



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

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TERMS OF REFERENCE OPERATION EVALUATION MOZAMBIQUE COUNTRY PROGRAMME 200286 (2012- 2015)

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Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Mozambique country programme (CP) 200286 (2012-2015). This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from June 2014 to March 2015. 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 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 final TOR.

1. 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 Operations Evaluations (OpEvs) in 2013-2015.
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 Mozambique CP 200286 (2012-2015) to undergo an independent evaluation. This specific operation was proposed as it represented an interesting case of articulation/ implementation of WFP strategic plan in a Delivering as One UN country context.
6. The evaluation has been timed to ensure that findings could feed into future decisions on programme formulation and in particular into the design of the next country programme.²

2.2. Objectives

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

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

² Originally expected to end in December 2015, the ongoing country programme may be extended until December 2016 should the UNDAF be extended for a year to be aligned with the revised government plan.

2.3. Stakeholders and Users

8. **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) for Southern Africa (OMJ) based in Johannesburg	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 assessing 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, sustainability and handover strategies will be of particular interest. Various ministries are partners in the design and implementation of WFP activities, including Ministry of Health, Ministry of Education, Ministry of Women and Social Action, Ministry of Agriculture
UN Country team	The UNCT's harmonized action framed in the One UN Action Plan 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.

9. **Users.** The primary users of this evaluation will be:
- The CO and its partners in decision-making related notably to programme implementation country strategy and partnerships.
 - 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.

2. Subject of the Evaluation

10. Mozambique is a vast country endowed with rich natural resources. Owing to a prolonged and devastating civil war, these resources have not yet been fully exploited and, despite impressive economic growth in the last ten years, 54 percent of the population continues to live below the poverty line and more than one-third is food-insecure; almost half of all children are chronically malnourished. Natural disasters and low agricultural productivity have contributed to persistent poverty and food insecurity. Mozambique is ranked 185th out of 187 countries in the 2012 Human Development Report, and the average life expectancy is just 50 years. Progress towards achieving the Millennium Development Goals has been uneven.
11. Mozambique is a pilot country for the United Nations Delivering as One initiative, whereby all United Nations agencies, based on their comparative advantages, contribute towards a United Nations Development Assistance Framework (UNDAF). The UNDAF, its Action Plan and consequently WFP's country programme and protracted recovery and relief operation (PRRO) are fully aligned with the national priorities as outlined in the Government's five-year plan, the Poverty Reduction Strategy (2011–2014) and national sector policies.
12. WFP's CP 200286 focuses on improving basic nutrition, scaling up social protection and transitioning towards a home-grown school meals programme, with an emphasis on enhancing capacity at the national and local levels, enhancing risk and vulnerability analysis and expanding market linkages for smallholder farmers. The CP is comprised of 5 components as follows:
- Component 1 - Home-grown School Meals – provides a key safety net for children in vulnerable households in the most food-insecure areas.
 - Component 2 – Social Protection – addresses seasonal food gaps through unconditional and conditional food and cash transfers.
 - Component 3 – Nutrition – originally included both the treatment of acute malnutrition (wasting) and the prevention of chronic malnutrition (stunting). However, the stunting prevention activities were implemented under a separate trust fund benefiting from a separate funding stream.
 - Component 4 – Risk Reduction – provides capacity development support to the Government in risk analysis and mapping, early warning and food and nutrition security analysis.
 - Component 5 – Market Access – aims to facilitate access to markets and develop the capacity of small producers and processors.
13. WFP also implements a PRRO, which provides food assistance in support of emergency response and early recovery activities, targeting disaster-affected as well as a small number of refugees and asylum seekers who have sought refuge in Mozambique due to adverse conditions in the neighbouring countries.

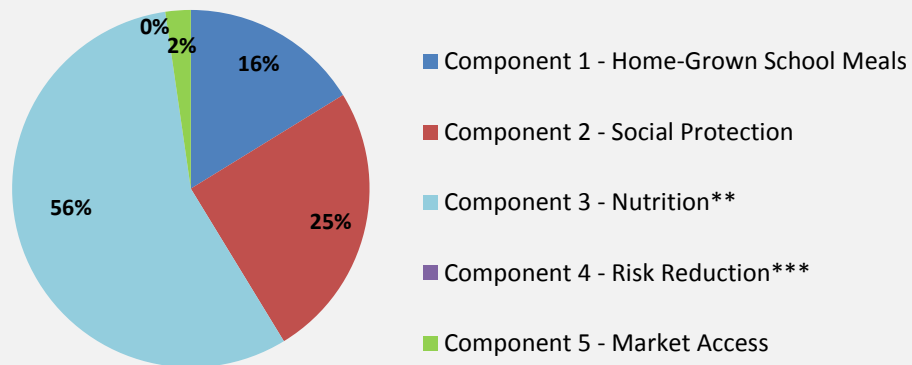
14. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).³ The key characteristics of the operation are outlined in table two below, while table three summarizes the operation’s specific objectives and corresponding activities:

