



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 13 JANUARY 2016]

## TERMS OF REFERENCE

### OPERATION EVALUATION

#### KYRGYZ REPUBLIC DEVELOPMENT PROJECT 200662 “SUPPORT FOR NATIONAL PRODUCTIVE SAFETY NETS AND LONG-TERM COMMUNITY RESILIENCE”

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## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Kyrgyz Republic Development Project 200662 “Support for National Productive Safety Nets and Long-Term Community Resilience”. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from January 2016 (inception) to August 2016 (final report). 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.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) Kyrgyz Republic Development Project 200662 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and/or design.
6. In particular, this evaluation will be conducted in parallel with the evaluation of another Kyrgyz Republic Development Project (200176, “Optimising the Primary School Meals Programme”). The CO expects the two evaluations to inform future decisions about the possible extensions of the development projects until the end of 2017 and the future design of a Country Programme, foreseen to start in 2018.

### 2.2. Objectives

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

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<sup>1</sup> 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

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**

<b>Stakeholders</b>	<b>Interest in the evaluation</b>
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	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.
<b>Regional Bureau (RB) in Cairo</b>	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.
<b>Office of Evaluation (OEV)</b>	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.
<b>WFP Executive Board (EB)</b>	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.
<b>EXTERNAL STAKEHOLDERS</b> (See Table 2 for list of external stakeholders)	
<b>Beneficiaries</b>	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.
<b>Government</b>	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. Various Ministries and national bodies are partners in the design and implementation of WFP activities, including the Ministry of Agriculture and Amelioration, the Ministry of Emergency Situations, the Ministry of Social Development (MoSD), the State Agency for Environment Protection and Forestry. Furthermore, the MoSD is currently the central State executive body conducting a unified State gender policy in the country. A Department of Gender Policy is established within the structure of the Ministry.
<b>UN Country team</b>	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.
<b>NGOs</b>	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.
<b>Civil society</b>	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.
<b>Donors</b>	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. Since independence in 1991, political volatility, economic shocks and frequent natural disasters have threatened development gains in the Kyrgyz Republic. While the country is on an upward development trajectory, it still faces some serious challenges. The poverty rate increased from 32 percent in 2009 to 38 percent in 2012, but has decreased to 31 percent in 2014, with about 1,800,000 people living below the poverty line.
11. The country is ranked 125 out of 187 countries as per the 2014 UNDP Human Development Report, with GDP per capita at USD 1,200 in 2014. Two-thirds of its 5.8 million multi-ethnic population live in rural areas. Almost 18 percent of children under five suffer from stunting and 43 percent from anaemia. The country's high dependency on the import of basic foodstuffs, particularly wheat, and the high domestic wheat flour price, continue to impact the most vulnerable food insecure households, who spend over half of their budget on food.
12. In mid-2014, WFP launched the Development Project 200662 "Support for National Productive Safety Nets and Longer-term Community Resilience", aiming to strengthen the Government's capacity to reduce food insecurity and undernutrition and to support long-term resilience of communities, focusing on rural development, social protection, disaster risk management and climate change adaptation. In these areas, WFP provides support to policy development and systems optimisation. At the field level, WFP builds resilience and improves livelihoods of the most vulnerable through rehabilitation of infrastructure, such as disaster mitigation structures, roads, irrigation and drinking water systems. As part of the project, WFP also supports the Government's efforts to strengthen evidence based policy decision making, and provides technical support to the development of the National Food Security Atlas and an Interagency Technical Working Group on Price Monitoring for Food Security. The geographical targeting, based on a composite food security index, aimed at prioritizing food-insecure households in areas vulnerable to natural disasters (see Annex III of the project document – link in paragraph 14).
13. The other WFP's Development Project (200176) in the country, initiated in January 2013, is a four year school meals optimisation project to strengthen the Government's capacity to improve the

