



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 7 AUGUST 2015]

TERMS OF REFERENCE

OPERATION EVALUATION

UKRAINE - EMOP 200765 – EMERGENCY ASSISTANCE TO CIVILIANS AFFECTED BY THE CONFLICT IN EASTERN UKRAINE

TABLE OF CONTENTS

1. Introduction	2
2. Reasons for the Evaluation.....	2
2.1. Rationale.....	2
2.2. Objectives	2
2.3. Stakeholders and Users	3
3. Subject of the Evaluation	4
4. Evaluation Approach	9
4.1. Scope	9
4.2. Evaluation Questions	9
4.3 Evaluability Assessment	10
4.4. Methodology	11
4.5. Quality Assurance.....	12
5. Phases and deliverables	12
6. Organization of the Evaluation.....	14
6.1 Outsourced approach	14
6.2 Evaluation Management	14
6.3 Evaluation Conduct.....	14
6.4 Security Considerations	15
7. Roles and Responsibilities of WFP Stakeholders	16
8. Communication and budget	17
8.1. Communication.....	17
8.2. Budget.....	17
Annex 1: Map	18
Annex 2: Evaluation timeline.....	19
Acronyms	20

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Ukraine Emergency Operation (EMOP) 200765 “Emergency assistance to civilians affected by the conflict in eastern Ukraine”. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will commence with preparation in June 2015, a field mission in January 2016, and a final report in April 2016. In line with WFP’s outsourced approach for Operation Evaluations (OpEv), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.
2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company’s evaluation manager and team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.
3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

2. Reasons for the Evaluation

2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission a series of Operation Evaluations in 2013 -2016.
5. Operations to be evaluated are selected based on utility and risk criteria.¹ From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO), the Ukraine EMOP 200765 an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation in light of the next Budget Revisions² (BRs) and/or the next 2017 project document formulation.
6. In particular, the evaluation should inform the future of WFP interventions in Ukraine, by clarifying which type of activities are recommended to continue the operations in the country. The evaluation should provide a comprehensive assessment regarding the strategic decisions taken/to be taken in defining WFP’s role in the country, which include the relevance and appropriateness of the current operation. In the future there will be an increase in focus towards the elements of nutrition and livelihoods and resilience, and there are a number of opportunities for WFP to hook in other activities (UNAIDS, task force on transition from saving lives to early recovery), which the CO would intend to respond to with an appropriate programme.

2.2. Objectives

7. This evaluation serves the dual and mutually reinforcing objectives of accountability and learning:

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 Ukraine CO plans further BRs (potentially 6 + 6 months extensions in time) to bridge up to 2017, when it is thought a Protracted Relief and Recovery Operation (PRRO) might be initiated. Minimally, an extension for the January-June 2016 period is already foreseen to occur.

- **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.

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 in order to acknowledge the existence of various groups (women, men, boys and girls) that are affected by the evaluation in different ways and to determine their level of participation. During the field mission, the validation process of evaluation findings should include all groups.

Table 1: Preliminary stakeholders’ analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) in Cairo	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2016. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the annual EB session.
EXTERNAL STAKEHOLDERS (See Table 2 for list of external stakeholders)	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to

	capacity development, handover and sustainability will be of particular interest. The State Emergency Services (SES), which leads the Inter-agency Coordination Unit for IDPs, together with the Ministry of Social Policy (MoSP), is currently the designated authority for coordinating humanitarian assistance in Ukraine. The main coordinating body for the gender-related themes is the MoSP and its Department of Family Policy, with a specific Division on Gender Policy.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Civil society	Civil society groups work within the same context in which WFP operates and have an interest in areas related to WFP interventions (food security, nutrition, education, gender equity, etc.). Their experience and knowledge can inform the evaluation and they will be interested in the evaluation findings, especially those related to partnerships. Civil Society Organizations (CSOs) dealing with gender issues include the International women's advocacy center 'La Strada' and the Ukrainian Women's Fund.
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 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

10. Ukraine is a lower middle income country with a population of 45.6 million. It ranked 83 out of 187 countries on the UNDP Human Development Index in 2013. The economy is currently undergoing a political and economic crisis resulting in the decline of GDP growth rates, decline of foreign investments, increase of government debt, and the significant devaluation of its national currency.

