



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 30TH JUNE 2014]

TERMS OF REFERENCE

OPERATION EVALUATION

**IRAN PRRO 200310 (2013-2015) - FOOD ASSISTANCE AND EDUCATION INCENTIVE
FOR AFGHAN AND IRAQI REFUGEES IN THE ISLAMIC REPUBLIC OF IRAN**

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Protracted Relief and Recovery (PRRO 200310) - Food Assistance and education incentive for Afghan and Iraqi Refugees in the Islamic Republic of Iran. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from June 2014 to January 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 evaluations.
2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company's evaluation manager and team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.
3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission a series of 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) PRRO 200310 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and inform adjustments to the design. This is particularly important considering that PRRO 200310 represented a departure from the previous operations by introducing new targeting approach through vulnerability analysis, as well as a new activity to support youth skills development.

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.

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) OMC – Cairo	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2015. 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 policies and priorities in regards to refugees and harmonised with the action of other partners and meet the expected results. All international humanitarian assistance is administered by the Bureau of Aliens and Foreign Immigrants Affairs (BAFIA). BAFIA is WFP's key Government partner
UN Country team	WFP is a signatory to the 2012-2016 United Nations Development assistance Framework (UNDAF) for Iran. United Nations High Commissioner for Refugees (UNHCR) is the key WFP partner, and has interest in learning from this evaluation how the partnership has worked and how it can be improved.
Donors	WFP operations are voluntarily funded by a number of donors. The PRRO 200310 has been primarily funded from multilateral funds, in addition to utilising the carry over resources from the previous operation. It will be important for this evaluation to engage with donors currently supporting other humanitarian partners, particularly those funding UNHCR to understand their views and why they are not funding WFP food assistance.

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.
 - Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,

- OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

3. Subject of the Evaluation

9. Iran is upper-middle income country, with a population of about 75 million. In 2011, the Government started an economic reform programme which abolished the high subsidies on fuel, water, bread and other basic foods. New compensatory social protection measures were introduced in form of cash transfers to vulnerable Iranians.
10. Iran hosts the second largest number of refugees in the world (885,500), 95 percent being from Afghanistan and 5 percent are from Iraq. Although the majority of the refugees live in urban areas, about 30,000 live in 19 refugee settlements, with very limited livelihood options. The Government provides basic services to the refugees, but discourages permanent integration through a policy of restricting the types of work, places of settlement and property ownership. The refugees' livelihood vulnerability is compounded by three factors: the new Government safety net programme does not cover them; they have no access to land for farming or keeping livestock and formal employment is not permitted. This is in the context of increasing food prices of basic food items – rice and bread prices doubled between 2011 and 2012 – and stagnant labour wage rates.
11. WFP has been providing assistance to refugees in Iran since 1987. The current PRRO 200310 supports 30,200 refugees in 19 settlements across 13 rural provinces. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#)
12. Faced with funding constraints and in line with the 2012 JAM recommendations, WFP introduced a more cost-effective targeting approach that provides assistance according to assessed households needs and levels of vulnerability. In this arrangement, 27 percent of the beneficiaries receive 100 percent (2,185 kcals) while 73 percent receive 64 percent of their needs (1,340 kcals). The key characteristics of the operation are outlined in table two below:

Table 2: Key characteristics of the operation

OPERATION		
Approval	The operation was approved by ED in May 2013	
Amendments	The operation has been through one budget revision and the CO is preparing a second. BR 1 increased LTSH rate by 16% following sharp increase in transport costs. The second BR is expected to increase food requirements by 2% due to increase in the number of very vulnerable households who require 100% ration.	
Duration	Initial: 2 years; 1 July 2013 to 30 th June 2015	Revised:
Planned beneficiaries	Initial: Female: 16,000 Male: 14,200 Total: 30,200	Revised:
Planned food requirements	Initial: In-kind food: 8,904 mt of food commodities	Revised: In-kind food:
US\$ requirements	Initial: 6,155,108	Revised: 6,177,467
OBJECTIVES AND ACTIVITIES		
	SO	Operation specific objectives
		Activities

MDGs 1,2 and 3	Strategic Objective 1	Improve food consumption of vulnerable households	<ul style="list-style-type: none"> •General food distribution •Take home rations for girls in primary and secondary schools •Incentives to female teachers •Food for training to support skills training for the youth
	Strategic Objective 2 ²	Increased access to education and human capital development for refugee girls and youth	

PARTNERS

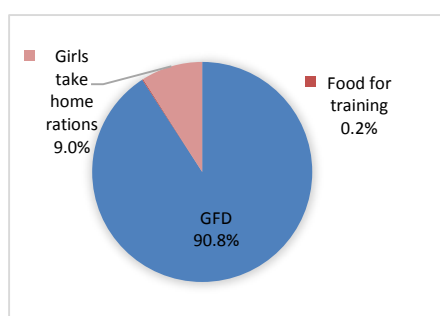
Government	Ministry of interior , Bureau of Aliens and Foreign immigrants Affairs (BAFIA)
United Nations	United Nations High Commission for Refugees (UNHCR)
NGOs	N/A

RESOURCES (INPUTS)

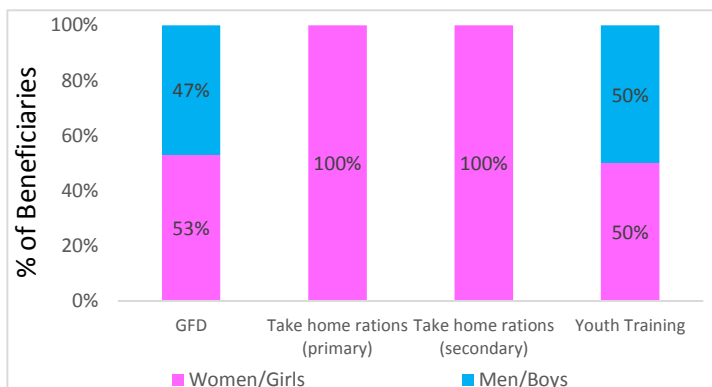
<p>Contribution received by 3rd June 2014</p> <p>% against appeal: 39.9%</p> <p>Top 5 donors: Multilateral – 30.07% Carry over from previous operation – 5.42% Private donors –3.42%</p>	<p>% funded of total requirements</p> <table border="1"> <tr><th>Category</th><th>Percentage</th></tr> <tr><td>Received</td><td>40%</td></tr> <tr><td>Requirements</td><td>60%</td></tr> </table>	Category	Percentage	Received	40%	Requirements	60%	<p>Top five donors</p> <table border="1"> <tr><th>Donor</th><th>Percentage</th></tr> <tr><td>Multilateral</td><td>75.4%</td></tr> <tr><td>Carry over</td><td>13.6%</td></tr> <tr><td>Private donors</td><td>8.6%</td></tr> <tr><td>Miscellaneous income</td><td>2.4%</td></tr> </table>	Donor	Percentage	Multilateral	75.4%	Carry over	13.6%	Private donors	8.6%	Miscellaneous income	2.4%
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Miscellaneous income	2.4%																	

PLANNED OUTPUTS (at design)

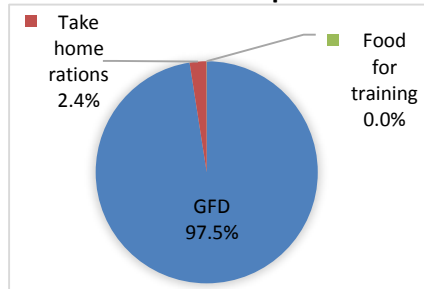
Planned % of beneficiaries by activity/component



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



Planned % of food requirements by activity



² At the design of the operation, this was aligned to WFP strategic objective 3; it was re-aligned to the new strategic plan in January 2014

4. Evaluation Approach

4.1. Scope

13. **Scope.** The evaluation will cover PRRO 200310 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 beginning of 2013 to Mid-2014 which captures the time from the development of the operation until the start of the evaluation.
14. While the areas where WFP provides assistance are generally accessible, visits can only be with prior coordination through official channels. As such, visits to the operational areas by the evaluation team will need to be carefully planned and coordinated with the country office to ensure adequate coverage.