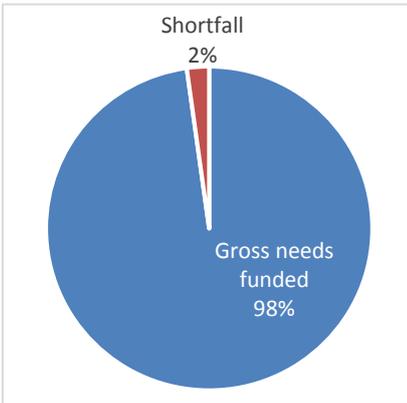
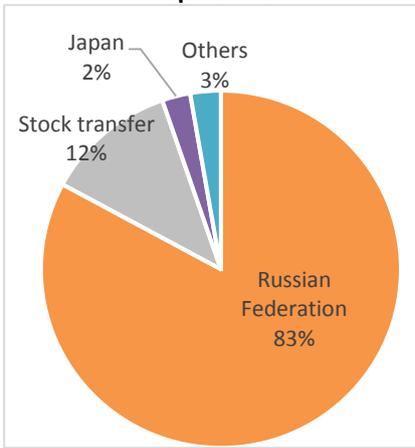
quality and efficiency of the existing national school meals programme, in line with the five international World Bank System Assessment and Benchmarking for Education Results (SABER) quality standards. In December 2014, the Government endorsed a new school meals policy, formulated with the support of WFP and the Russian nongovernmental organisation (NGO), the Social and Industrial Foodservice Institute (SIFI). With the aim of ensuring the sustainability of the school meals project, WFP supplies only fortified wheat flour, while the government covers the remaining share of the school meal cost. The project is implemented in coordination with the Ministry of Education and Science, the Ministry of Health and with technical support from SIFI. As of September 2015, the project covered a total of 261 pilot schools across all seven regions in the country.

14. The project document of the Development Project 200662, including the project logframe, related amendments (Budget revisions) and the latest resource situation are available on wfp.org at this [link](#).<sup>2</sup> The key characteristics of the operation are outlined in table two below:

**Table 2: Key characteristics of the operation**

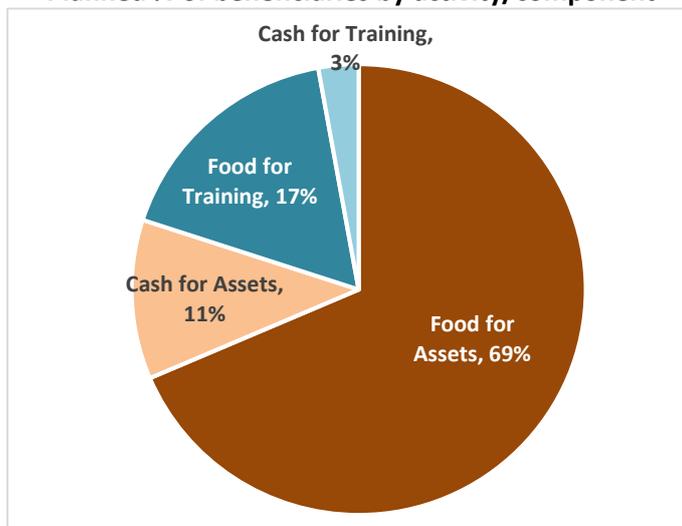
OPERATION							
<b>Approval</b>	The operation was approved by the WFP's Executive Board in June 2014.						
<b>Amendments</b>	<p>There have been two amendments (BRs) to the initial project document. In particular:</p> <p><b>*BR#1 (May 2015):</b></p> <ul style="list-style-type: none"> <li>- revised the landslide transport storage and handling (LTSH) rate as a result of an increase in the price of services and inclusion of new services. The budget revision represented an increase of 1 percent over the previously approved budget.</li> </ul> <p><b>*BR#2 (November 2015):</b></p> <ul style="list-style-type: none"> <li>- increased the number of beneficiaries from 210,000 to 274,000 (135,700 boys/men and 138,300 girls/women) in accordance with the final results of selection of target areas. Through a Three Pronged Approach, WFP and the Government have agreed to focus interventions in areas with high concentrations of populations living in poverty, where the food insecurity is high. The increase affected beneficiaries planned under food assistance for assets (FFA) component of the project. Planned C&amp;V recipients remained unchanged;</li> <li>- increased food commodities by 2,880 mt of wheat flour and 271 mt of vegetable oil in accordance with the above increase in beneficiary numbers with no change to the individual rations; and</li> <li>- increased associated costs (LTSH, ODOC, etc.) to correspond to the tonnage increase.</li> </ul>						
<b>Duration</b>	30 months (1 July 2014 – 31 December 2016)						
<b>Planned beneficiaries</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"><u>Initial</u>: 210,000</td> <td style="width: 50%;"><u>Revised</u>: 274,000</td> </tr> </table>	<u>Initial</u> : 210,000	<u>Revised</u> : 274,000				
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<b>Planned food requirements</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"><u>Initial</u>:</td> <td style="width: 50%;"><u>Revised</u>:</td> </tr> <tr> <td>- In-kind food: 8,862 mt of food commodities</td> <td>- In-kind food: 12,013 mt of food commodities</td> </tr> <tr> <td>- Cash and vouchers: 1,593,000 US\$</td> <td>- Cash and vouchers: 1,593,000 US\$ (no change)</td> </tr> </table>	<u>Initial</u> :	<u>Revised</u> :	- In-kind food: 8,862 mt of food commodities	- In-kind food: 12,013 mt of food commodities	- Cash and vouchers: 1,593,000 US\$	- Cash and vouchers: 1,593,000 US\$ (no change)
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<b>US\$ requirements</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"><u>Initial</u>: 16,884,199 US\$</td> <td style="width: 50%;"><u>Revised</u>: 19,764,901 US\$</td> </tr> </table>	<u>Initial</u> : 16,884,199 US\$	<u>Revised</u> : 19,764,901 US\$				
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<sup>2</sup> From WFP.org – Countries – Kyrgyzstan – Operations.

