness Society (JWAS), among others.

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. USDA McGovern Dole is the main donor for the School Feeding component.

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

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

3. Subject of the Evaluation

10. Nepal promulgated its new constitution in September 2015, after eight years of deliberations. A result of this has been incidents of civil unrest at the India-Nepal border by parties opposing the constitution, as well as closures at customs points. Ongoing since September, there has been a drastic reduction in cross-border trade, with greatly reduced supplies of fuel and cooking gas coming into the country. With a population of 28.2 million and a GDP per capita of USD 707, Nepal ranks 145 of 187 countries on the 2015 UNDP Human Development Index, one-quarter of the population lives on less than USD 1.25 per day. Agricultural production is not keeping pace with the population growth, and frequent natural disasters adversely affect livelihoods and food security. Approximately 2.2 million people are undernourished. Nepal's vulnerability to high food prices, especially in remote mountain areas, further exacerbates food insecurity. Challenging and isolated geography, natural disasters, civil unrest and lack of infrastructure complicate efforts to improve livelihoods, establish functioning markets and transport food. Undernutrition is a serious concern: 37 percent of children under the age of five are stunted, 30 percent are underweight and 11 percent are wasted. The prevalence of stunting in mountainous regions is extreme, reaching up to 60 percent. Poor dietary diversity and poor hygiene and sanitation contribute to this situation. Enrolment rates for primary school education stand at 96 percent, with 99 girls for every 100 boys enrolled. Many schools lack adequate numbers of trained teachers and do not meet minimum enabling conditions set by the Government, affecting the quality of education. Retention of students remains a significant concern as 30 percent of children drop out before completing eighth grade.

11. WFP Nepal started a five-year country programme in 2013. It aims to actively support the Government of Nepal in tackling food insecurity, focusing on social safety nets in the areas of nutrition, education and rural livelihoods support. Social protection is the overarching theme of the country programme, and it is in line with WFP Nepal's country strategy, the United Nations Development Assistance Framework (UNDAF) 2013–2017 and the Government's development plans. It contributes to Millennium Development Goals 1, 2, 3, 4, 5 and 7. The goal of the CP is to enhance the resilience of communities prone to shocks and foster the food and nutrition security of vulnerable people. Its objectives are to:
- Reduce undernutrition among pregnant and lactating women and children under 5
- Increase children's access to pre-primary and basic education and enhance its quality;
- Support the re-establishment of livelihoods and food and nutrition security in communities affected by shocks; and
- Enable the development of sustainable nationally owned food-security systems.

12. The CP has four components:

1) Livelihoods and Assets creation: WFP supports the Ministry of Federal Affairs and Local Development to enable communities by providing employment opportunities geared at creating sustainable protective and productive community-level assets. The participants directly benefit from food and cash transfers, and many more benefit from the assets created. WFP's livelihoods and assets creation projects are aimed at: 1) enhancing agricultural production; 2) creating rural infrastructure for poor and disenfranchised rural communities; and 3) helping communities to build resilience against weather shocks in adaptation to changing climatic conditions.

2) Education Support: WFP is implementing a School Meals programme together with the Ministry of Education. The objective is twofold. In the short term, the programme aims to keep children in school as well as to enhance their attention through provision of a nutritious school meal. In the long term, the programme aims to break the cycle of hunger by promoting education, in particular of women. To improve access to quality education, WFP has also partnered with Open Learning Exchange Nepal to provide digital learning materials to rural primary schools.

3) Nutrition Support: WFP's nutrition activities have three objectives: 1. Prevention of undernutrition in children between 6-23 months, and pregnant and lactating women through WFP's Mother-and-Child-Health and Nutrition Programme; 2. Treatment of moderate acute malnutrition in children between 6-59 months through a Community-based Management of Acute Malnutrition programme; and 3. Capacity building activities including nutrition policy support and efforts to increase local production of special fortified food supplements.

4) Capacity Development: this component focuses on enhancing national food security policies and programmes and strengthen national and local institutions and systems for nationally owned hunger solutions. In particular, the areas covered by this component include: Food security monitoring and analysis system, National school feeding strategy, Disaster risk management, and Nutrition.

13. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking here.[2] The key characteristics of the operation are outlined in table two below:

Table 2: Key characteristics of the operation

OPERATION		
Approval	The operation was approved by the Executive Board in November 2012.	
Amendments	There have been one Budget Revision to the initial project document approved in February 2014 increasing the planned number of beneficiaries and associated costs, as well as an adjustment in planned tonnages. The BR also re-aligned the project with WFP's new Strategic Plan and Strategic Results Framework (2014-2017).	
Duration	Initial: 5 year period (January 2013– December 2017)	Revised: N/A
Planned beneficiaries	Initial: 487,909	Revised: 492,909
Planned food requirements	Initial: In-kind food: 128,595 mt of food commodities Cash and vouchers: US$ 17,898,587	Revised: In-kind food: 116,945 mt of food commodities Cash and vouchers: N/A
US$ requirements	Initial: US$ 215,328,450	Revised: US$ 216,275,282

---

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

	OBJECTIVES,OUTCOMES AND ACTIVITIES as per original logframe		
	WFP Strategic Objectives	Country Programme specific objectives and outcomes	Activities
The Country Programme is in line with the United Nations Development Assistance Framework and Millennium Development Goals 1-5 and 7.	SO3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	**Outcome 1.1:** Adequate food consumption for target households over the assistance period **Outcome 1.2:** Increased access to assets in fragile, transition situations for target communities	Food/Cash for assets **[Component 1]**
		Outcome 3.1B: Improved nutrition status of target groups	Treatment of moderate acute malnutrition **[Component 3b]**
	SO4: Reduce chronic hunger and undernutrition	**Outcome 2.1:** Increased access to education in assisted schools	School meals **[Component 2]**
		Outcome 3.1A: Improved nutrition status of target groups	Prevention of Stunting **[Component 3a]**
	SO5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	**Outcome 4.1 A:** Progress towards nationally owned hunger solutions **Outcome 4.1 B:** Ministry of Education and its institutions improve performance in early childhood care and education, formal and non-formal education, in line with school sector reform programmes **Outcome 4.1 C:** National preparedness and emergency systems able to prepare for and respond to hazard-related disasters **Outcome 4.1 D:** Adolescent girls, mothers, infants, young children and disadvantaged vulnerable groups have increased access to and utilization of essential micronutrients	Capacity development activities **[Component 4]**

Cross-cutting results as per revised logical framework[3]

Partnership	Food assistance interventions coordinated and partnerships developed and maintained
Protection and accountability to affected populations	WFP assistance delivered and utilized in safe, accountable and dignified conditions
Gender	Gender equality and empowerment improved

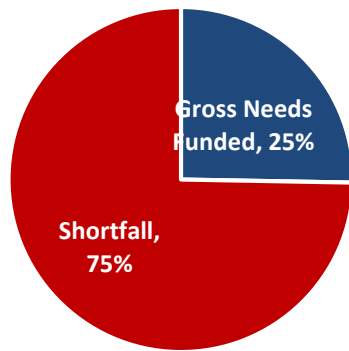| PARTNERS	
Government	Ministry of Federal Affairs and Local Development, Ministry of Agricultural Development , Ministry of Education and Sports , Ministry of Health and Population, Ministry of Home Affairs, National Planning Commission
United Nations	FAO, UNICEF, IFAD
NGOs	SAPPROS, Manahari Development Institute (MDI), World Education, Open Learning Exchange, Himalayan Health and Environmental Services Solukhumbu (HHESS)

---

[3] The summary of the revised logframe is presented in Annex 3. The full logframe with targets, indicators and assumptions will be provided to the team during the inception phase

RESOURCES (INPUTS)

Contribution received as of February 2016: **US$ 54,688,889** (against appeal: **25.3%**)

Elapsed time of the operation: 63%

% funded of total requirements

Gross Needs Funded, 25%

Shortfall, 75%

Top donors

- United States
- Multilateral
- Korea Rep. of
- Canada
- Private donors
- Stock transfer

51%
19%
15%
9%
3%
2%
1%
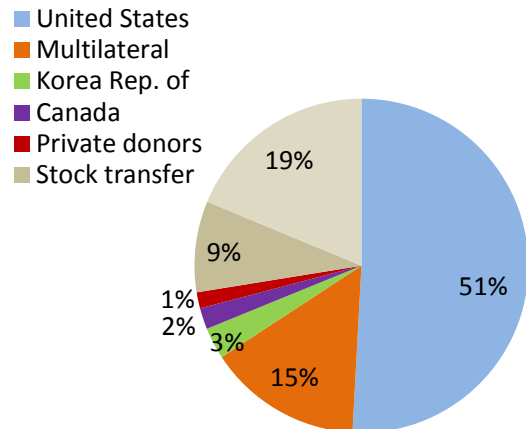
PLANNED OUTPUTS (at design)