Table 2: Key characteristics of the operation

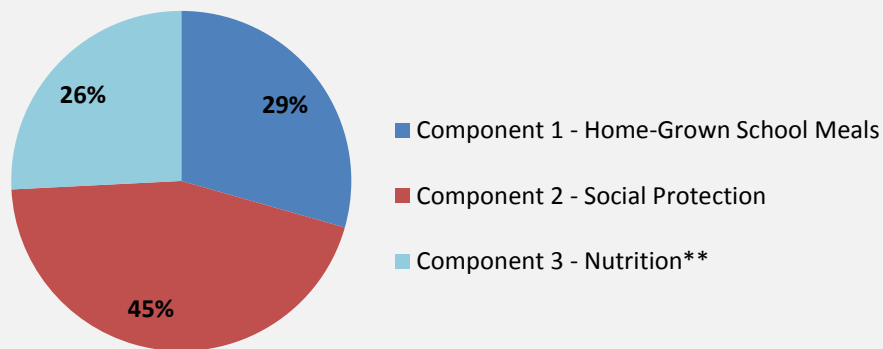
Approval	The operation was approved by the Executive Board in February 2012	
Duration	<u>Initial:</u> 4 years and 10 months (1 March 2012 – 31 December 2015)	<u>Revised:</u> N/A
Amendments	<p>There have been 3 amendments to the initial operation.</p> <p>Purpose of budget revisions:</p> <p>BR 1: substituted cash and in-kind food by vouchers under Component 2. Resulted in an overall budget decreases of US\$ 1.5 million.</p> <p>BR2: increased the landside transport, storage and handling (LTSH) costs. Resulted in a budget increase of US\$1.1 million.</p> <p>BR3 (September 2013): Replaced in-kind food by cash and voucher transfers under component 2 and introduced other technical adjustments. Overall, this budget revision resulted in a budget decrease of US\$900,000.</p> <p>A fourth BR is currently under preparation.</p>	
Planned beneficiaries	<u>Initial:</u> 1,217,000	<u>Revised:</u> 1,283,528
Planned food requirements	<u>Initial:</u> In-kind: 78,241 mt of food Cash and voucher: US\$6.7 million	<u>Revised:</u> In-kind: 70,816 mt of food Cash and voucher: US\$9.9 million

³ From WFP.org – Countries – Mozambique – Operations or <http://www.wfp.org/node/3528/3938/185894>

Planned % of beneficiaries by component*



Planned % of food requirement by component*



Components 4 and 5 are technical assistance and capacity development activities that do not have food, cash transfer, external transport or landside transport, storage and handling cost components.

* As per original project document

***As per WFP guidelines on beneficiary counting, beneficiaries of capacity development activities are not accounted for.

<p>Main Partners</p>	<p><u>Government:</u> Ministry of Health, Ministry of Education, Ministry of Women and Social Action, Ministry of Agriculture, Ministry of Trade and Commerce</p>	<p><u>UN agencies:</u> FAO, IFAD, ILO, UNAIDS, UNESCO, UNFPA, UNHABITAT, UNICEF and WHO</p>	<p><u>NGOs:</u> International NGOs: 3 Cruz Vermelha de Moçambique (Red Cross), World Relief, Samaritan's Purse</p>
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	Technical Secretariat for Food and Nutrition Security (SETSAN); National Directorate of Disaster Management (INGC)	<u>Others:</u> Government of Brazil and the Brazil/WFP centre of excellence are key partners for the school feeding component	International Relief (SPIR). National NGOs: 5 Profamilia, Conselho Cristão de Moçambique, Associação Desenvolvimento Rural Mágoe, Olhando Esperança, Associação Moçambicana para o Desenvolvimento da Família
US\$ requirements	<u>Initial:</u> US\$105 million		<u>Revised:</u> US\$104 million
Contribution level (as of June 2014)	The operation received US\$40.4 million - 39% of the total project requirements.		
Top four donors (as of June 2014)	UN Common funds and agencies (33% of total contributions); Canada (16%); Belgium (12%); Multilateral (8%) and Private Donors (4%).		