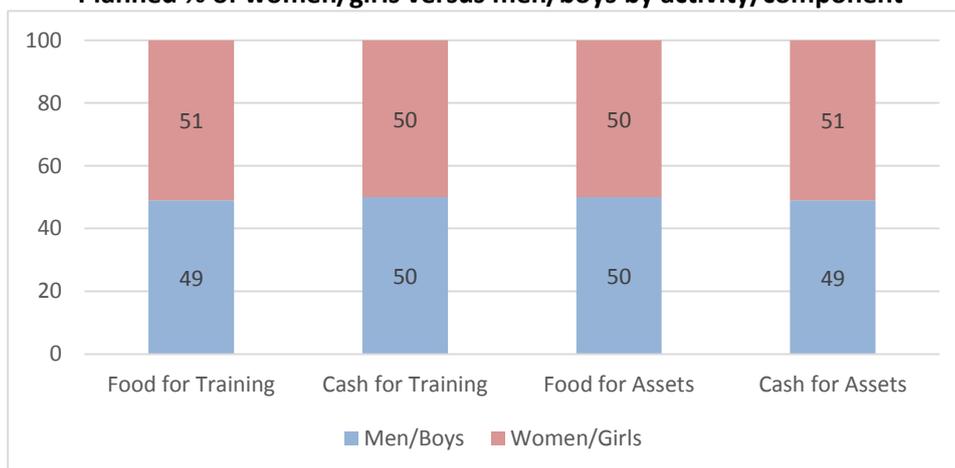
OBJECTIVES, OUTCOMES AND ACTIVITIES (as per logframe in project document)																			
Contribution to MDGs 1, 3 and 7. Alignment with UNDAF (2012-2016)	SO	Operation specific goals and outcomes	Activities																
	Strategic Objective 3	<b>Goals:</b> <ol style="list-style-type: none"> <li>1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance;</li> <li>2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities;</li> <li>3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains.</li> </ol>																	
		<b>Outcomes:</b> <ol style="list-style-type: none"> <li>1. Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households;</li> <li>2. Risk reduction capacity of countries and institutions strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>• Food-for-Assets (FFA)</li> <li>• Cash-for-Assets (CFA)</li> <li>• Food-for-Training (FFT)</li> <li>• Cash-for-Training (CFT)</li> <li>• Institutional Capacity Development</li> </ul>																
Cross-cutting results	<b>Gender:</b> gender equality and empowerment improved; <b>Protection and Accountability to Affected Populations:</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions; <b>Partnership:</b> Food assistance interventions coordinated and partnerships developed and maintained.																		
PARTNERS																			
Government	Ministry of Agriculture and Melioration, Ministry of Emergency Situations, Ministry of Social Development, State Agency for Environment Protection and Forestry.																		
United Nations	FAO, IFAD, UNDP, UN-Women, UNICEF and OCHA.																		
NGOs	KAFLU, AK-NIET, CADRI, BILEK, AKDN and civil society organizations such as WUA.																		
RESOURCES (INPUTS)																			
<b>Contribution received (as of 9 December 2015):</b> 19,304,865 US\$  <b>% against appeal:</b> 98%  <b>Top donors:</b> <ul style="list-style-type: none"> <li>• Russian Federation (83%)</li> <li>• Japan (2%)</li> <li>• Others (3%)</li> </ul>	<b>% funded of total requirements</b>  <table border="1"> <caption>% funded of total requirements</caption> <tr><th>Category</th><th>Percentage</th></tr> <tr><td>Gross needs funded</td><td>98%</td></tr> <tr><td>Shortfall</td><td>2%</td></tr> </table>	Category	Percentage	Gross needs funded	98%	Shortfall	2%	<b>Top donors</b>  <table border="1"> <caption>Top donors</caption> <tr><th>Donor</th><th>Percentage</th></tr> <tr><td>Russian Federation</td><td>83%</td></tr> <tr><td>Stock transfer</td><td>12%</td></tr> <tr><td>Japan</td><td>2%</td></tr> <tr><td>Others</td><td>3%</td></tr> </table>		Donor	Percentage	Russian Federation	83%	Stock transfer	12%	Japan	2%	Others	3%
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**PLANNED OUTPUTS (at design)**