11. Recent unrest in Ukraine began in November 2013, when civil protests brought about the dismissal of former pro-Russian leadership. In April 2014, tensions escalated in eastern Ukraine with non-state armed groups in Donetsk and Luhansk regions (collectively called the Donbas). Fighting between the Ukrainian authorities and anti-government entities in the eastern part of the country has produced over a million registered internally displaced persons (IDPs) and left many more caught in the crossfire.

12. As a food surplus nation, food availability is not a concern in most of the country. However, recent household economic constraints related to the conflict continue to threaten food security in conflict-affected areas. Additionally, food prices are increasing at a time when household incomes are impacted by substantial unemployment and a reliance on savings.
13. In light of increasing tensions, in March 2014, WFP initiated the IR-P 200695, a preparatory operation to anticipate potential needs among the population displaced from Crimea. However, the focus of attention shifted following the onset of the conflict in the east. In line with a wider United Nations response to emerging humanitarian needs, by 14 August, WFP launched a three month IR-EMOP 200759 for vulnerable IDPs and other conflict-affected populations. As a result of the continued deterioration of the humanitarian situation, WFP began to implement a full scale EMOP (200765) which was launched in November.
14. Within this framework, WFP's approach has been designed to reach the most vulnerable IDPs, returnees, host families and those trapped in conflict hotspots. WFP's response has been delivered through the modalities of both voucher transfers and food parcel delivery. In areas most significantly impacted by the continued fighting, and where markets were either not functioning or where safe access to stores was not ensured, WFP was able to deliver timely food assistance in the form of locally purchased food parcels, which were distributed through local NGOs.
15. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking here <http://www.wfp.org/operations/200765-emergency-assistance-civilians-affected-conflict-eastern-ukraine>.³ The key characteristics of the operation are outlined in table two below:

Table 2: Key characteristics of the operation

OPERATION	
Approval	The operation was approved by the Executive Director on 10 November 2014
Amendments⁴	<p>There have been two amendments to the initial project document.</p> <p>1) Budget Revision 01 (May 2015):</p> <ul style="list-style-type: none"> ▪ Project extended by two months, from 1 May to 30 June 2015; ▪ Increase in the food requirements from 878 mt to 2,372 mt to provide in-kind food assistance through Immediate Response Rations (IRR) for additional 68,000 beneficiaries; ▪ Increase the level of other direct operational costs (ODOC) to enable WFP to expand its operations in Non-Government Controlled Areas (NGCA). <p>2) Budget Revision 02 (June 2015):</p> <ul style="list-style-type: none"> ▪ Project extended by six months, from 1 July 2015 to 31 December 2015; ▪ Increase in the overall food requirements from 2,372 mt to 12,989 mt allowing WFP to expand its food assistance in NGCA, where over 80 percent of the food insecure beneficiaries are located and where market-based transfers are not currently feasible;

³ From WFP.org – Countries – Ukraine – Operations.

⁴ CO plans for further BRs (potentially 6 + 6 months extensions in time) to bridge up to 2017, when it is thought a PRRO might be initiated. Minimally, a BR 3 (extension from January to June 2016) is foreseen to occur.

