



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, MARCH 19TH 2014]

TERMS OF REFERENCE MID-TERM OPERATION EVALUATION HONDURAS – COUNTRY PROGRAMME– 200240 – (2012-2016)

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Honduras Country Programme 200240 2012-2016. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from April to August 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 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 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) Honduras, CP 200240 2012-2016 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation.

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 after three years of implementation. It will provide evidence-based findings to inform operational and strategic decision-making including possible re-orientation of activities in line with a new government and corporate strategic directions. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

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

2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

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) [Panama]	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. WFP Honduras especially collaborates with Ministry of Health, Ministry of Education, Ministry of Social Development, Ministry of Agriculture.
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. In particular, WFP Honduras collaborates with FAO and UNICEF.
NGOs	Several 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, Canada being the biggest one. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

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

- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
- A new government has been in place since January 2014 and is stressing the fact that UN needs to align their work to the new government plan and strategy. The evaluation will serve to assist this process.
- The UN Country Team plans a mid-term review of the UNDAF in 2014. The evaluation will serve as input to that exercise.
- 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. Half of the population in Honduras live in extreme poverty and food insecurity. Factors such as inequitable access to land, insufficient food production, high unemployment and vulnerability to natural disasters hinder progress in addressing poverty and food insecurity. There is a high inequality in income distribution with the country having one of the highest GINI coefficients in Latin America. There are high rates of criminality and violence in the country. Poverty exists mainly among small farmers, landless people and labourers in rural areas. Women and indigenous groups are among the poorest; incomes in households headed by women are 30 percent less than those in households headed by men, and they receive a disproportionately small share of government transfers from social programmes. An estimated 71 percent of indigenous people – 6 percent of the population – live below the poverty line: they include subsistence farmers and seasonal workers, many of whom are landless. A significant proportion of children do not complete primary school, especially in rural areas. In 2009, 11 percent of children aged 6 to 11 did not attend school; 42 percent did not complete basic education. Poverty is the main cause of low school enrolment and attendance: boys in particular are often taken out of school to work. This pattern contributes to an inter-generational cycle of poverty. Pregnant and lactating women and children under 5 are particularly vulnerable to undernutrition and micronutrient deficiencies; 10 percent of newborns are underweight, 25 percent of children under 5 are stunted and 50 percent of children under 2 are anaemic.
10. Country programme 200240 targets the most vulnerable populations in the southern and western regions of Honduras, which are the poorest and most food-insecure parts of the country. Its objectives are: i) enhance children's opportunities to complete primary education; ii) prevent and reduce undernutrition among children under 5, pregnant and lactating women and people living with HIV on anti-retroviral therapy; and iii) build communities' resilience to climate hazards through diversification of livelihoods. There are three components: i) school feeding; ii) nutritional support for vulnerable groups; and iii) agro-forestry and watershed management for adaptation to climate-related shocks. The country programme develop capacities among government counterparts to enable an eventual hand-over, particularly of the school feeding programme. The CP is developed in consultation with the Government, and is aligned with national development plans, the food security and nutrition strategy, and the "Bonus 10,000" cash transfer social safety net programme targeting the most vulnerable populations in Honduras.

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

Table 2: Key characteristics of the operation

Approval	The operation was approved by the Executive Board in November 2011												
Duration	Initial: 5 year period (2012 – 2016)	Revised: N/A											
Amendments	There has been one Budget Revision of the initial project document to increase the number of beneficiaries for component 2 (MCHN).												
Planned beneficiaries	Initial: 468,000	Revised: 549,000											
Planned food requirements	Initial: In-kind food: 27 134 mt of food commodities Cash and vouchers: N/A	Revised: In-Kind food: 31,005 mt											
<p>Planned % of beneficiaries by activity/component</p> <table border="1"> <caption>Planned % of beneficiaries by activity/component</caption> <thead> <tr> <th>Activity/Component</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>SPF</td> <td>43%</td> </tr> <tr> <td>NSVG MCHN</td> <td>42%</td> </tr> <tr> <td>NSVG ART</td> <td>1%</td> </tr> <tr> <td>Agro-forestry and watershed management</td> <td>14%</td> </tr> </tbody> </table>				Activity/Component	Percentage	SPF	43%	NSVG MCHN	42%	NSVG ART	1%	Agro-forestry and watershed management	14%
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<p>*SPF (School Feeding Programme), NSVG (Nutritional Support to Vulnerable Groups), MCHN (Mother Child Health and Nutrition), ART (Anti-Retroviral Therapy)</p> <p>**The charts are based on the numbers from the original project document.</p>													
Main Partners	<u>Government:</u> Ministry of Health, Ministry of Education, Ministry of Social Development, Ministry	<u>United Nations agencies:</u> FAO, UNICEF	<u>NGOs:</u> CARE, Oxfam, Save the Children, World Vision										

² From WFP.org – Countries – Honduras – Operations.

	of Agriculture		
US \$ requirements	Initial: 25.8 million	Revised: 29.1 million	
Contribution level (by 17.02.2014)	The operation received US\$ 25.8; i.e. 89.3 % of the total project requirements.		
Top donors (by 17.02.2014)	Canada (66.6% of total contributions); Private Donors (11.6%); WFP's multilateral funds (0.7%); and Luxembourg (0.18%)		

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

Table 3: Objectives and activities

	Corporate Strategic objectives	Operation specific objectives	Activities
UNDAF objectives 1 and 3, and MDGs 1-7.	Strategic Objective 4: Reduce chronic hunger and undernutrition	Increased access to education and human capital development in assisted schools.	<ul style="list-style-type: none"> School Feeding
		Improved nutritional status among targeted women, girls and boys.	<ul style="list-style-type: none"> Blanket feeding for children aged 6-23 months Treatment of underweight children 24-59 months
		Adequate food consumption over assistance period for targeted households.	<ul style="list-style-type: none"> Severely food-insecure families with undernourished children or pregnant and lactating women will receive a family ration
		Increased survival of adults and children with HIV after six months of ART.	<ul style="list-style-type: none"> ART patients will receive a family ration for six months and nutrition counselling
	Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures	Hazard risk reduced at the community level in targeted communities.	<ul style="list-style-type: none"> Food-for-work activities like protection of water sources, soil and water conservation and reforestation involving plant nurseries, plantations of fruit trees and household orchards

4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover CP 200240 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 mid 2011 – May 2014, which captures the time from the development of the operation until the start of the evaluation mission.

14. Honduras CO also has a School Feeding Trust Fund (TF) and a P4P TF. In the case of School Feeding, the vast majority of the efforts are implemented under the TF with the government, rather

than under the CP. Similarly, in the case of P4P, the CO is creating strong linkages to School Feeding in particular. The CO is, based on this, preparing a new Budget Revision to incorporate localized procurement to be linked with School Feeding. This also needs to be a part of the scope of the evaluation.

4.2. Evaluation Questions

15. 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, including the distinct needs of women, men, boys and girls from different groups, as applicable.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners.
- 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 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 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.
- 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; the funding climate; external incentives and pressures; etc.

4.3 Evaluability Assessment

16. 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 and in doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.

17. 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, CP baseline, M&E data (there is a local M&E system in the CO with available data for the CP), 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.
18. For question two the operation has been designed in line with the corporate 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.
19. 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) the incomplete outcome data collection, also after the baseline stage, and iii) data gaps in relation to efficiency.
20. 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.

4.4. Methodology

21. 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, 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;
 - Ensure through the use of mixed methods 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

22. 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.
23. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents, including an orientation guide to WFP. 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.

24. 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.
25. 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

26. 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		February-March
OEV	Desk review, consultation and preparation of TOR	January -February
CO / RB	Stakeholders comments on TOR	February 21 th - March 5 th
OEV	❖ Final TOR	March 7 th
OEV	Evaluation company selection and contracting	March 7 th -April 7 th
PHASE 2 – INCEPTION		April-May
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	April 7-11 th
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	April 14 th -May 5 th
EM	Quality Assurance of the Inception Package	May 5 th -May 12 th
EM	❖ Final Inception Package	May 12 th
PHASE 3 – EVALUATION MISSION		May-June
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	
ET	Introductory briefing	May 26 th
ET	Interviews with key internal and external stakeholders, project site visits, etc	May 26 th -June 16 th
ET	Exit debriefing / workshop	June 16 th
ET	❖ Aide memoire	
PHASE 4 – REPORTING		June-August
ET	Evaluation Report drafting	June 16 th -July 14 th
EM	Quality Assurance of draft Evaluation Report	July 14 th -July 28 th
EM	❖ Draft Evaluation Report	
CO/RB/OEV	Stakeholders comments on Evaluation Report	July 28 th - August 11 th
EM	❖ Final Evaluation Report + comments matrix	August 25th

PHASE 5 – FOLLOW-UP		
RB	Coordination of the preparation of the Management Response	
	❖ Management Response	
OEV	Post-hoc Quality Assurance	
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	
OEV	Preparation of annual synthesis of operations evaluations.	

27. **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 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.

28. These deliverables will be drafted in Spanish.

29. 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.

6. Organization of the Evaluation

6.1 Outsourced approach

30. 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.

31. 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.

32. 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](#).

33. 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

34. 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 an evaluation feedback e-survey.

6.3 Evaluation Conduct

35. 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.

36. **Team composition.** The evaluation team is expected to include 2-3 members, including the team leader and evaluators. It should include women and men of mixed cultural backgrounds nationals of Honduras. Past WFP experience would be an asset.

37. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 for the evaluators.

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

- Capacity Development/knowledge transfer/institutional strengthening
- Cost efficiency
- School Meals
- Nutrition (with focus on preventing malnutrition)
- Agro-forestry/watershed management in the context of Disaster Risk Reduction
- Gender expertise/good knowledge of gender issues

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

40. The Team Leader should speak fluently and write in English and Spanish (to work in the field and be able to read/understand all the documentation and write the evaluation report), while local

consultants need basic knowledge of English in order to be able to attend meetings with local donors. They also need to be fluent in Spanish, plus additional local languages if required.

41. **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 English and Spanish writing and presentation skills.

42. 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 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 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 an evaluation feedback e-survey.

7. Roles and Responsibilities of WFP Stakeholders

45. **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. Head of Programme (Francisco Salina) together with Head of VAM (Herbert Yanes) 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 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 partners and external stakeholders.
- 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 an evaluation feedback e-survey.

46. **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. Jacqueline Flentge, Regional M&E Advisor, 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 an evaluation feedback e-survey.

47. **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).

48. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Anette Wilhelmsen, 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 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 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 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

49. 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 48 describes how findings will be disseminated.

50. 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

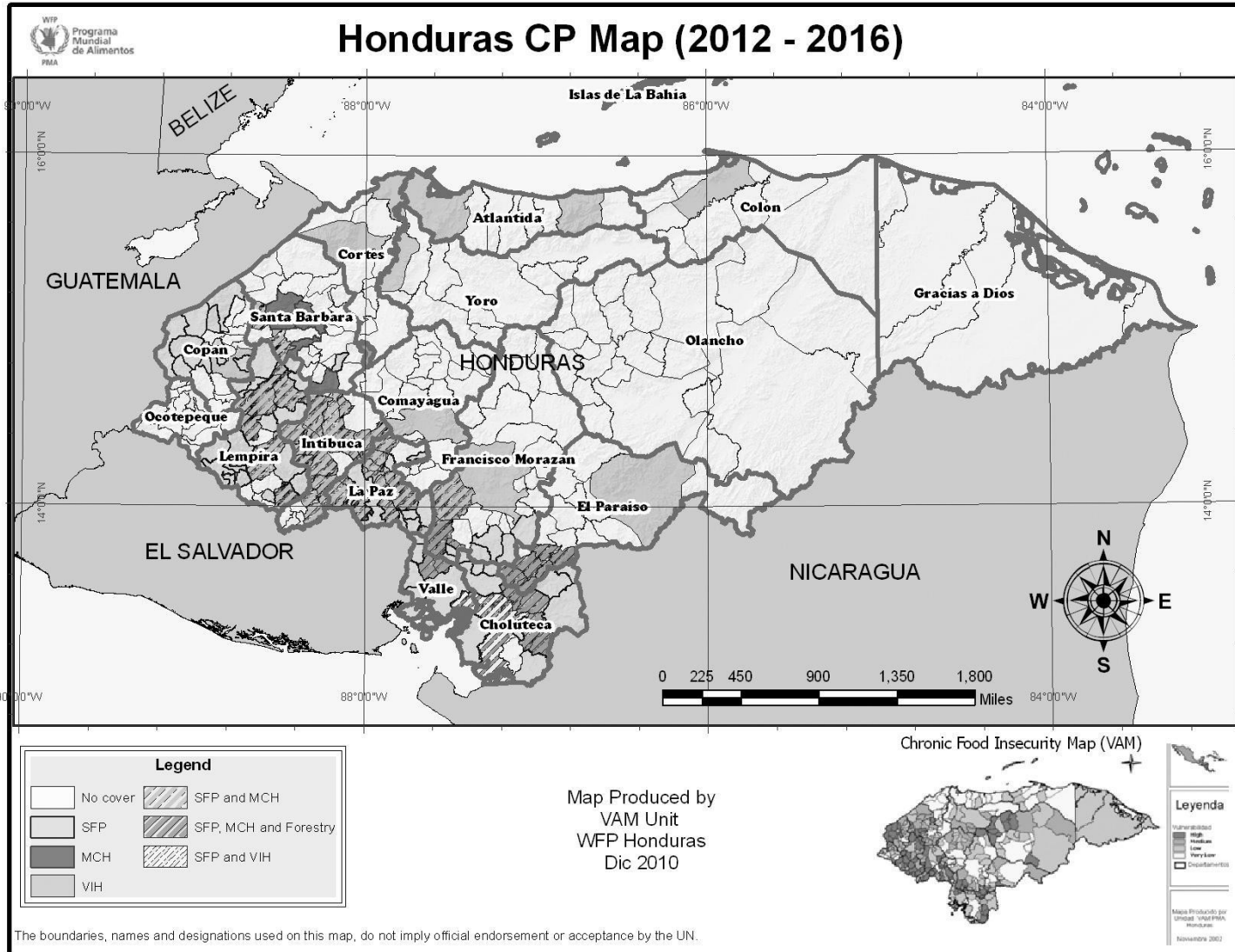
51. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO, if applicable, will be established by the WFP Budget & Programming Division (RMB).

52. **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.

Please send queries to Anette Wilhelmsen, Evaluation Officer, at anette.wilhelmsen@wfp.org, + 39 06 65 13 30 08.

Annex 1: Map



Acronyms

BR	Budget Revision
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ART	Anti-Retroviral Therapy
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
FAO	Food and Agriculture Organisation of the United Nations
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
MCHN	Mother and Child Health and Nutrition
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
NSVG	Nutritional Support for Vulnerable Groups
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
P4P	Purchase for Progress
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
WFP	World Food Programme