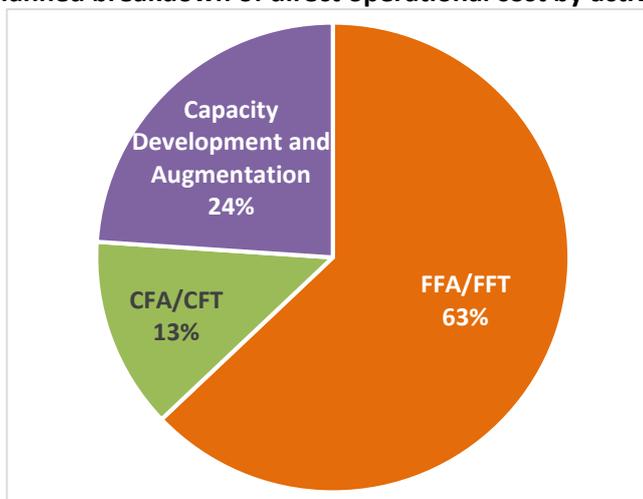
**Planned % of beneficiaries by activity/component**



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



**Planned breakdown of direct operational cost by activity**



## 4. Evaluation Approach

### 4.1. Scope

15. **Scope.** The evaluation will cover the Development Project 200176 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 captures the time from the development of the operation (January - June 2014) and the period from the beginning of the operation until the start of the evaluation (July 2014 – May 2016).

### 4.2. Evaluation Questions

16. 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 (including Capacity Development and Augmentation) 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 national strategies and priorities in relation to Social Protection and Safety Nets, and gender policies and strategies, and seek complementarity with the interventions of relevant humanitarian and development partners as well as with other CO interventions in the country (namely, Development Project 200176);
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance<sup>3</sup> (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.

More specifically, areas for analysis will also include:

- the extent to which WFP corporate tools in the area of Resilience building such as Integrated Context Analysis (ICA), Seasonal Livelihood Programming (SLP) and Community-based Participatory Planning (CBPP), among others, were adopted and utilized by the CO;
- the specific focus and scope of resilience activities (*resilience to what, for who, where, at what level and when*);
- how the CO has helped informing Resilience, Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) thinking at national level.

**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 achieved;

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<sup>3</sup> Includes the WFP's Policies on [Building Resilience for Food Security and Nutrition](#), the [Safety Nets](#), the [Disaster Risk Reduction and Management](#), [Vouchers and Cash Transfers as Food Assistance Instruments](#), [Capacity Development and Hand-Over](#). For gender, please see the Convention to Eliminate all Forms of Discrimination against Women (CEDAW).

- How different activities of the operation dovetail and are synergetic with other WFP operations (namely, Development Project 200176 – including looking at the level of complementarity between the two projects) 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**

17. 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 and determine whether additional indicators are required to include gender empowerment and gender equality dimensions.
18. 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, evaluations or reviews of ongoing and past operations (if any), 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.
19. 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.
20. However, answering question two may pose some challenges owing in part to potential data gaps in relation to efficiency and baseline.
21. 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**

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 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 gender<sup>4</sup>);
- 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.

#### 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** (December 2015 - January 2016): 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** (February – April 2016): 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.