	<ul style="list-style-type: none"> ▪ Increase the number of beneficiaries from 188,000 to 575,000 given a deterioration of the food security situation, especially in NGCA; ▪ Introduce support to beneficiaries in the formerly state-financed social institutions in NGCA; ▪ Introduce a nutrition intervention to target children aged 6-23 months, identified by the nutrition cluster as most at risk⁵; ▪ Continue to support internally displaced persons (IDPs) in government-controlled areas (GCA) through cash and voucher (C&V) transfers; ▪ Adjust other direct operational cost (ODOC) and direct supporting costs (DSC) to accommodate cost foreseen with the implementation and ensure rapid scale-up and extended presence. 	
Duration	Initial: 3 Nov 2014 to 30 April 2015	Revised: <ul style="list-style-type: none"> • BR 01: Extended from 1 May 2015 to 30 June 2015 • BR 02: Extended from 1 July 2015 to 31 December 2015
Planned beneficiaries	Initial: 120,000	Revised: <ul style="list-style-type: none"> • BR 01: 188,000 (+ 68,000); • BR 02: 575,000 (+ 387,000)
Planned food requirements	Initial: In-kind food: 878 mt of food commodities Cash and vouchers (C&V) Transfer: US\$ 10,800,000	Revised: <ul style="list-style-type: none"> • BR 01: In-kind: 2,372 mt of food commodities (+ 1,494 mt); • BR 02: In-kind: 12,988 mt of food commodities (+ 10,616 mt); • BR 02: C&V Transfer: US\$ 14,400,000 (+ US\$ 3,600,000)
US\$ requirements	Initial: US\$ 17,021,318	Revised: <ul style="list-style-type: none"> • BR 01: US\$ 21,461,308 (+ US\$ 4,439,990) • BR 02: US\$ 55,981,055 (+ US\$ 34,519,74)

Objectives, Outcomes and Activities

Contribution to MDG 1	Cross-cutting results and indicators	
	Gender	Gender equality and empowerment improved
	Partnership	Food assistance interventions coordinated and partnerships developed and maintained
	Protection and Accountability to Affected Populations	WFP assistance delivered and utilized in safe, accountable and dignified conditions

⁵ As agreed with the members of the Nutrition Sub-Cluster (UNICEF, RAF and other partners) WFP will target 20,000 children with complementary food assistance (locally-purchased) for a period of six months to prevent a further deterioration of their nutrition status. Currently, UNICEF and Save the Children are conducting a nutrition assessment (with results to be made available by July 2015) that will give a much clear picture on demographics and gender disaggregation data and ensure a targeted assistance. WFP will partner with UNICEF/Save the Children to refine the implementation modality of the nutrition project activities.

	SO	Operation specific objectives and outcomes	Activities
	Strategic Objective 1: Save lives and Protect Livelihoods in Emergencies	Objective 1: Meet urgent food and nutrition needs of IDPs (returnees, residents in conflict hotspots) while protecting lives and livelihoods to enable safe access to food and nutrition for girls, women, boys and men.	<ul style="list-style-type: none"> • In-kind distributions (food insecure and most vulnerable individuals in NGCA; Immediate response rations/contingency; Food insecure individuals in social institutions in NGCA) • Nutrition component⁶ (6-23 month children) • C&V transfers to IDP in GCA
		Outcome 1: Stabilized or improved food consumption over assistance period for targeted households and/or individuals	
PARTNERS			
Government	Ministry of Social Policy (MoSP); State Emergency Services (SES)		
United Nations	United Nations High Commissioner for Refugees (UNHCR); UNICEF; UNDP		
NGOs	International Relief and Development (IRD); People in Need (PIN); Adventist Development and Relief Agency (ADRA); Save the Children; Mercy Corps; Rinat Akhmetov Foundation (RAF); International Committee of the Red Cross (ICRC).		
RESOURCES (INPUTS)			

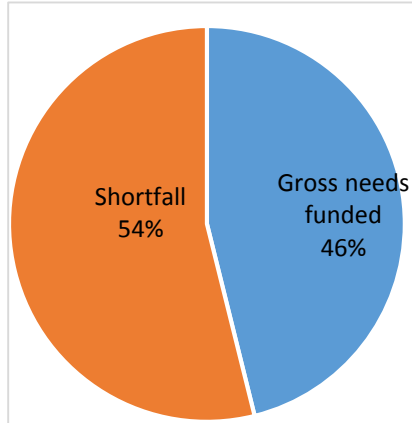
⁶ This component is more nutrition sensitive programming than a fully-fledged nutrition activity and it is not associated with a nutritional objective of prevention or treatment.