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:

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant Government stated policies on and obligations towards refugees population, and seek complementarity with the interventions of relevant humanitarian partners.
- Were coherent at project design stage with WFP strategies, policies and normative guidance and remained so over time.

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; and
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

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

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.

- Externally (factors outside WFP's control): the external operating environment; 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. 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, as well as documents related to government and interventions from other actors, particularly the UNHCR who are the key partners. 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 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. Monitoring data will also be accessible in case further analysis is required beyond what is already provided in CO monitoring reports. The evaluation team will need to make this known to the CO during the inception phase to ensure that ample time is provided to consolidate the data where necessary.
19. However, answering question two is likely to pose some challenges owing in part to: i) absence of baseline data for some activities, which will need to be reconstructed using findings from various assessment reports ii) Data gaps for some indicators due to missed monitoring cycles and iii) data gaps in relation to efficiency.
20. For question three, the team members will have access to some institutional planning documents as well as operational reports, and is likely to elicit further information from key informant interviews.
21. The official language in Iran is Farsi, which is used for all Government documents and communication. This means that for the team to be able to review official documents, the country office will have to support with interpretation as appropriate. Likewise, if any of the evaluation products are to be shared with the Government, they will have to be interpreted. For key informant interviews, unless the evaluation team has a Farsi speaking member, there will be need for an interpreter in all interviews with Government officials. This will require the team to factor in the need for interpreters and also organise with the country office prior to arrival.

4.4. Methodology

22. 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. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.

- Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
- Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
- Ensure through the use of mixed methods 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

23. 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.
24. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP. OEV will also share an Orientation Guide on WFP and its operations, which provides an overview of the organization.

5. Phases and deliverables

25. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
26. **Preparation phase:** 2nd June 2014 – 17th August (2.5 months) - 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.
27. **Inception phase:** 18th August to 30th September (6 weeks)- 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 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](#).

28. **Evaluation phase:** 13th October to 3rd November (3 weeks) - 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.

29. **Reporting phase:** 4th November to 4th January (2 months) - 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](#).

30. **Follow-up and dissemination phase:** 5th to 18th January - OEV will share the final evaluation report with the CO and RB. The CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines. The RB will coordinate WFP's management response to the evaluation. 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.

- **Deliverable: Management Response,** with actions and timelines

Notes on the deliverables:

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

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

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

Table 3: Key dates for field mission and deliverables

Entity responsible	Phase	Activities	Key dates
EM	Inception	Final Inception Package	30 th September 2014
CO/ET	Evaluation	Evaluation field mission	13 th October to 3 rd November 2014
ET	Evaluation	Aide memoire	3 rd of November 2014
EM	Reporting	Draft Evaluation Report	3 rd of December 2014
EM	Reporting	Final Evaluation Report	4 th of January 2015
CO/RB	Follow-up	Management Response	18 th January 2015

6. Organization of the Evaluation

6.1 Outsourced approach

31. 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.

32. 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.

33. The company, the EM and the ET members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the [code of conduct of the profession](#).

34. 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

35. The evaluation will be managed by the company's EM for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote stakeholders' participation throughout the evaluation process.
- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.
- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

6.3 Evaluation Conduct

36. The ET will conduct the evaluation under the direction of the EM. The team will be hired by the company following agreement with OEV on its composition.

37. **Team composition.** The evaluation team is expected to include 3 members, including the team leader and 2 evaluators. It should include women and men of mixed cultural backgrounds and a national of the country or a person who deeply understands the national context. Past WFP experience would be an asset.

38. The estimated number of days is expected to be in the range of 48 to 50 for the team leader and 30 to 36 for the evaluators.

39. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas (listed in order of priority):

- Targeting/food security and vulnerability analysis/programme monitoring
- School feeding and gender in education
- Gender sensitive analysis/programming
- Social protection

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

41. If one of the team members speaks Farsi, it would be an asset for the evaluation team. However this is not a requirement, as the country office will facilitate translators as appropriate.

42. **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 writing and presentation skills.

43. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception package, 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.

44. **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.

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

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation. Mojgan Darabi, Senior Programme Assistant 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; provide logistic support during the fieldwork; and arrange for interpretation, if required.

- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Comment on the TORs and the evaluation report
- Prepare a management response to the evaluation recommendations
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

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

- Assign a focal point for the evaluation. Claudia Ahpoe, Regional Monitoring and Evaluation Advisor, will be the RB focal point for this evaluation.
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the RB should participate in the evaluation debriefing and in various teleconferences with the evaluation manager and team, as required.
- Provide comments on the TORs 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.

48. **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.

49. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Grace Igweta, Evaluation Officer, is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance, content guides and templates as well as orient the evaluation manager on WFP policies, strategies, processes and systems as required.
- Comment on the evaluation report and submit the final evaluation report to an external post-hoc quality review process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

8. Communication and budget

8.1. Communication

50. 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 49 describes how findings will be disseminated.

51. 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

52. **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 will be established by the WFP Budget & Programming Division (RMB).

53. **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 Grace Igweta, Evaluation Officer, at grace.igweta@wfp.org, +39 06 65 13 2847

Annex 1: Map



Annex 2: Evaluation timeline

	Activity/Deliverables	Entity Responsible						2014																		2015																															
		Eval Manager	Eval Team	OEV	CO	RB	June			July			Aug			Sept			Oct			Nov			Dec			Jan			Feb																										
							02-Jun	09-Jun	16-Jun	23-Jun	30-Jun	07-Jul	14-Jul	21-Jul	28-Jul	04-Aug	11-Aug	18-Aug	25-Aug	01-Sep	08-Sep	15-Sep	22-Sep	29-Sep	06-Oct	13-Oct	20-Oct	27-Oct	03-Nov	10-Nov	17-Nov	24-Nov	01-Dec	08-Dec	15-Dec	22-Dec	29-Dec	05-Jan	12-Jan	19-Jan	26-Jan	02-Feb	09-Feb	16-Feb	23-Feb												
1	Desk review, consultation and preparation of TOR			X																																																					
2	Stakeholders comments on TORs					X	X																																																		
3	Final TOR			X																																																					
4	Evaluation company selection and contracting			X																																																					
5	Operational documents consolidation and sharing				X																																																				
6	Hand-over of eval management to EM	X		X	X	X																																																			
7	Evaluation team briefing - expectations, requirements, quality	X	X																																																						
8	Desk review, Consultation with the CO/RB , drafting of the Inception			X																																																					
9	Quality Assurance of the Inception Package	X																																																							
10	Comments on Inception Package				X	X																																																			
11	Final Inception Package																																																								
12	Eval mission preparation (setting up meetings,field visits, etc)				X																																																				
13	Introductory briefing		X																																																						
14	Field work		X																																																						
15	Exit debriefing		X																																																						
16	Aide memoire		X																																																						
17	Evaluation Report drafting		X																																																						
18	Quality Assurance of the draft Evaluation Report	X																																																							
19	Draft Evaluation Report	X																																																							
20	Stakeholders comments on Evaluation Report			X	X	X																																																			
21	Revision of the report + Evaluation matrix	X	X																																																						
22	Final Evaluation Report	X																																																							
23	Preparation of the Management Response				X	X																																																			
24	Management Response				X	X																																																			
25	Post-hoc Quality Review			X																																																					
26	Report Publication + integration in lessons learning		X																																																						

Acronyms

BR	Budget Revision
BAFIA	Bureau of Aliens and Foreign Immigrants Affairs
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