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| <ul style="list-style-type: none"> <li>• <b>Deliverable: Inception Package<sup>5</sup></b>. The Inception Package details how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects. The IP will</li> </ul> |
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<sup>4</sup> These are put into context of WFP evaluation in the OEV technical note 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.

<sup>5</sup>Because the evaluation fieldwork of the Kyrgyz Republic Development Projects 200176 and 200662 will be conducted in parallel (see section 6.3), for the sake of simplicity and efficiency there will be one single Inception

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](#).

28. **Evaluation phase** (May 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.

29. **Reporting phase** (June – August 2016): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders including the evaluation team of the Development Project 200176, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance, including coherence with the evaluation report of Development Project 200176. 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](#).

30. **Follow-up and dissemination phase:** 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 office 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.

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Package covering both evaluations. This solution does not apply to the other evaluation products, i.e. mission debriefing presentations and evaluation reports.

**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](http://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 (tentative)
EM/ET	Inception	Draft Inception Package	21 March 2016
EM/ET	Inception	Final Inception Package	17 April 2016
CO/ET	Evaluation	Evaluation field mission	9 May 2016 – 27 May 2016
ET	Evaluation	Exit Debriefing Presentation	26 May 2016
EM/ET/CO/RB	Reporting	Conference Call to discuss areas of emerging recommendations	30 June 2016
EM/ET	Reporting	Draft Evaluation Report	14 July 2016
EM/ET	Reporting	Final Evaluation Report	11 August 2016
CO/RB	Follow-up	Management Response	31 August 2016

## 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<sup>6</sup> 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:
- a) Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
  - b) 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.
  - c) 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.
  - d) 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.
  - e) 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.
  - f) Ensure coherence with the evaluation report of Project Development 200176.
  - g) 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: 1) the team leader (who will also leading the evaluation of the Development Project 200176); 2) a sub-team of two members, only covering the evaluation of Development Project 200662. It should include women and men of mixed cultural backgrounds. At least one team member should have WFP experience.
38. **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):
- Resilience, Rural Development, Disaster Risk Reduction, Emergency Preparedness and Climate Change Adaptation (both at national/planning and community level);
  - Institutional Capacity Development in the area of Social Protection and Safety Nets;
  - Food and Nutrition Security and Nutrition-sensitive programming;
  - Cash-based transfers;
  - 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.
39. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.
40. Oral and written language requirements include full proficiency in English and Russian within the team.
41. 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

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<sup>6</sup> The same EM will cover both evaluations of Kyrgyz Republic Development Projects 200176 and 200662.

have excellent English writing and presentation skills, technical expertise in one of the technical areas listed above<sup>7</sup> as well as expertise in designing methodology and data collection tools.

42. 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; v) ensuring coherence with the Development Project 200176 evaluation team, process and products; and vi) providing 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 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

45. 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.
46. 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

47. **The Country Office.** The CO management will be responsible to:
  - a) Assign a focal point for the evaluation. **Aizhan Mamatbekova**, M&E Officer, will be the CO focal point for this evaluation.
  - b) Comment on the TORs, inception package and the evaluation report
  - c) 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.
  - d) Organise security briefings for the evaluation team and provide any materials as required

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<sup>7</sup> or one of the competencies listed under the Development Project 200176 evaluation TOR, as long as the ones listed here are covered satisfactorily within the Development Project 200662 evaluation team as a whole.

- e) 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.
  - f) Organise and participate in two separate debriefings, one internal and one with external stakeholders.
  - g) Prepare a management response to the evaluation recommendations.
  - h) Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.
48. **The Regional Bureau.** The RB management will be responsible to:
- a) Assign a focal point for the evaluation. **Claudia Ah Poe**, Regional M&E Advisor, will be the RB focal point for this evaluation.
  - b) 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.
  - c) Provide comments on the TORs, inception package and the evaluation report.
  - d) Coordinate the management response to the evaluation and track the implementation of the recommendations.
  - e) Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.
49. **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.
50. **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:
- a) 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.
  - b) 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.
  - c) Comment on the draft inception package.
  - d) Comment on the evaluation report and approve the final version.
  - e) 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.
  - f) 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.
  - g) 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**