Contribution received (16 July 2015):
US\$ 25,820,810

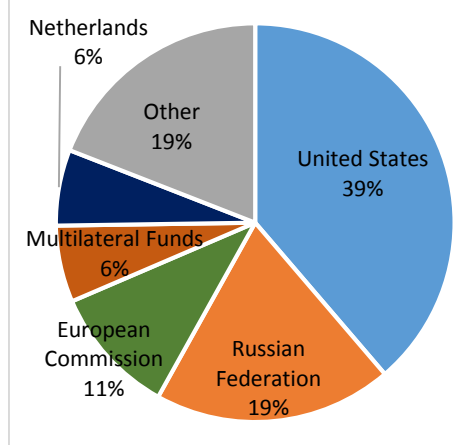
% against appeal:
46%

Top 5 donors:
United States (39%);
Russian Federation (19%);
European Commission (11%);
Multilateral Funds (6%);
Netherlands (6%)

% funded of total requirements

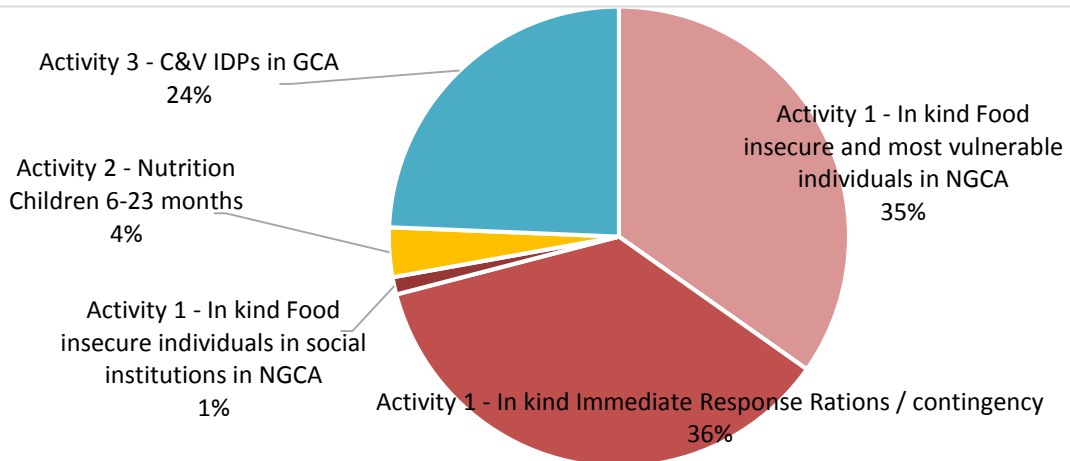


Top five donors

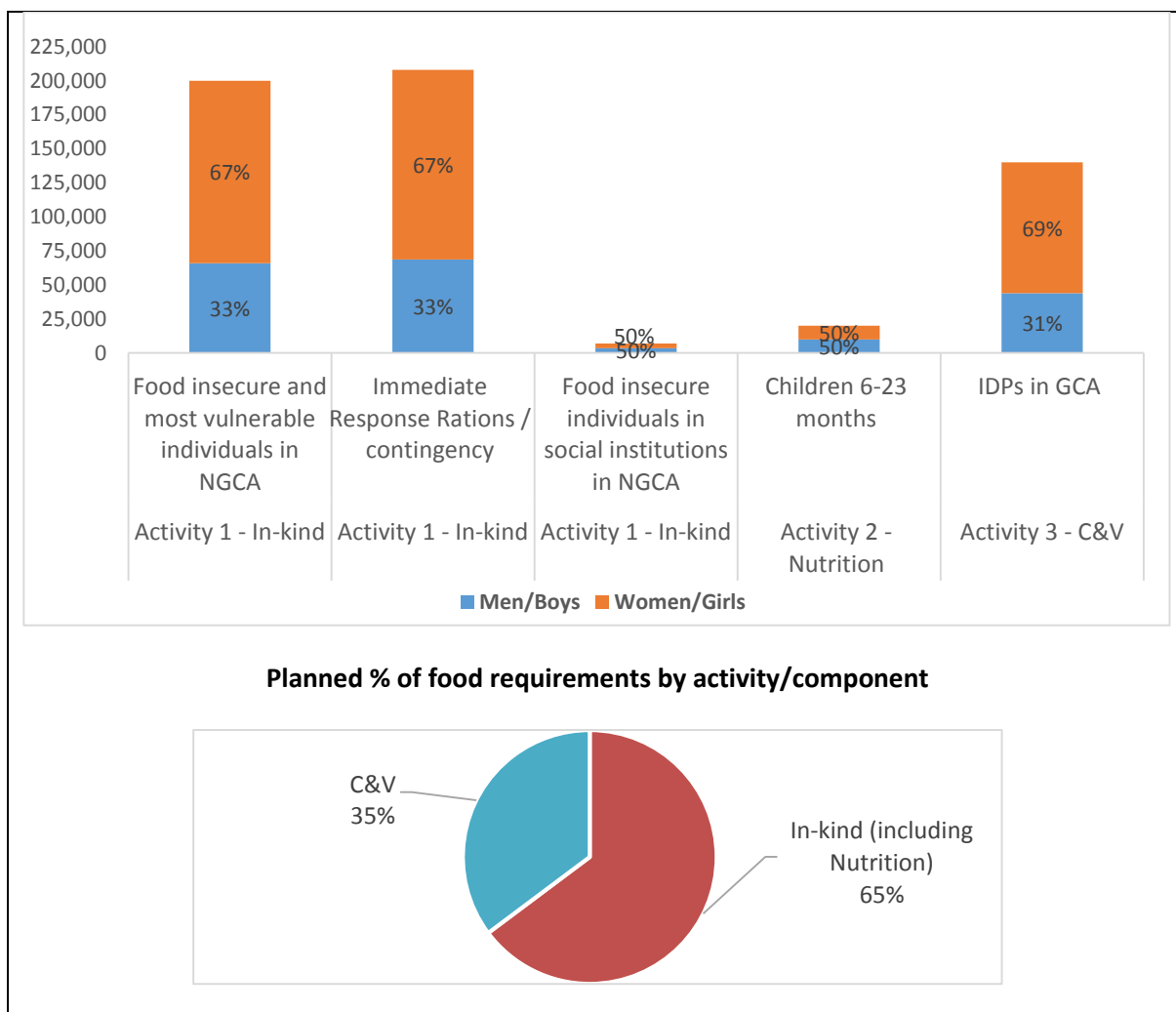


PLANNED OUTPUTS (at design)

Planned % of beneficiaries by activity/component



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



4. Evaluation Approach

4.1. Scope

16. **Scope.** The evaluation will cover the Ukraine EMOP 200765, including all activities and processes from its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation captures the time from the development of the operation (March – November 2014) to the beginning of the operation until the start of the evaluation (November 2014 – July 2015).
17. The evaluation will include an analysis dating back to the preparation work done previously by the RB, looking into the formulation phase of the project, taking in considerations the constraints that WFP had in opening a new office in a new and very different environment compared to WFP's usual operational contexts.
18. The Food Security and Malnutrition Cluster is implemented within the EMOP and will be part of the evaluation scope, whilst the Logistics Cluster is under a separate Special Operation (SO) and will be looked at as a contextual factor.

4.2. Evaluation Questions

19. The evaluation will address the following three questions:

Question 1: How appropriate is the operation? Areas for analysis will include the extent to which the objectives, targeting, choice of activities and of transfer modalities:

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector and gender policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance⁷ (including gender), and remained so over time. In particular, the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and mainstreaming principles were included in the intervention design in line with the MDGs and other system-wide commitments enshrining gender rights.