Planned number of beneficiaries by component

- Yearly maximum 2013-2015
- Yearly maximum 2016-2017

	Yearly maximum 2013-2015	Yearly maximum 2016-2017
LIVELIHOODS AND ASSETS CREATION	410335	328267
EDUCATION SUPPORT	333000	250000
NUTRITION SUPPORT	110000	95000
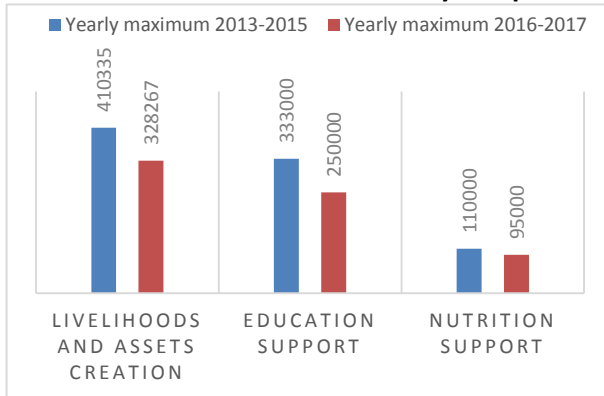
Planned % of beneficiaries by component 2013-15

- Livelihoods and Assets creation — 48%
- Education Support — 39%
- Nutrition support — 13%
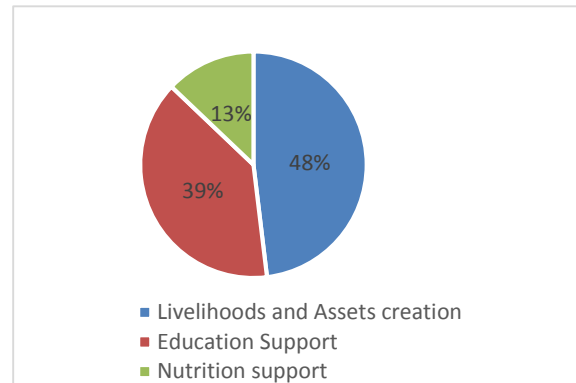
Planned % of female/male by component 2013-15

	Livelihoods and Assets creation	Education Support	Nutrition support
Male	50	50	39
Female	50	50	61

- Female
- Male
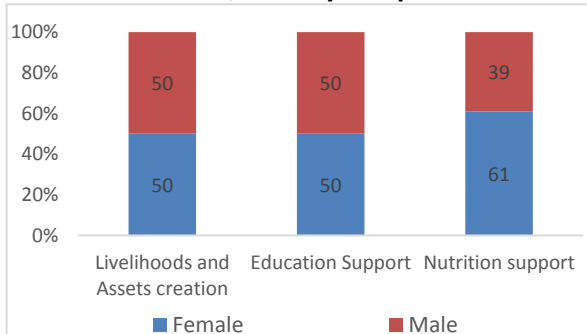
Planned cash requirements by component

- Livelihoods and Assets creation — 100%
- Education Support — 0%
- Nutrition support
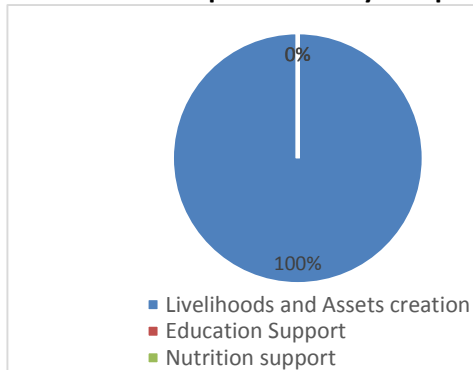
Planned % of food requirements (mt) by component

- Nutrition support, 26065, 20%
- Education Support, 32978, 26%
- Livelihoods and Assets creation, 69552, 54%

