



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 10 OCT 2013]

TERMS OF REFERENCE OPERATION EVALUATION BURKINA FASO COUNTRY PROGRAMME 200163 (2011-2015)

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1. Introduction

1. These Terms of Reference (TOR) are for the mid-term evaluation of Burkina Faso Country Programme 200163 (2011-2015). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place between October 2013 and April 2014. In line with WFP's outsourced approach for operations evaluations (OpEvs), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluation services.
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 finalized 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 final 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 12 Operations Evaluations (OpEvs) in 2013; 24 in 2014 and up to 30 in 2015.
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 Burkina Faso country programme 200163 to undergo an independent mid-term evaluation. The country programme started in 2011 and is expected to end in 2015. The evaluation has been timed to ensure that i) the evaluation team benefits from the findings from the recent comprehensive food security and vulnerability analysis (expected to be available by the end of 2013); and ii) the evaluation findings could feed into future decisions on the country programme implementation and design. Based on the evaluation findings, the CO may also consider adjusting the CP strategy during the second half of implementation to integrate pilot initiatives currently being implemented in parallel to the CP.

2.2. Objectives

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

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

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.

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) [Dakar- OMD]	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 2013-2015. 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	
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. More specifically, the following line ministries are partners in the design and implementation of each CP component: <ul style="list-style-type: none"> • Ministry of Basic Education and Literacy (component 1) • Ministry of Health (components 2 and 4) • Ministry of Agriculture and Food Security (component 3). Within the Ministry of Agriculture, the Permanent Secretariat of WFP Aid is particularly involved in the implementation of the CP.
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 .
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 CO has established a partnership with the University of Ouagadougou to conduct post-distribution monitoring of the CP interventions. As some of the evaluation recommendations may concern WFP monitoring arrangements, they will be of direct interest to the university.

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

- The CO, the Government and other partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
- United Nations agencies may use the evaluation results for the evaluation of the UNDAF document 2011-2015.
- Given RB's core functions of strategic guidance, programme support and oversight, the RB is also expected to use the evaluation findings as well as the office responsible for support to RBs under the Chief Operating Officer.
- OEV will use the evaluation findings to feed into an annual synthesis report of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. Burkina Faso is one of the poorest countries in Africa, ranking 183 out of 187 countries on UNDP's Human Development Index (2012), showing little improvement in recent years. High poverty levels, combined with the fact that Burkina Faso is landlocked, make the country's population particularly vulnerable to economic shocks such as high food prices, which limit vulnerable people's access to food. An emergency food security assessment (EFSA)² in September 2012 estimated that 1.7 million people in Burkina Faso will be at risk of food insecurity and unable to meet their food needs beyond three months after harvest in 2013. In addition, the influx of Malian refugees into the country has generated additional challenges for food security in Burkina Faso, for the refugees but also for the communities surrounding refugee settlements. The global acute malnutrition rate (GAM) among children under 5 has not improved in recent years, and remains above the 10 percent 'serious' threshold at 10.9 percent.³ Levels of stunting have also not improved since 2008, remaining above the 'serious' threshold at 33 percent. Micronutrient deficiencies are also high: 88 percent of children under 5, 58 percent of pregnant women and 50 percent of lactating women suffer from anaemia.
10. WFP provides food and nutrition assistance through three programmes in Burkina Faso: The country programme (CP 200163) covering the period 2011-2015 aims to reduce chronic food insecurity and support disaster-prevention measures, targeting the three most vulnerable regions of Burkina Faso (East, North and Sahel). The CP targets over 888,000 people⁴ and focuses on: i) school feeding; ii) nutrition and HIV activities; iii) food and cash for assets to strengthen community resilience against natural disasters; and iv) reinforcement of the agricultural sector and food processing/fortification. The CP is complemented by a protracted relief and recovery operation (PRRO 200509) "Building Resilience and Reducing Malnutrition") launched in January

²² <http://www.wfp.org/countries/burkina-faso/food-security/reports-and-bulletins>

³ Source: Direction de la Nutrition/ Ministry of Health, Standardized monitoring and assessment in relief and transition (SMART) survey, 2012.

⁴ The original document incorrectly states that the CP will target 880,000 beneficiaries per year. This figure corresponds to the cumulative beneficiary number over the entire project's life.

2010, which aims to reduce acute malnutrition to below emergency levels by focusing on both prevention and treatment of acute malnutrition. Through the regional emergency operation (EMOP 200438) in support of Malian refugees, WFP targets 60,000 beneficiaries.

11. The synergies and complementarities between the CP and the PRRO have evolved since both operations were designed. On one hand, the PRRO had originally included activities to strengthen the Government’s capacity to respond to food security crises, which were subsequently transferred to the CP. On the other hand, nutrition interventions implemented under the PRRO that were expected to shift from the PRRO to the CP if the prevalence of global acute malnutrition had fallen below 10 percent, continue to be implemented under the PRRO given the continued nutrition crisis. Hence, a large portion of the nutrition interventions under the CP (component 2) have not been implemented.
12. WFP has been present in Burkina Faso since 1967. Prior to the ongoing CP and PRRO, WFP was implementing CP 103990 (2005-2010) and PRRO 200054 from January 2010 to March 2013.
13. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).⁵ The key characteristics of the operation are outlined in table two below:

Table 2: Key characteristics of the operation

Approval	The operation was approved by the Executive Board in February 2011.																															
Duration	Initial: 5 years (01 January 2011 to 31 December 2015)	Revised: N/A																														
Amendments	There have been 2 amendments to the initial operation, which were of a technical nature to adjust the landside transport, storage and handling (LTSH) costs. BR2: Reduced the LTSH costs by US\$54,000.																															
Planned beneficiaries (for the entire project’s life)	<u>Initial:</u> 888,000	<u>Revised:</u>																														
Planned food requirements:	<u>Initial:</u> In-kind: 42,813 mt of food Cash and vouchers: US\$6 million	<u>Revised:</u> N/A																														
<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>Planned % of beneficiaries by component</p> <table border="1"> <caption>Planned % of beneficiaries by component</caption> <thead> <tr> <th>Component</th> <th>Description</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Component 1</td> <td>Support for primary education</td> <td>22%</td> </tr> <tr> <td>Component 2</td> <td>Nutritional support for vulnerable groups</td> <td>64%</td> </tr> <tr> <td>Component 3</td> <td>Support for the rural economy</td> <td>13%</td> </tr> <tr> <td>Component 4</td> <td>Enhancing agricultural value chain</td> <td>1%</td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p>Planned % of food requirements by component</p> <table border="1"> <caption>Planned % of food requirements by component</caption> <thead> <tr> <th>Component</th> <th>Description</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Component 1</td> <td>Support for primary education</td> <td>59%</td> </tr> <tr> <td>Component 2</td> <td>Nutritional support for vulnerable groups</td> <td>34%</td> </tr> <tr> <td>Component 3</td> <td>Support for the rural economy</td> <td>7%</td> </tr> <tr> <td>Component 4</td> <td>Enhancing agricultural value chain*</td> <td>0%</td> </tr> </tbody> </table> </div> </div> <p>*Beneficiaries of this activity will not receive food aid</p>			Component	Description	Percentage	Component 1	Support for primary education	22%	Component 2	Nutritional support for vulnerable groups	64%	Component 3	Support for the rural economy	13%	Component 4	Enhancing agricultural value chain	1%	Component	Description	Percentage	Component 1	Support for primary education	59%	Component 2	Nutritional support for vulnerable groups	34%	Component 3	Support for the rural economy	7%	Component 4	Enhancing agricultural value chain*	0%
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⁵ From WFP.org – Countries – Burkina Faso – Operations – Country Programme.

Main Partners	Government: Ministry of Basic Education and Literacy, Ministry of Agriculture and Food Security , Ministry of Health	United Nations agencies: FAO, IFAD, UNAIDS, , UNDP, UNFPA and UNICEF.	NGOs: 48 national NGOs implementing activities under components 2 and 3
US\$ requirements	Initial: US\$50.3 million	Revised: US\$52.4 million	
Contribution level (as of Oct 2013)	The operation received US\$16.5 million or 31 percent of the total project requirements.		
Top five donors (as of Oct 2013)	Switzerland (22% of total contributions); Multilateral (20%); Luxembourg (14%); Germany (11%); and Saudi Arabia (1%).		

