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EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL VERSION, 8 JUNE 2016]

TERMS OF REFERENCE – MID TERM OPERATION EVALUATION

SUDAN PROTRACTED RELIEF AND RECOVERY OPERATION 200808 "SUPPORT FOR FOOD SECURITY AND NUTRITION FOR CONFLICT-AFFECTED AND CHRONICALLY VULNERABLE POPULATIONS"

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1. Introduction

1. These Terms of Reference (TOR) are for the mid-term evaluation of the Sudan protracted relief and recovery operation (PRRO 200808) "Support for Food Security and Nutrition for Conflict-affected and Chronically Vulnerable Populations". This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from May 2016 (preparation) to May 2017 (final report). In line with WFP's outsourced approach for Operation Evaluations (OpEv), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.

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

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

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission a series of Operation Evaluations in 2013 -2016.

5. Operations to be evaluated are selected based on utility and risk criteria.[1] From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO), the Sudan PRRO 200808 "Support for Food Security and Nutrition for Conflict-affected and Chronically Vulnerable Populations" for an independent evaluation. In particular, this mid-term evaluation has been timed to ensure that findings can feed into future decisions on programme design for 2018, as well as potential adjustments to the implementation of the ongoing PRRO.

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.

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[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 Cairo	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. The Government's Humanitarian Aid Commission (HAC) coordinates humanitarian assistance and disaster management. Various ministries are partners in the design and implementation of WFP activities, including the Ministry of Foreign Affairs, the Ministry of Health (for nutrition interventions), the Ministry of Agriculture, the Ministry of Education and the Ministry of Welfare and Social Services with whom WFP has signed an agreement on ensuring gender equity in FFA/FFT projects. Finally, the Central Bank of Sudan and State-level line ministries are also involved.
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. The Office for the Coordination of Humanitarian Affairs (OCHA) coordinates the overall humanitarian response and its sector system. The Food and Agriculture

	Organization of the United Nations (FAO) co-leads the food security and livelihoods sector with WFP and provides agricultural and livestock inputs, services and capacity development; the International Fund for Agricultural Development (IFAD) focuses on rural agricultural development and climate change adaptation; the United Nations Children's Fund (UNICEF) supports activities in nutrition, primary health care, water supply, sanitation, hygiene and education; the Office of the United Nations High Commissioner for Refugees (UNHCR) coordinates the inter-agency response to the refugee crises; and the International Organization for Migration is involved in the registration of IDPs. WFP also collaborates with the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP).
UNAMID	The United Nations-African Union Mission in Darfur (UNAMID) provides security escorts and mediation and supports an inclusive political process. The Integrated Strategic Framework for Darfur guides joint activities by UNAMID and the United Nations country team.
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. In late 2015, WFP has signed an MoU with the Sudan Food Bank, aiming to enable both organizations to cooperate and coordinate their work to jointly assist towards realization of the SDG2 Zero Hunger goal.
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.
Private Sector	WFP works with local companies for primary, secondary and tertiary transport services and on specific interventions such as the production of supplementary nutritious foods, the fuel efficient stoves and carbon credits project. WFP also partners with market retailers for the implementation of the voucher programme. The respective perspectives of these companies will be sought to assess the efficiency and sustainability of WFP's interventions.

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

- The CO and its partners in decision-making related notably to programme implementation, design of the ongoing PRRO (expected to be adjusted through a budget revision), country strategy plan development and strategic partnerships.
- Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,
- OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. The Sudan is one of WFP's most complex and dynamic operations, with protracted conflict and displacement in Darfur and the southern Border States, exacerbated by crises in the region. Approximately 3.9 million people are food-insecure, more than 2 million children aged 6–59