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

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys; how GEEW results have been achieved⁸;
- 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; the legal framework; etc.

4.3 Evaluability Assessment

20. 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

⁷ Includes: Policy on Disaster Risk Reduction and Management; WFP's role in the Humanitarian Assistance System; Humanitarian Protection Policy; WFP's Role in Peacebuilding in Transition Settings; Policy on Vouchers and Cash Transfers; Food Aid and Livelihoods in Emergencies: Strategies for WFP; Humanitarian Principles; Gender Policy. For gender, please see the Convention to Eliminate all Forms of Discrimination against Women (CEDAW).

⁸ In February 2015, WFP Ukraine conducted trainings for WFP cooperating partners on WFP's approach to protection, gender, access, and safe and dignified food distributions.

data availability and take evaluability limitations into consideration in its choice of evaluation methods. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures and determine whether additional indicators are required to include gender empowerment and gender equality dimensions.

21. 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. In addition, the team will review relevant WFP strategies, policies and normative guidance.
22. 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.
23. However, answering question two is likely to pose some challenges owing in part to data gaps, e.g. in relation to efficiency.
24. 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.
25. With regards to additional potential evaluability challenges, possibility of limited access and harsh winter conditions during the field mission should be taken into account.

4.4. Methodology

26. The methodology will be designed by the evaluation team during the inception phase. It should:
 - Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact and sustainability (or connectedness for emergency operations), giving special consideration to gender and equity issues.
 - Use applicable standards (e.g. SPHERE standards; UNEG guidance on gender⁹);
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. Participatory methods will be emphasised with the main stakeholders, including the CO. The selection of field visit sites will also need to demonstrate impartiality.
 - Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
 - Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
 - Ensure through the use of mixed methods and appropriate sampling that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
 - Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

⁹ These are put into context of WFP evaluation in the OEV technical note (TN) on integrating gender in evaluation. Evaluation team will be expected to review this TN during the inception phase and ensure that gender is well mainstreamed in all phases and aspects of the evaluation.

4.5. Quality Assurance

27. 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.
28. 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

29. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
30. **Preparation phase** (July – August 2015): 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.
31. **Inception phase** (September – November 2015): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders.

- **Deliverable: Inception Package.** The Inception Package details how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects. The IP will be shared with CO, RB and OEV for comments before being approved by OEV. It will present an analysis of the context and of the operation, the evaluation methodology articulated around a deepened evaluability and stakeholders' analysis; an evaluation matrix; and the sampling technique and data collection tools. It will also present the division of tasks amongst team members as well as a detailed schedule for stakeholders' consultation. For more details, refer to the [content guide for the inception package](#).

32. **Evaluation phase** (3rd week of January to mid-February 2016): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. Two debriefing sessions will be held upon completion of the field work. The first one will involve the country office (relevant RB and HQ colleagues will be invited to participate through a teleconference) and the second one will be held with external stakeholders.

- **Deliverable: Exit debriefing presentation.** An exit debriefing presentation of preliminary findings and conclusions (powerpoint presentation) will be prepared to support the debriefings.

33. **Reporting phase** (March – April): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix

by the evaluation manager and provided to the evaluation team for their consideration before report finalisation.

- **Deliverable: Evaluation report.** The evaluation report will present the findings, conclusions and recommendations of the evaluation in a concise report of 40 pages maximum. Findings should be evidence-based and relevant to the evaluation questions. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation. For more details, refer to the [content guide for the evaluation report](#) and the [OpEv sample models for presenting results](#).