15. Table three below summarizes the operation's specific objectives and corresponding activities:

Table 3: Objectives and activities

	Corporate Strategic Objectives*	Operation specific objectives	Components/ Activities
UNDAF Outcomes: 1, 4, & 5	Strategic Objective 2	Reduce hazard risk at the community level in target communities. Put in place early-warning systems, contingency plans and food security monitoring systems and enhance with WFP capacity development support.	<ul style="list-style-type: none"> • Social protection: Food/ cash transfers to targeted food insecure families, vulnerable people and people living with HIV • Home-Grown School Meals • Nutrition: Support to the Ministry of Health through coordination of the development of sustainable systems for integrating nutrition services into the national health system over the longer term and the implementation of activities under the National
	Strategic Objective 4	<p>Increase access to education in assisted schools.</p> <p>Reach adequate food consumption over assistance period for target households.</p> <p>Improve nutrition status of target groups.</p> <p>Increase adherence of adults and children with HIV on anti-retroviral therapy (ART).</p> <p>Increase production capacity for fortified foods, including complementary foods and special nutritional products.</p>	

		Increase marketing opportunities at the national level with cost-effective WFP local purchases.	Nutrition Rehabilitation Programme (PRN)
	Strategic Objective 5	Contribute to the incorporation of hunger solutions in broader national policy frameworks. Make progress toward nationally owned hunger solutions.	<ul style="list-style-type: none"> • Risk reduction: Strengthen the capacity of the INGC and SETSAN in risk analysis and mapping, early warning and food and nutrition security analysis. • Market access: Facilitate access to markets and develop the capacity of smallholder producers and processors, by increasing marketing infrastructure and market information and improving commodity quality.

* The CO has realigned 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 mid-2010 to August 2014, reference is made to the Strategic Plan (2008-2013).

3. Evaluation Approach

4.1. Scope

16. **Scope.** The evaluation will cover the Mozambique CP 200286 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 is 2010 to October 2014, which captures the time from the development of the operation until the start of the evaluation.
17. Components 1 and 2 (school feeding and social protection) form the core of the country programme and will require particular attention. Given that the stunting prevention activities envisaged under component 3 (nutrition) were not implemented under the CP but through a separate trust fund, the evaluation will focus on the first evaluation question related to the relevance of this activity and will not cover the second and third questions as outlined in section 4.2. The evaluation team shall fully cover component 4 (Risk reduction) and component 5 (market access), which provides the foundation for the handover strategy of component 1.
18. The stunting prevention activities under component 3 (nutrition) will be excluded from the scope of this evaluation as they will be implemented under a separate trust fund
19. While the evaluation will focus on the country programme, the team should be aware of and familiar with WFP broader portfolio of activities in Mozambique, including the PRRO and several trust funds such as the MDG 1 Trust Fund. The CO is particularly interested in the synergies/ possible overlaps between the CP and PRRO as well as the CP and separate trust funds.

4.2. Evaluation Questions

20. 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 development and humanitarian partners as well as with other CO interventions in the country, such as the PRRO as well as separate trust funds. Particular attention should be placed on the appropriateness of i) pursuing the treatment of moderate malnutrition intervention under component 3 in light of the most recent health and demographic results and corporate Nutrition policy; and ii) targeting orphans and vulnerable children given the new directions set by the ministry of social action.
- Are coherent with the UN action Plan 2012-2015 and synergetic with other agencies' programme of work based of respective comparative advantages under the UN Delivering as One Plan.
- 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 components and activities of the operation dovetail and are synergetic with what other actors are doing to contribute to the overriding UN objective in the country.
- The efficiency of the operation, looking in particular at the implications of pursuing similar interventions under different operations; 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 (looking in particular at the outcome indicators for components 4 and 5 on capacity development); the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc. Particular attention should be put on assessing WFP's capacity to further scale up cash and voucher transfers under component 2.
- Externally: the external operating environment including the political and security context; the funding climate; external incentives and pressures; recurrent natural disasters, etc.