- Livelihoods and Assets creation
- Education Support
- Nutrition support
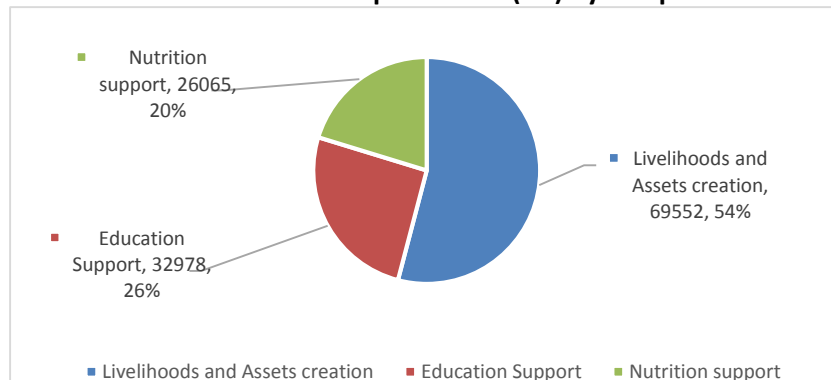
4. Evaluation Approach

4.1. Scope

14. **Scope.** The evaluation will cover CP 200319 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 (November 2011-December 2012) and the period from the beginning of the operation until the start of the evaluation (January 2013-September 2016).

15. The CO is interested in improving the implementation and its effectiveness, specifically in terms of strategic direction and the evaluation should look into possible recommendations on how the CO can best position and profile the CP. The CO is currently developing the country strategy and the results of the evaluation will feed into this. The CO is also interested in analysis on inter agency collaboration, more specifically in terms of what the bottlenecks for inter-agency collaboration are. The evaluation findings will also guide the CO on how to better address the post recovery phase of earthquake emergency and reconstruction requirement.

4.2. Evaluation Questions

16. 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, at project design stage, consultative (internally / externally), evidenced-based, and appropriate to the needs of the food insecure population including the distinct needs of women, men, boys and girls namely from different marginalised groups, and remained so over time.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners, as well as with other CO interventions in the country, including Special Operations and trust funds. Are the tools and activities of the CP the best to support the government to achieve the objectives of zero hunger and build on WFP's comparative advantage to complement what others are implementing in the area of nutrition, education, capacity-development and resilience/food security, as well as gender and equity? How WFP capacity building support can be strengthened in the future?
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender[4]), and remained so over time. In particular, the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and mainstreaming principles were included in the intervention design in line with the MDGs and other system-wide commitments enshrining gender rights.

Question 2: What are the results of the operation? While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives (also including cross-cutting results in the areas of gender, protection and partnership) as well as to unintended

---

[4] Includes WFP's policy on Building Resilience for Food Security and Nutrition, School Feeding Policy, Nutrition Policy, Policy on Disaster Risk Reduction and Management, policy on Capacity Development and Hand-Over, and the Gender Policy. For gender, please see also the Convention to Eliminate all Forms of Discrimination against Women (CEDAW).

effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;

- How different activities of the operation dovetail and are synergetic with other WFP operations, including Special Operations and trust funds, 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.

More specifically, the evaluation will also analyse the extent to which results achieved under the CP contributed to the earthquake response (e.g. Nepal Food Security Monitoring System (NeKSAP) capacity built under the CP). The CO is also interested in learning how CP could achieve higher effectiveness.

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, sound analysis and tools in place to support the operation design, implementation, monitoring/evaluation and reporting, including the specific arrangements the CO has put in place (e.g. third-party monitoring to complement WFP field monitoring); the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; national policy frameworks etc.

4.3 Evaluability Assessment

17. 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.

18. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframes, evaluations and reviews of ongoing and past operations, as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.

19. 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 logframes. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.

20. However, answering question two is likely to pose some challenges owing in part to potential data gaps in relation to efficiency.

21. 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.

22. Another evaluability challenge is linked to changes in some of the outcome indicators during the course of the implementation of the CP as the operation's logframe was realigned to the new SRF (2014-2017) in 2014. The revised logframe will be provided to the evaluation team.

23. Available monitoring data include: 1) output monitoring data, by activity; 2) biannual outcome monitoring data for all CP components since 2013, including cross-cutting indicators since 2014; 3) 2012 baseline data.

4.4. Methodology

24. 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 (including specific needs of marginalised groups).
- Use applicable standards (e.g. SPHERE standards; the System Approach for Better Education Results (SABER) assessment framework; UNEG guidance on gender[5]);
- 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

25. 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.

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

5. Phases and deliverables

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

---

[5] 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.

28. **Preparation phase** (March-May): 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.

29. **Inception phase** (June-August): 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.

30. **Evaluation phase** (September-October): 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 (Government, UN agencies, NGOs, Donors and others that WFP may be working with, or who may be interested in the results of this evaluation)[6]

> • **Deliverable: Exit debriefing presentation.** An exit debriefing presentation of preliminary findings and conclusions (powerpoint presentation) will be prepared to support the de-briefings.

31. **Reporting phase** (October-December): 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.

32. **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 the CO on status of implementation of the actions. OEV will also subject the evaluation report to an external post-hoc

---

[6] Since these have to be informed well in advance of the dates of debriefing, they will be identified during the inception phase after the team has done stakeholder analysis.

quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. A feedback online survey on the evaluation will also be completed by all stakeholders. The final evaluation report will be published on the WFP public website, and findings incorporated into an annual synthesis report, which will be presented to WFP's Executive Board for consideration. This synthesis will identify key features of the evaluated operations and report on the gender sensitivity of the operations among other elements. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

Notes on the deliverables:

The inception package and evaluation reports shall be written in English and follow the EQAS templates.

The evaluation team is expected to produce written work that is of very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.

The evaluation TOR, report and management response will be public and posted on the WFP External Website (wfp.org/evaluation). The other evaluation products will be kept internal.

Table 3: Key dates for field mission and deliverables

Entity responsible	Phase	Activities	Key dates (tentative)
EM/ET	Inception	Draft Inception Package	1 August 2016
EM/ET	Inception	Final Inception Package	25 August 2016
CO/ET	Evaluation	Evaluation field mission	12 September – 3 October 2016
ET	Evaluation	Exit Debriefing Presentation	3 October 2016
ET/EM/RB/CO	Reporting	Call to discuss areas of emerging recommendations	28 October 2016
EM/ET	Reporting	Draft Evaluation Report	14 November 2016
EM/ET	Reporting	Final Evaluation Report	12 December 2016
CO/RB	Follow-up	Management Response	10 January 2017

6. Organization of the Evaluation

6.1 Outsourced approach

33. 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.

34. 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.

35. 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.

36. 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

37. 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

38. 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.

39. **Team composition.** The evaluation team is expected to include 3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds and at least one national of Nepal. At least one team member should have WFP experience.

40. **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):

- **Resilience & Livelihoods,** with some expertise in community infrastructures;
- **Nutrition** (prevention of stunting and treatment of moderate acute malnutrition);
- **Capacity Development & Partnership**: Institutional capacity development, with good understanding of development programmes and more specifically how to work with and support government priorities, particularly in the area of **emergency preparedness**;
- **Gender & Equity** expertise/good knowledge of gender and marginalised groups' issues within the country/regional context - including understanding of UN system-wide and WFP commitments on gender.

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

42. The team members need to be fluent in English, both orally and in writing.

43. 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 evaluation methodology, data collection tools.

44. 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.

45. **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.

46. 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

47. 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.

48. 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

49. **The Country Office.** The CO management will be responsible to:
- Assign a focal point for the evaluation. **Kanta Khanal**, Programme/M&E Officer will be the main CO focal point for this evaluation, with oversight from **Kurt Burja**, VAM 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.

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

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

51. **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.

52. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and **Filippo Pompili**, Evaluation Officer, is 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

53. 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 31 describes how findings will be disseminated.

54. 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

55. **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).

56. **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 international and domestic travel via plane. Ground transportation will be provided by WFP country office.

Please send queries to Filippo Pompili, email: filippo.pompili@wfp.org, phone: +39 06 6513-6454.

Annex 1: Map

Annex 2: Evaluation timeline

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

Timeline spans 2016 (Feb–Dec, weekly columns 01-Feb through 26-Dec) and 2017 (Jan: 02-Jan, 09-Jan, 16-Jan, 23-Jan).

Annex 3: Summary Logframe aligned to new SRF (2014-2017)