months are acutely malnourished (wasted) and another 2 million are chronically malnourished (stunted). Since 2009, WFP has implemented one-year emergency operations. Its three-year country strategy (2015–2017) has four pillars: i) save lives in emergencies and protracted crises; ii) support early recovery through safety net activities; iii) build resilience of local communities to withstand shocks and seasonal vulnerability; and iv) address underlying causes of undernutrition. Capacity development, gender and protection are cross-cutting issues.
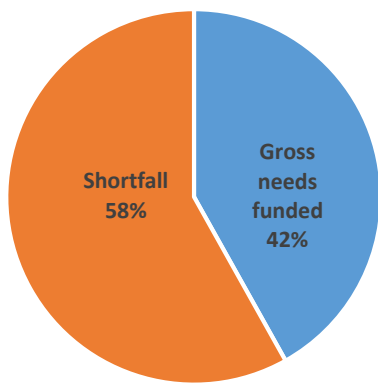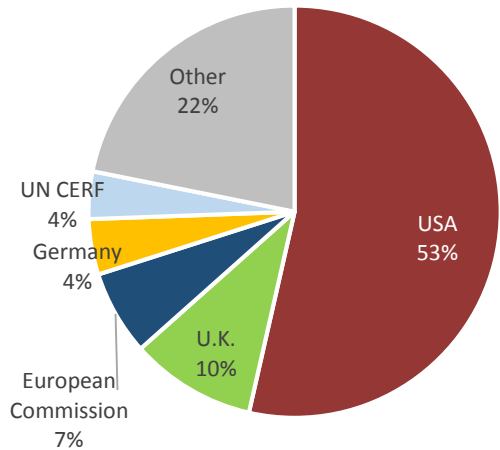
10. The Sudan PRRO 200808 launched in July 2015 targets 5.2 million people over a two year period, of which 69 percent are in Darfur. The operation aims to save the lives of highly vulnerable people affected by food insecurity and malnutrition because of conflict and natural disasters (Strategic Objective 1); and to restore household food security and livelihoods, and treat and prevent acute malnutrition following shocks and protracted displacement (Strategic Objective 2). The operation supports implementation of the Government's humanitarian and development policies and priorities and is aligned with the 2015 humanitarian strategic response plan and the 2012–2016 United Nations Development Assistance Framework (UNDAF).

11. The project document including the project logframe and the latest resource situation are available by clicking on the following [hyperlink](#).[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 May 2015
Amendments	As of May 2016, the first proposed amendment (BR#1) to the project document is under review. The BR aims at supporting new internally displaced people (IDP) in Darfur and refugees from South Sudan, increasing relief assistance to rural communities affected by the El Niño climatic event, and prolonging assistance to protracted IDPs in Darfur due to the delayed transition to vulnerability–based assistance. It is also foreseen by the CO that a further BR in early 2017 would extend the project's duration until the end of the calendar year.
Duration	<u>Initial</u>: 2 years (July 2015 – June 2017)
Planned beneficiaries	<u>Initial</u>: 5,220,000
Planned food requirements	<u>Initial</u>: In-kind: 493,256 mt of food commodities; Cash and vouchers: US$101.6 million
US$ requirements	<u>Initial</u>: US$693,274,155

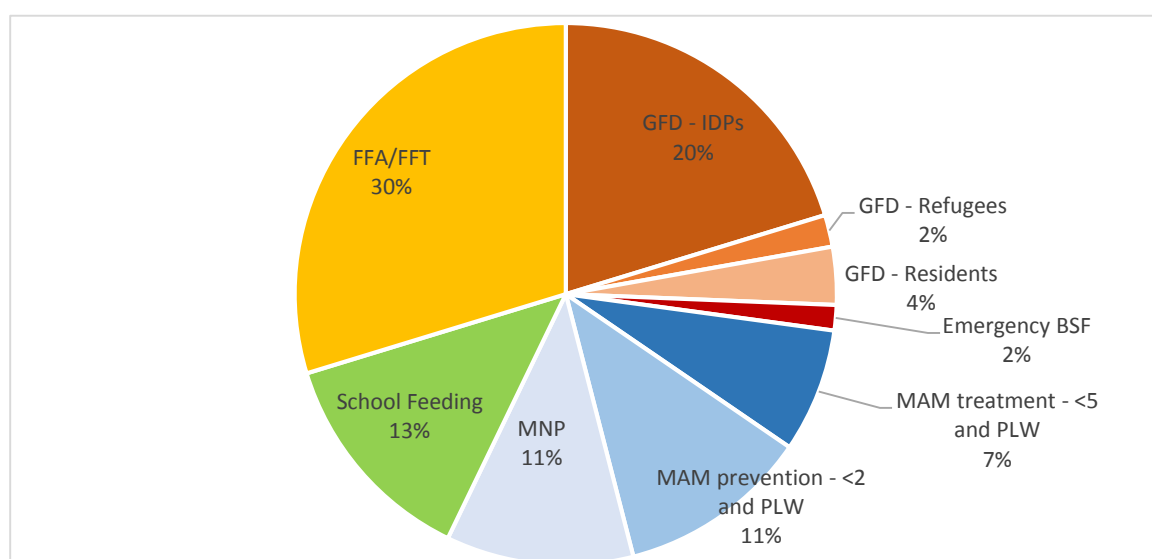| OBJECTIVES,OUTCOMES AND ACTIVITIES			
	WFP Strategic Objective	**Operation specific objectives and outcomes** (as per PRRO logical framework)	**Activities**
Contribution to MDGs 1, 2, 3, 4 and 5, UNDAF[3]	SO 1	**Objective 1:** Save the lives of people affected by severe food insecurity and malnutrition because of conflict and natural disasters, including IDPs, refugees and resident communities	
		Outcome 1.1: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women	- **Emergency Blanket Supplementary Feeding** (BSF)

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

[3] MDG 1 – Eradicate extreme poverty and hunger; MDG 2 – Achieve universal primary education; MDG 3 – Promote gender equality and empower women; MDG 4 – Reduce child mortality; MDG 5 – Improve maternal health.

		Outcome 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals	- **General Distributions (GFD)** for IDPs, refugees and vulnerable residents
		Outcome 1.3: National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies	**Technical assistance** (training in emergency preparedness and response, school feeding, nutrition, food fortification and food management)
	SO 2	**Objective 2:** Restore household food security and livelihoods and treat and prevent acute malnutrition following shocks and protracted displacement, through an integrated package of complementary activities	
		Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households	**Food Assistance for Assets/Training (FFA/T)**
		Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure	**School feeding** **Food Assistance for Assets/Training (FFA/T)**
		Outcome 2.3: Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children	**Community-based integrated nutrition programme.** Food-based MAM prevention; MAM treatment; home fortification with micronutrient powder (MNP) and behaviour change communications;
	Cross-cutting results: **Gender:** Gender equality and empowerment improved **Protection:** WFP assistance delivered and utilized in safe, accountable and dignified conditions **Partnership**: Food assistance interventions coordinated and partnerships developed and maintained		

PARTNERS

Government	HAC, Ministry of Agriculture, Ministry of Education, Ministry of Health, Ministry of Welfare and Social Services, Central Bank of Sudan.
United Nations	FAO, IFAD, IOM, UNHCR, UNEP, UNDP, UNAMID and UNICEF.
Cooperating partners	International NGOs: 20 National NGOs: 41 Others: Sudanese Red Crescent Society, State ministries, universities
Others	World Bank; WFP's Centre of Excellence in Brazil; Chinese Agriculture Technology Demonstration Centre, Haggar Holding, etc.

RESOURCES (INPUTS)

Contribution received [as of 9 May Dec 2016]: US$177,253,353

% against appeal: 42% (time elapsed: 43%)

Top 5 donors:
-USA (53%)
-UK (10%)
-European Commission (7%)
-Germany (4%)
-UNCERF (4%)

% funded of total requirements

Shortfall 58%
Gross needs funded 42%

Top five donors

Other 22%
UN CERF 4%
Germany 4%
European Commission 7%
U.K. 10%
USA 53%

Planned % of beneficiaries by activity*

- GFD - IDPs 20%
- GFD - Refugees 2%
- GFD - Residents 4%
- Emergency BSF 2%
- MAM treatment - <5 and PLW 7%
- MAM prevention - <2 and PLW 11%
- MNP 11%
- School Feeding 13%
- FFA/FFT 30%

Percentages based on total beneficiaries calculated without taking into account people receiving support from more than one activity.

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

	GFD - IDPs	GFD - Refugees	GFD - Residents	Emergency BSF	MAM treatment - Children <5	MAM treatment - PLW	MAM prevention - Children <2	MAM prevention - PLW	MNP	School Feeding	FFA/FFT
Girls/Women	57	50	50	50	50	100	50	100	50	49	50
Boys/Men	43	50	50	50	50		50		50	51	50

■ Boys/Men ■ Girls/Women
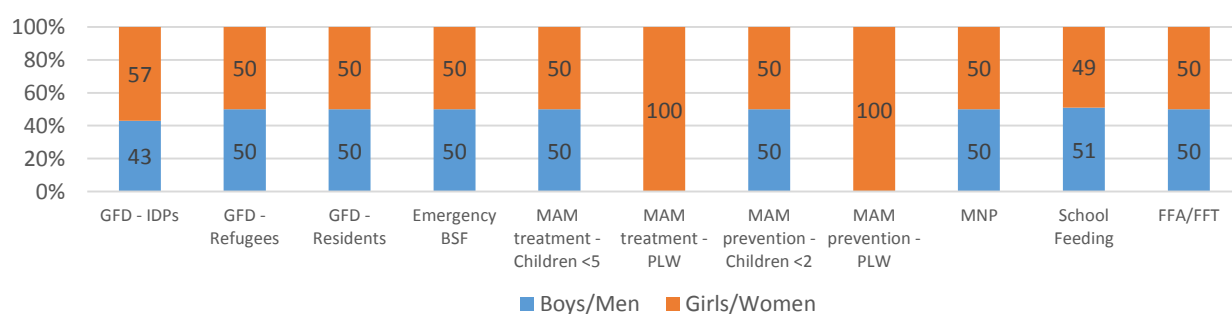
Planned % of food requirements (mt) by activity

- GFD - IDPs 35%
- GFD - Refugees 10%
- GFD - Residents 5%
- Emergency BSF 1%
- MAM treatment 3%
- MAM prevention 4%
- MNP 0.02%
- School Feeding 12%
- FFA/FFT 30%
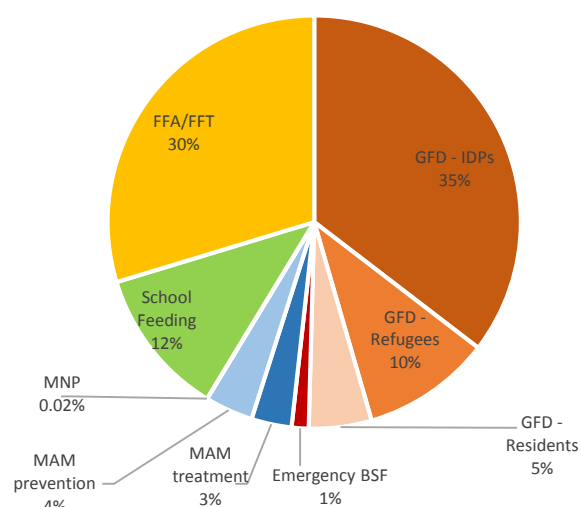
Planned % of voucher requirements (US$) by activity

- GFD - IDPs 81%
- GFD - Refugees 7%
- FFA/FFT 12%
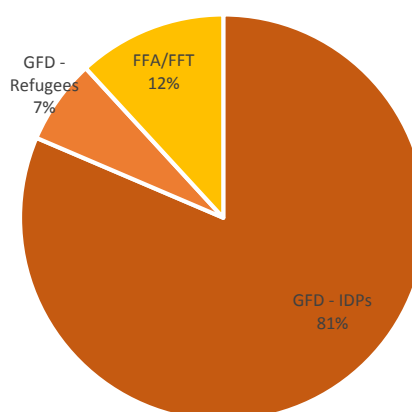
4. Evaluation Approach

4.1. Scope

12. **Scope.** The evaluation will cover the Sudan PRRO 200808 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 (from November 2014) to the implementation of the operation until the start of the field evaluation mission (February 2017). In particular, main areas of focus of this evaluation will include: Policy and engagement with Government; Transition from Emergency to Recovery; Harmonization of different WFP interventions.

4.2. Evaluation Questions

13. 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 (where these exists and are appropriate to the needs of the people, otherwise coherence in regard to other relevant strategies by civil society and other key players in Sudan) and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country.[4]
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender[5]), 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 later aligned with the SDGs) and other system-wide commitments enshrining gender rights.

14. Under Question 1, the CO and RB have a specific interest on the following points:

15. The appropriateness of WFP's strategy to transition from relief assistance under the EMOP to early recovery and support towards self-reliance under the PRRO. In particular, the following elements should be looked at: timing and planned phasing; shift from a status-based approach to a vulnerability-based approach through the profiling of IDPs in camps; adequacy of the WFP's livelihood support activities for targeted beneficiaries to become self-sufficient.

16. WFP Sudan has developed a number of strategies on the following areas: Gender Mainstreaming, Nutrition, School Feeding, Resilience, School Feeding, M&E, and Humanitarian Principles/Protection. Those country-specific strategies should be considered in the evaluation together with an assessment of how they contribute to enhance the synergies and complementarities within WFP's portfolio of activities.

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[4] The CO also implements several Trust Funds (SAFE TF in Darfur; Joint Resilience TF in collaboration with UNICEF and FAO) and a Special Operation (SO 200774) to provide Humanitarian Air Services to the humanitarian community.

[5] Relevant policies and normative guidance will relate to the following subjects: Gender, resilience building, nutrition, school feeding, cash and vouchers, safety nets, WFP's Role in Peacebuilding in Transition Settings, Humanitarian Protection, capacity development, targeting in emergencies, and disaster risk reduction and management. For gender, please see the Convention to Eliminate all Forms of Discrimination against Women (CEDAW).

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

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys; how GEEW results have been achieved;
- How different activities of the operation dovetail and are synergetic with other WFP operations and with what other actors are doing to contribute to the overriding WFP objective in the country; and
  The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

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

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment (including government procedures, the scale down of UNAMID presence in Darfur); weather hazards (inconsistent rainfalls); the funding climate; external incentives and pressures; 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 (including comprehensive food security assessments, the integrated food security and humanitarian phase classification, joint assessment missions carried out jointly by WFP and UNHCR), written comments made by HQ units through the Programme Review Process, the project document and logframe, budget revision documents, WFP's strategy for Sudan (2015-2017), WFP Sudan operational strategies (mentioned in para 16), an evaluation of WFP's Sudan portfolio (2010-2012)[6] 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 logframe.

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[6] Final report is available at the following link: http://www.wfp.org/node/397749

Monitoring reports as well as annual standard project reports[7] (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives. In addition, the CO produces quarterly monitoring reports covering both output and outcome indicators and monitoring tools. Results from the June/July 2016 JAM mission and the June-July 2016 national nutritional survey by UNICEF, Ministry of Health and WFP are expected to be available at the time of the inception phase, this will include a market assessment and a nutrition assessment carried out by UNHCR.

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

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. There may be access limitations during the field work due to insecurity and travel restrictions. The evaluation team will liaise with the country office to develop the most feasible field schedule during the inception phase and adjust as necessary based on the situation during the field mission. Government travel permits to visit some areas will be need to be requested once the team arrives in the country.

4.4. Methodology

23. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact and sustainability (or connectedness for emergency operations), giving special consideration to gender and equity issues.
- Use applicable standards (e.g. SPHERE standards; UNEG guidance on gender[8]);
- 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

24. 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

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[7] A draft version of the 2016 SPR will be available at the time of the field mission, and the final version will be available at the end of March 2017, at the time of reporting. The 2015 SPR is already available as of May 2016.
[8] 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.

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.

25. 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

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

27. **Preparation phase** (May - August 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.

28. **Inception phase** (September 2016 - January 2017): 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.

29. **Evaluation phase** (February-March 2017): 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.

30. **Reporting phase** (April- May 2017): 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.

31.   **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 (tentative)
EM/ET	Inception	Draft Inception Package	4 December 2016
EM/ET	Inception	Final Inception Package	15 January 2017
CO/ET	Evaluation	Evaluation field mission	19 February – 13 March 2017
ET	Evaluation	Exit Debriefing Presentation	13 March 2017
EM/ET/CO/RB	Reporting	Call to discuss emerging areas of recommendations	10 April 2017
EM/ET	Reporting	Draft Evaluation Report	19 April 2017
EM/ET	Reporting	Final Evaluation Report	17 May 2017
CO/RB	Follow-up	Management Response	4 June 2017

6. Organization of the Evaluation

6.1 Outsourced approach

32. 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.

33. 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.

34. 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.

35. 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

36. 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

37. 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.

38. **Team composition.** The evaluation team is expected to include 3-5 members, including the team leader and several national and international evaluators. It should include women and men of mixed cultural backgrounds and nationals of the Republic of Sudan. At least two team members should have WFP experience.

39. **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):

- A policy specialist (with experience in transition settings);
- Emergency Preparedness;
- Humanitarian and Transition settings;
- Safety Nets within the social protection framework (including school feeding, livelihood support);
- 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.

40. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region. The team members need to be fluent in English, both orally and in writing. Arabic speakers amongst the team members would be an asset.

41. 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.

42. 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.

43. **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.

44. 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

45. 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.

46. 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

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

- Assign a focal point for the evaluation. **Jayoung Lee**, Head of M&E, will be the CO focal point for this evaluation and **Abdalla El-Sheikh**, M&E Officer, will be the alternate focal point.
- 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.

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

- Assign a focal point for the evaluation. **Claudia Ah Poe**, Regional M&E Adviser, will be the RB focal point for this evaluation and **Edgar Luce**, Regional M&E Consultant, will be the alternate focal point.
- 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.

49. **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.

50. **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

51. 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 (para 32) describes how findings will be disseminated.

52. 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

53. **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).

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

- Use the management fee corresponding to a large operation;
- Budget for international and domestic travel via plane.

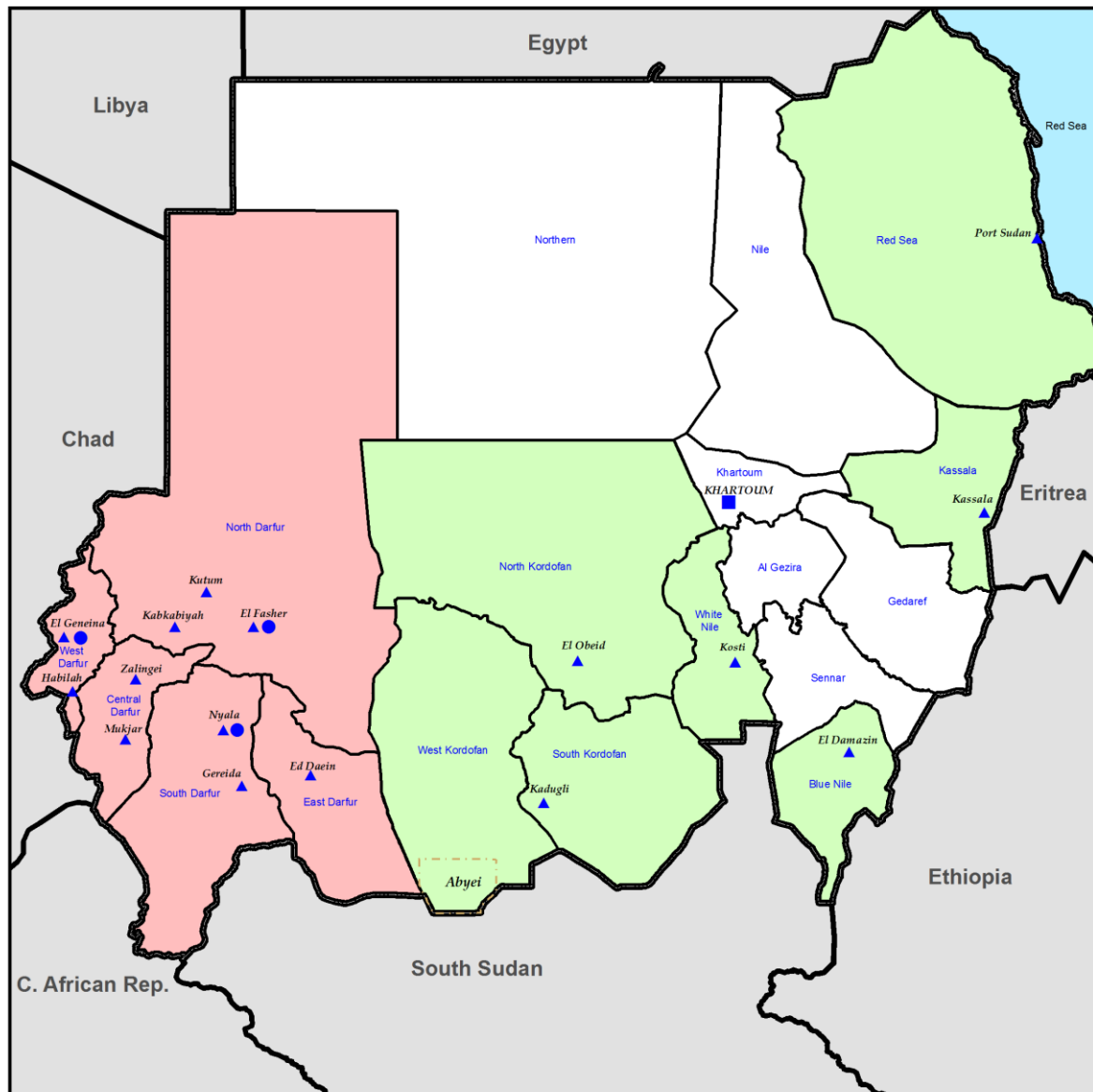*Please send queries to Filippo Pompili, Evaluation Officer:*
Email: filippo.pompili@wfp.org
Phone number: + 39 06 65 13 64 54

Annex 1: Map

WFP Sudan Operational Areas 2015

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			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 April 2016 through June 2017 (weekly columns: 04-Apr, 11-Apr, 18-Apr, 25-Apr, 02-May, 09-May, 16-May, 23-May, 30-May, 06-Jun, 13-Jun, 20-Jun, 27-Jun, 04-Jul, 11-Jul, 18-Jul, 25-Jul, 01-Aug, 08-Aug, 15-Aug, 22-Aug, 29-Aug, 05-Sep, 12-Sep, 19-Sep, 26-Sep, 03-Oct, 10-Oct, 17-Oct, 24-Oct, 31-Oct, 07-Nov, 14-Nov, 21-Nov, 28-Nov, 05-Dec, 12-Dec, 19-Dec, 26-Dec, 02-Jan, 09-Jan, 16-Jan, 23-Jan, 30-Jan, 06-Feb, 13-Feb, 20-Feb, 27-Feb, 06-Mar, 13-Mar, 20-Mar, 27-Mar, 03-Apr, 10-Apr, 17-Apr, 24-Apr, 01-May, 08-May, 15-May, 22-May, 29-May, 05-Jun, 12-Jun, 19-Jun, 26-Jun).

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)
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WFP	World Food Programme