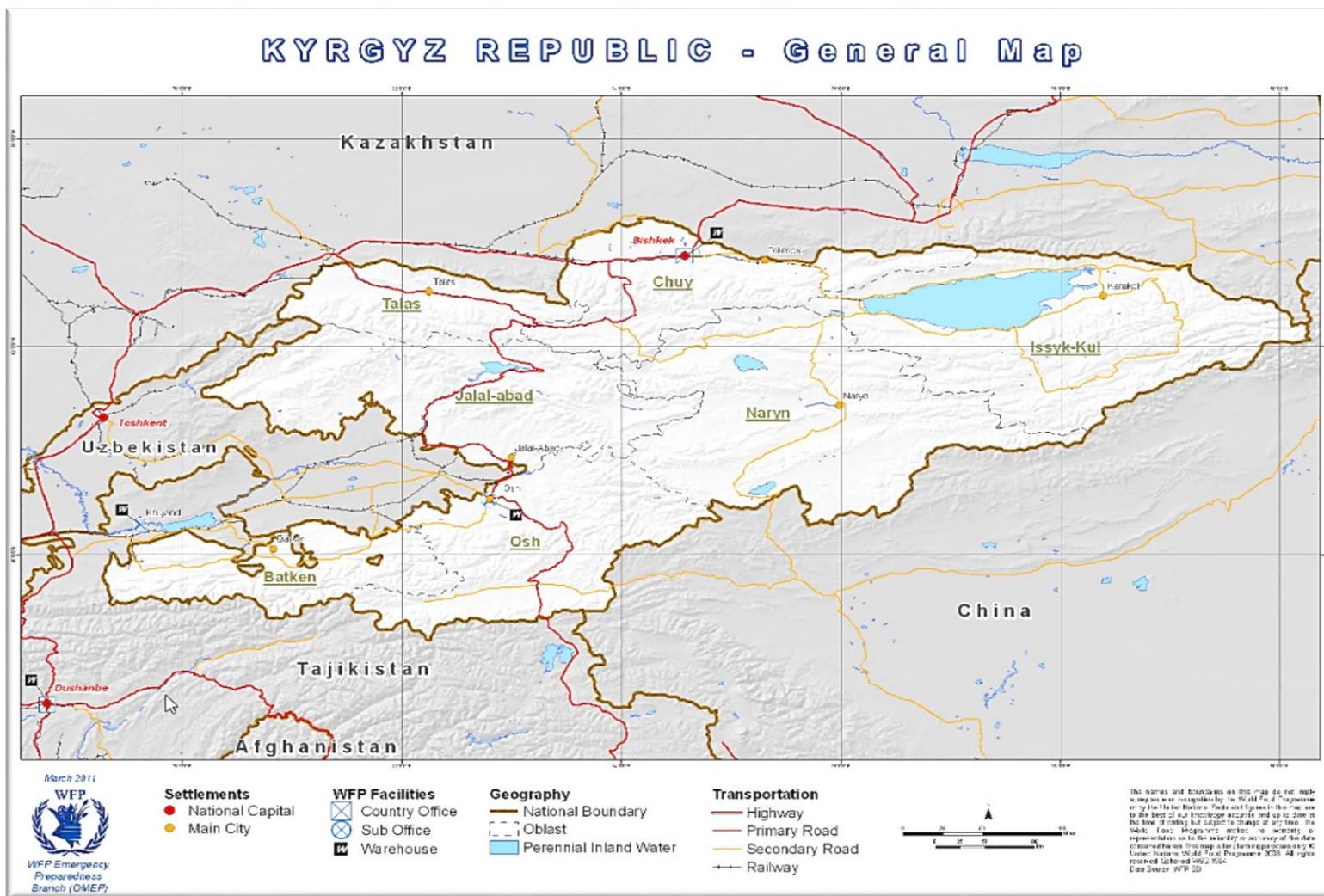
- 51. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 5 (paragraph 30) describes how findings will be disseminated.
- 52. To 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

53. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012 and July 2015). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).
54. **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 (to be negotiated proportion of) the management fee corresponding to a small operation;
  - not budget for domestic travel by road.

*Please send queries to: Filippo Pompili, Evaluation Officer; [filippo.pompili@wfp.org](mailto:filippo.pompili@wfp.org); +39 0665136454*

# Annex 1: Map





## Acronyms

AKDN	Aga Khan Development Network
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CADRI	Center for Activation of Development Rural Initiatives
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
FFA	Food for Assets
GEEW	Gender empowerment and equality of women
HQ	Headquarters (WFP)
KAFLU	Kyrgyz Association of Forest and Land Users
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

WUA Water User Association