14. Table three below summarizes the operation’s specific objectives and corresponding activities:

Table 3: Objectives and activities

	Corporate Strategic Objectives*	Operation specific objectives	Activities
MDG 1-7 & UNDAF Outcomes 1 and 2	Strategic Objective 2	Improve food consumption of targeted households at risk of falling into acute hunger	<ul style="list-style-type: none"> • Food/cash for assets • Capacity development
		Reduce hazard risk in targeted communities	
		Contribute to the establishment and enhancement of early warning systems, food security and nutrition monitoring systems as well as contingency plans	
	Strategic Objective 4	Increase access to primary education and contribute to human capital development	<ul style="list-style-type: none"> • School feeding (provision of fortified meals and micronutrient powders) • Targeted supplementary and blanket feeding • HIV/AIDS support • Support to local food fortification and processing
		Improve the nutritional status of pupils in assisted primary school	
		Improve the nutritional support of children aged 6-59 months, pregnant and lactating women and anti-retroviral treatment (ART) clients	
		Increase survival rate of ART clients	
	Strategic Objective 5	Contribute to increased production capacity for fortified food	<ul style="list-style-type: none"> • Capacity development
		Make progress towards a nationally owned school feeding programme through the inclusion of the school feeding progress within broader national policy frameworks among other measures;	

		<p>Make progress towards nationally owned comprehensive nutrition and HIV/AIDS programmes;</p> <p>Make progress towards nationally owned comprehensive rural development programmes; and</p> <p>Increase marketing opportunities at national level through WFP local purchases.</p>	<ul style="list-style-type: none"> • Purchase for Progress (P4P)
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* The CO will realign the logframe with the new Strategic Plan (2014-2018) and new Strategic Results Framework for the year 2014. However, given that this evaluation will cover the period 2010-2013, reference is made to the Strategic Plan (2008-2013).

4. Evaluation Approach

4.1. Scope

15. **Scope.** The evaluation will cover Burkina Faso country programme 200163 including all components, 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 is 2009 – 2013, which captures the time from the development of the operation until the conclusion of the evaluation.

16. The CP originally envisaged that the nutrition interventions would shift from PRRO 200054 to the CP in January 2012, once the GAM prevalence would fall under 10 percent. However, in view of the continued high GAM levels and the food security crisis that affected the country in 2012, the nutrition interventions were maintained under the PRRO. As a result, this evaluation will only cover the HIV/AIDS interventions within the component 2 (Nutritional support for vulnerable groups). Components 1, 3 and 4 will be covered in their totality.

4.2. Evaluation Questions

17. 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:

- Are appropriate to the needs of the food insecure population.
- 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 (PRRO, regional EMOP, Purchase-for-Progress pilot project).
- Are coherent with WFP strategies, policies and normative guidance.

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;
- the extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects;

- how different activities of the operation dovetail and are synergetic with other CO interventions in the country (PRRO, regional EMOP and P4P pilot project) and with what other actors are doing to contribute to the overriding WFP objective in the country;
- 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: 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: the external operating environment; the funding level; external incentives and pressures; etc.

4.3 Evaluability Assessment

18. 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.
19. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, past evaluations or reviews of current 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.
20. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.
21. 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.
22. For question three, the team members will have access to some institutional planning documents and are likely to elicit further information from key informant interviews.
23. Other evaluability challenges include staff rotation both within WFP and government offices.

4.4. Methodology

24. The methodology will be designed by the evaluation team during the inception phase and validated by the evaluation manager. It should:
 - Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
 - Use applicable standards (e.g. Sphere standards);

- 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. In particular, the sampling technique to select field visit sites will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders, including the CO.
- 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;
- 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.
27. The evaluation company is ultimately responsible for the 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.
28. OEV will also subject the evaluation report to an external post-hoc quality assurance review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards.

5. Phases and deliverables

29. Table four below highlights the main activities of the evaluation, which will unfold in five phases.

Table 4: Activities, deliverables and timeline by evaluation phase

Entity responsible	Activities	Key dates
PHASE 1 – PREPARATION		
OEV	Desk review, consultation and preparation of TOR	September 2013
CO / RB	Stakeholders comments on TOR	September 2013
OEV	❖ Final TOR	10 Oct 2013
OEV	Evaluation company selection and contracting	21 Oct 2013
PHASE 2 – INCEPTION		
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	11-18 Nov 2013
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	19-25 Nov 2013
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	25 Nov-9 Dec 2013
EM	Quality Assurance of the Inception Package	10 Dec 2013
EM	❖ Final Inception Package	19 Dec 2013
PHASE 3 – EVALUATION MISSION		
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	Jan 2014
ET	Introductory briefing	21 Jan 2014
ET	Interviews with key internal and external stakeholders, project site visits, etc	21 Jan -9 Feb 2014
ET	Exit debriefing	10 Feb 2014
ET	❖ Aide memoire	10 Feb 2014
PHASE 4 – REPORTING		
ET	Evaluation Report drafting	11 Feb – 18 Mar 2014
EM	Quality Assurance of draft Evaluation Report	19-26 Mar 2014
EM	❖ Draft Evaluation Report	27 Mar 2014
CO/RB/OEV	Stakeholders comments on Evaluation Report	29 Mar – 11 Apr 2014
EM	Comments matrix	14-16 Apr 2014
ET	Revision of the Evaluation Report	17-28 April 2014
EM	❖ Final Evaluation Report	28 April 2014
EM	❖ Evaluation brief	5 May 2014
PHASE 5 – FOLLOW-UP		
RB	Coordination of the preparation of the Management Response	28 Apr-12 May 2014
	❖ Management Response	12 May 2014
OEV	Post-hoc Quality Assurance	TBD
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	Upon completion
OEV	Preparation of annual synthesis of operations evaluations.	June 2014