4.3. Evaluability Assessment

21. 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.

22. 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 as well as documents related to government and interventions from other actors.⁴ In addition, the team will review relevant WFP strategies, policies and normative guidance.
23. 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.
24. However, answering question two is likely to pose some challenges owing in part to: i) the absence of baseline data for some activities, which will need to be reconstructed using findings from various assessment reports; ii) challenges in measuring progress against baselines due to sampling issues; and iii) data gaps in relation to efficiency.
25. For question three, the team members will have access to institutional planning documents and are likely to elicit further information from key informant interviews.
26. Other evaluability challenges may include: i) Political context potentially limiting the level of engagement of government counterparts in the evaluation as general elections will be held in Mozambique on 15 October 2014; ii) Staff rotation: Both the country director and deputy country director have been re-assigned in 2013, which may pose some recall issues for questions related to the design of the operation, although national staff would be able to provide key information on the design of the operation and earlier implementation phase.

4.4. Methodology

27. 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 An external evaluation of the previous CP was conducted in 2008, covering mainly the school feeding component. In 2011-2012, a country office-led technical review of the voucher transfers and cash-for-assets pilot were conducted in addition to a government-led evaluation of the public works/cash for assets national programme (PASP). Additionally, several independent evaluations were undertaken for all the joint UN programmes (2008 – 2012) as well as the DaO evaluation (2012). An operation evaluation of the Mozambique PRRO was carried out in May 2014.

4.5. Quality Assurance

28. OEV's Evaluation Quality Assurance System (EQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.
29. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP.
30. 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.
31. 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.

4. Phases and deliverables

32. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
33. **Preparation phase** (Oct-Dec 2013): 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.
34. **Inception phase** (26 June- 7 August 2014): 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 package will be approved by OEV and shared with the CO/RB for information. 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](#).

35. **Evaluation phase** (17 Nov – 05 Dec 2014): 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: Aide memoire.** An aide memoire of preliminary findings and conclusions (powerpoint presentation) will be prepared to support the de-briefings.

36. **Reporting phase** (06 Dev 2014 – 18 Feb 2015): 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](#).

37. **Follow-up and dissemination phase:** 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 RB will coordinate WFP’s management response to the evaluation.

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 4: Key dates for field mission and deliverables

Entity responsible	Phase	Activities	Key dates
EM	Inception	Final Inception Package	7 Aug 2014
CO/ET	Evaluation	Evaluation field mission	17 Nov-6 Dec 2014
ET	Evaluation	Aide memoire	4 Dec 2014
EM	Reporting	Draft Evaluation Report	19 Jan 2015
EM	Reporting	Final Evaluation Report	18 Feb 2015
CO/RB	Follow-up	Management Response	9 March 2015

5. Organization of the Evaluation

6.1 Outsourced approach

38. 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.

39. The company will provide an evaluation manager (EM) and an 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.

40. 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](#).

41. 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 of the stakeholders.

6.2 Evaluation Management

42. 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

43. 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.

44. **Team composition.** The evaluation team is expected to include 3-4 members, including the team leader and 2-3 international and national evaluators. It should include women and men of mixed cultural backgrounds and nationals of Mozambique.

45. The estimated number of days is expected to be in the range of 50 for the team leader; 40 for the national evaluators.

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

- School feeding
- Livelihoods/resilience/safety nets/social protection.
- Nutrition
- Gender
- Capacity development
- Cash and voucher transfers
- Local procurement

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

48. The Team Leader should speak fluently and write in English and Portuguese (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 Portuguese, plus additional local languages if required.

49. **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 Portuguese writing and presentation skills.

50. 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.

51. **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.

52. Team members will: i) contribute to the design of the evaluation methodology in their area of expertise based on a document review; iii) conduct field work; iv) participate in team meetings and meetings with stakeholders; v) contribute to the drafting and revision of the evaluation products in their technical area(s) and vi) provide feedback on the evaluation process as part of a 360 assessment of the evaluation.

6. Roles and Responsibilities of WFP Stakeholders

53. **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. Ute Meir, Deputy Country Director 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 draft 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.

54. **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. Silvia Biondi, Regional Monitoring and Evaluation Advisor, OMJ 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.

55. **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).

56. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Julie Thoulouzan 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 on, and approve, the evaluation 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.