Summary Logframe for Country Programme Nepal CP 200319 (2013-2017)	
Results	**Indicator**
Cross-cutting	
GENDER: Gender equality and empowerment improved	Proportion of households where females make decisions over the use of cash, voucher or food
	Proportion of women beneficiaries in leadership positions of project management committees
	Proportion of households where females and males together make decisions over the use of cash, voucher or food
	Proportion of households where males make decisions over the use of cash, voucher or food
	Number of men in leadership positions on food, cash or vouchers management committees
	Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution
PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)
	Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site
	Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)
	Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)
PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	Number of partner organizations that provide complementary inputs and services
	Proportion of project activities implemented with the engagement of complementary partners
	Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)
SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	
Outcome SO3.1 UNDAF outcome: Client groups are effectively engaged in, and benefiting from, economic empowerment and a social protection floor.	FCS: percentage of households with poor Food Consumption Score (female-headed)
	NCI: Food security programmes National Capacity Index
	NCI: Resilience programmes National Capacity Index
	FCS: percentage of households with poor Food Consumption Score (male-headed)
	Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP
	FCS: percentage of households with borderline Food Consumption Score (female-headed)
	FCS: percentage of households with borderline Food Consumption Score (male-headed)
	FCS: percentage of households with acceptable Food Consumption Score (female-headed)
	FCS: percentage of households with acceptable Food Consumption Score (male-headed)
	CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index
	CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index
Outcome SO3.2 Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households	FCS: percentage of households with poor Food Consumption Score (female-headed)
	FCS: percentage of households with poor Food Consumption Score (male-headed)
	FCS: percentage of households with acceptable Food Consumption Score (female-headed)
	FCS: percentage of households with acceptable Food Consumption Score (male-headed)
	Diet Diversity Score (female-headed households)
	Diet Diversity Score (male-headed households)
	CSI (Asset Depletion): Percentage of female-headed households with reduced/stabilized Coping Strategy Index
	CSI (Asset Depletion): Percentage of male-headed households with reduced/stabilized Coping Strategy Index
	CAS: percentage of communities with an increased Asset Score

	FCS: percentage of households with borderline Food Consumption Score (female-headed)
	FCS: percentage of households with borderline Food Consumption Score (male-headed)
Outcome SO3.3: Risk reduction capacity of countries, communities and institutions strengthened	NCI: Food security programmes National Capacity Index
	NCI: Resilience programmes National Capacity Index
Output SO3.1: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned
	Quantity of food assistance distributed, disaggregated by type, as % of planned
	Quantity of non-food items distributed, disaggregated by type, as % of planned
	Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned
Output SO3.2: Community or livelihood assets built, restored or maintained by targeted households and communities	Number of assets built restored or maintained by targeted households and communities, by type and unit of measure
Output SO3.3: National systems for monitoring trends in food security and nutrition strengthened	Number of government counterparts trained in collection and analysis of food and nutrition security data
	Number of food security and nutrition monitoring/surveillance reports produced with WFP support
Output SO3.4: Human capacity to reduce risk of disasters and shocks developed	Number of people trained, disaggregated by sex and type of training
SO4: Reduce undernutrition and break the intergenerational cycle of hunger	
Outcome SO4.1 UNDAF Outcome: MOE and its institutions achieve higher performance in Early Childhood Care and Education (ECCE), formal and non-formal education in line with the School Sector Reform Plan (SSRP).	Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools
	Prevalence of acute malnutrition among children under 5 (weight-for-height as %)
	Prevalence of stunting among children under 2 (height-for-age as %)
	Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools
	Prevalence of iron deficiency anaemia (IDA) among children under 2 (%, Hb<110g/L)
	Attendance rate (girls) in WFP-assisted primary schools
	Prevalence of iron deficiency anaemia (IDA) among lactating women (%, Hb<120g/L)
	Attendance rate (boys) in WFP-assisted primary schools
	Prevalence of iron deficiency anaemia (IDA) among pregnant women (%, Hb<110g/L)
Outcome SO4.2 Increased equitable access to and utilization of education	Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools
	Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools
	Attendance rate (girls) in WFP-assisted primary schools
	Attendance rate (boys) in WFP-assisted primary schools
Outcome SO4.3 Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children	Proportion of eligible population who participate in programme (coverage)
	Proportion of children who consume a minimum acceptable diet
	Prevalence of stunting among targeted children under 2 (height-for-age as %)
	Prevalence of underweight among targeted children under 2 (weight-for-age as %)
	Prevalence of iron deficiency anaemia (IDA) among children under 2 (%, Hb<110g/L)
	Prevalence of iron deficiency anaemia (IDA) among lactating women (%, Hb<120g/L)
	Prevalence of iron deficiency anaemia (IDA) among pregnant women (%, Hb<110g/L)

	MAM treatment mortality rate (%)
	MAM treatment default rate (%)
	MAM treatment non-response rate (%)
	MAM treatment recovery rate (%)
Outcome SO4.4: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels	NCI: School Feeding National Capacity Index
Output SO4.1: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	Number of institutional sites assisted (e.g. schools, health centres), as % of planned
	Quantity of food assistance distributed, disaggregated by type, as % of planned
	Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned
	Number of feeding days, as % of planned
Output SO4.2: Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively	Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned
	Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned
Output SO4.3 : Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	Number of technical assistance activities provided, by type

Acronyms

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