30. **Deliverables.** The evaluation company will be responsible for producing as per the timeline presented in table 4 above the following deliverables in line with the EQAS guidance and following the required templates:

- **Inception package (IP)** – This package focuses on methodological and planning aspects and will be considered the operational plan of the evaluation. It will present a preliminary analysis of the context and of the operation and present 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 timeline for the evaluation mission and for stakeholders’ consultation.
- **Aide memoire** – This document (powerpoint presentation) will present the initial analysis from the data stemming from the desk review and evaluation mission and will support the exit-debriefing at the end of the evaluation phase.
- **Evaluation report (ER)** – The evaluation report will present the findings, conclusions and recommendations of the evaluation. 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 provided on what changes can be made to enhance the achievements of objectives. 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.
- **Evaluation brief** – A two-page brief of the evaluation will summarise the evaluation report and serve to enhance dissemination of its main findings.

31. These deliverables will be drafted in French.

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

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 independently 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 and objective review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

35. The company, the evaluation manager and the evaluation team 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 stakeholder’s 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 Evaluation Manager 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 a 360 assessment of the evaluation.

6.3 Evaluation Conduct

38. The evaluation team will conduct the evaluation under the direction of the evaluation manager. 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 four members, including two international evaluators, of whom one will be the team leader and two national evaluators. It should include women and men of mixed cultural backgrounds and nationals of Burkina Faso.

40. The estimated number of days is expected to be in the range of 40 to 50 for the team leader; 30 to 35 for the other international evaluator and 20 for the national evaluators.

41. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in:

- Education/ school feeding;
- Nutrition/HIV interventions;
- Food security and rural development; and
- Food fortification and processing.

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

43. The Team Leader should speak fluently and write in English and French (to work in the field and be able to read/understand all the documentation and write the evaluation report), while local consultants may speak only French, plus additional local languages if required.

44. **The Team leader** will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent French writing and presentation skills.

45. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team during the evaluation process; iii) leading the evaluation mission and representing the evaluation team in meetings with stakeholders; iv) drafting and revising, as

required, the inception package, aide memoire and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of a 360 assessment of the evaluation.

46. **The team members** will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

47. Team members will: i) contribute to the design of the evaluation 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 a 360 assessment of the evaluation.

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter. Bernadette Tapsoba, Programme Officer will be the CO focal point for this evaluation.
- 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 and the exit briefing; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the CO should participate in the evaluation team briefing and debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Comment on the TORs and the evaluation report.
- Prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of a 360 assessment of the evaluation.

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

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter, as required. Aboubacar Koisha, Regional Monitoring and Evaluation Advisor, OMD, will be the RB focal point for this evaluation.
- Participate in a number of 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 team debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Provide comments on the TORs 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 a 360 assessment of the evaluation.

50. **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. These include: Operations Department (OS), Policy, Programme and Innovation Division (OSZ), Emergency Preparedness (OME), Procurement Division (OSP), Logistics Division (OSL), Government Partnerships Division (PGG).

51. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Julie Thoulouzan, 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 and quality checklists as well as orient the evaluation manager on WFP policies, strategies, processes and systems as they relate to the operation being evaluated.
- Comment as a stakeholder on the evaluation report and approving the final report.
- Submit the evaluation report to an external post-hoc quality assurance 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 (together with its quality assessment) on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration as well as in other lessons-learning platforms, as relevant.
- Conduct a 360 assessment (based on an 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

52. 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 7 paragraph 51 describes how findings will be disseminated.

53. It should be further noted that to enhance the learning from this evaluation, the evaluation manager and team will 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

54. **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 the cost to be borne by the CO, if applicable, will be established by the WFP Budget & Programming Division (RMB).

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

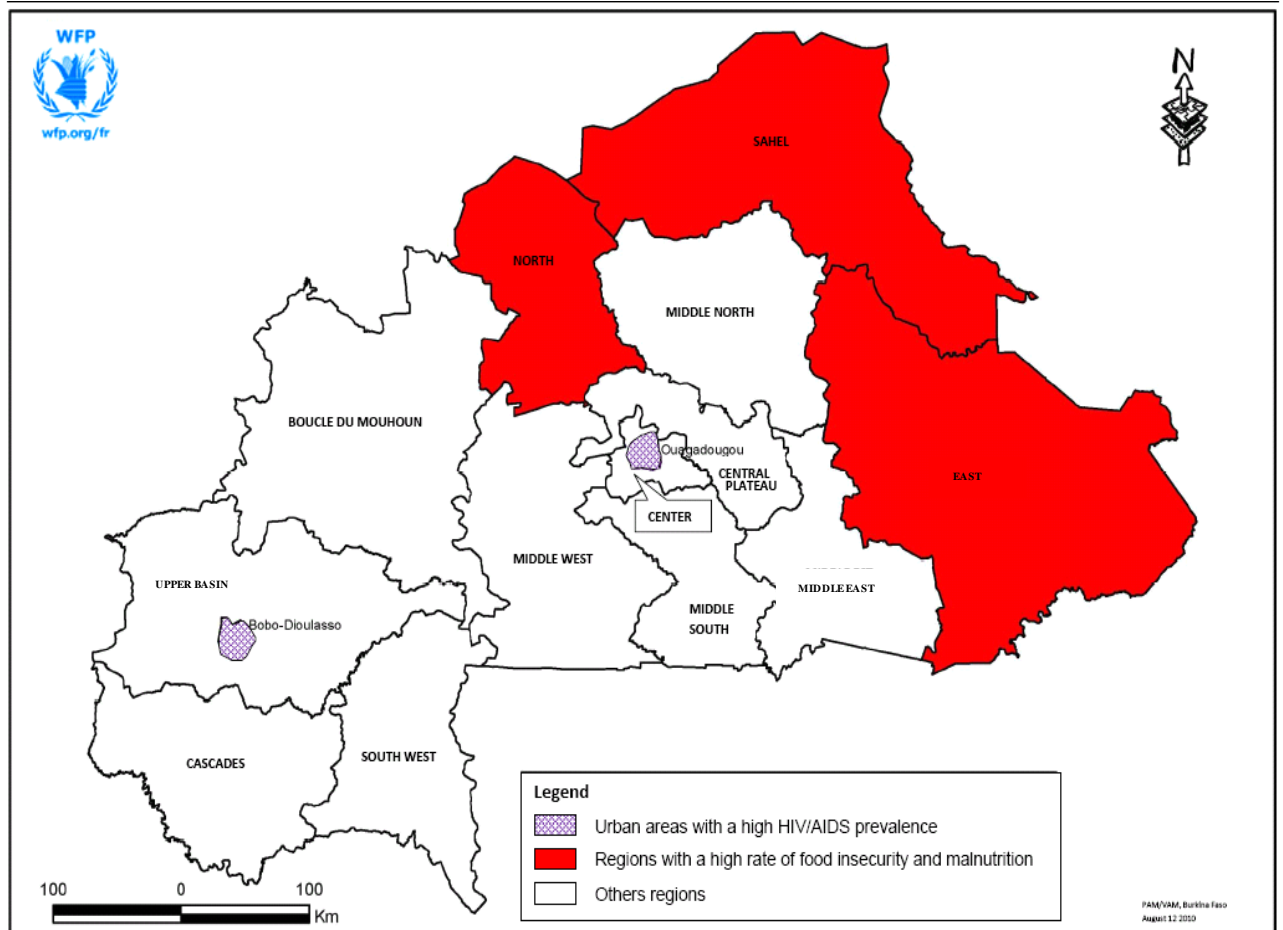
- Use the management fee corresponding to a small operation.
- Take into account the planned number of days per function noted in section 6.3.
- not budget for domestic travel.

Please send queries to Julie Thoulouzan, Evaluation Officer:

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Annex 1: Targeted Regions for Burkina Faso Country Programme 200163 (2011–2015)



Acronyms

BR	Budget Revision
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
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
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
NGO	Non-Governmental Organisation
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
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