7. Communication and budget

8.1. Communication

57. Issues related to language of the evaluation are noted in sections 5 and 6.3, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 describes how findings will be disseminated.

58. 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

59. **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).

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

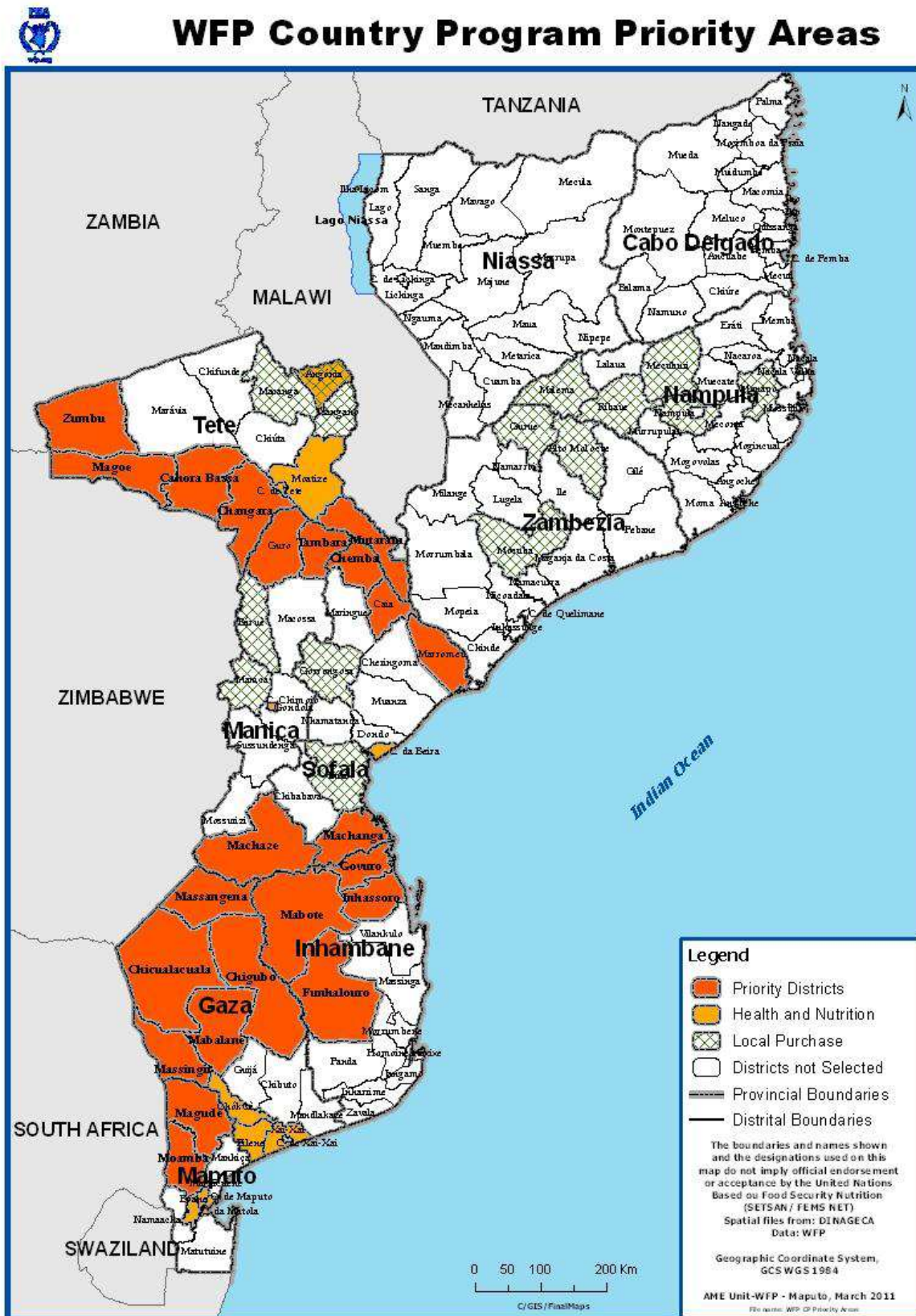
- Use the management fee corresponding to a medium operation.
- Take into account the planned number of days per function noted in section 6.3.
- Not budget for domestic travel to the exception of internal flights.

Please send queries to Please send queries to Julie Thoulouzan, Evaluation Officer:

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Annex 1: Map



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