34. **Follow-up and dissemination phase** (May – July 2016): OEV will share the final evaluation report with the CO and RB. The CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The RB will coordinate WFP’s management response to the evaluation, including following up with country offices on status of implementation of the actions. OEV will also subject the evaluation report to an external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. A feedback online survey on the evaluation will also be completed by all stakeholders. The final evaluation report will be published on the WFP public website, and findings incorporated into an annual synthesis report, which will be presented to WFP’s Executive Board for consideration. This synthesis will identify key features of the evaluated operations and report on the gender sensitivity of the operations among other elements. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

Notes on the deliverables:

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

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

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

Table 3: Key dates for field mission and deliverables

Entity responsible	Phase	Activities	Key dates
EM/ET	Inception	Draft Inception Package	28 Sept. 2015 (tentative)
EM/ET	Inception	Final Inception Package	27 Nov. 2015 (tentative)
CO/ET	Evaluation	Evaluation field mission	Mid-Jan. – mid-Feb. 2016
ET	Evaluation	Exit Debriefing presentation	Mid-Feb. 2016
EM/ET	Reporting	Draft Evaluation Report	28 March 2016 (tentative)
EM/ET	Reporting	Final Evaluation Report	29 April 2016 (tentative)
CO/RB	Follow-up	Management Response	27 May 2016 (tentative)

6. Organization of the Evaluation

6.1 Outsourced approach

35. 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.
36. 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.
37. 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](#).
38. 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

39. 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

40. 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.
41. **Team composition.** The evaluation team is expected to include two to three members. It should include women and men of mixed cultural backgrounds. At least one team member should have WFP experience.

42. **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):
- Procurement and supply chain;
 - Market based interventions (vouchers);
 - Emergency Coordination;
 - Nutrition;
 - Resilience and Livelihoods;
 - Gender expertise / good knowledge of gender issues within the country/regional context as well as understanding of UN system-wide and WFP commitments on gender.
43. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.
44. The oral and written language requirements within the Evaluation Team for this evaluation include strong skills in English, Russian and Ukrainian.
45. The **Team Leader** will have good communication, management and leadership skills and demonstrated experience and good track record in leading similar evaluations. He/she should also have excellent English writing and presentation skills, technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools.
46. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception package, exit debriefing presentation and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.
47. **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.
48. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s); and v) provide feedback on the evaluation process as part of an evaluation feedback e-survey.

6.4 Security Considerations

49. As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
50. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- Travelling team members complete the UN system's applicable Security in the Field courses in advance, print out their certificates and take them with them. (These take a couple of hours to complete.)

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.

For more information, including the link to UNDSS website, see [EQAS for operations evaluations](#) page 34.

7. Roles and Responsibilities of WFP Stakeholders

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

- Assign a focal point for the evaluation. The CO focal points for this evaluation will be: Irena Loloci (main/day to day), Gerd Buta, M&E Officer, and Giancarlo Stopponi, OIC.
- Comment on the TORs, inception package and the evaluation report
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Organise security briefings for the evaluation team and provide any materials as required
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Prepare a management response to the evaluation recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey;

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

- Assign a focal point for the evaluation. Edgar Luce, Regional M&E Officer (day to day), and Claudia Ah Poe, Regional M&E Adviser (alternate), will be the RB focal points 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 (particularly the Regional M&E Advisor), inception package and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

53. **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.

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

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance, content guides and templates as well as orient the evaluation manager on WFP policies, strategies, processes and systems as required.

- Comment on the draft inception package.
- Comment on the evaluation report and approve the final version.
- Submit the final evaluation report to an external post-hoc quality review process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.
- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP's Executive Board for consideration.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

8. Communication and budget

8.1. Communication

55. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 5 paragraph 33 describes how findings will be disseminated.
56. 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

57. **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).
58. **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.
 - Budget for domestic travel with respect to flights and train tickets. The CO will support the mission for all the logistical aspects during the entire period in Ukraine, including drivers and vehicles as appropriate.

Please send queries to Filippo Pompili, OEV Evaluation Officer, email: filippo.pompili@wfp.org, phone: +39 06 6513 6454.

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CO	Country Office (WFP)
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation manager
ER	Evaluation Report
ET	Evaluation Team
GEEW	Gender empowerment and equality of women
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme