



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL VERSION, 06.05.2016]

## TERMS OF REFERENCE - OPERATION EVALUATION

**MADAGASCAR – PROTRACTED RELIEF AND RECOVERY OPERATION –200735 : ‘Response to food security and nutrition needs of population affected by natural disasters and resilience building of food insecure communities of south-western, southern and south-eastern regions of Madagascar’**

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## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Protracted Relief and Recovery Operation (PRRO 200735) '*Response to food security and nutrition needs of population affected by natural disasters and resilience building of food insecure communities of south-western, southern and south-eastern regions of Madagascar*'. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from August 2016 to January 2017. 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), the PRRO 200735 '*Response to food security and nutrition needs of population affected by natural disasters and resilience building of food insecure communities of south-western, southern and south-eastern regions of Madagascar*' for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme implementation and the design of the future Country Strategic Plan and/or PRRO.

### 2.2. Objectives

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

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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

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

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

- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
- Given RB's core functions the RB is expected to use the evaluation findings to provide strategic guidance, programme support and oversight,
- OEV will use the evaluation findings to feed into an annual synthesis of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

### **3. Subject of the Evaluation**

9. Madagascar is a low-income food deficit country ranking 154 of 188 countries in the UNDP Human Development Index<sup>2</sup>. In 2012, 72 percent of its estimated 22 million population lived below the national poverty line. The country is one of the few in the world to have experienced, over the past decades, a stagnation in per capita income coupled with a rise in absolute poverty.
10. Madagascar is vulnerable to natural disasters, especially cyclones, floods, and drought. A quarter of the population, some five million people, live in areas highly vulnerable to frequent natural disasters. Climate change and environmental degradation exacerbate these risks and further increase household vulnerability.
11. Madagascar's food and nutrition situation is classified as "alarming" in the 2015 Global Hunger Index. The 2015 Crop and Food Security Assessment Mission, carried out in eight regions, indicates that 46 percent of the population are food insecure. Madagascar has the fourth highest rate of chronic malnutrition in the world, with almost half of children under five affected (47.3 percent). The average national global acute malnutrition (GAM) prevalence is 8.2 percent, while anaemia affects 35 percent of women aged 15-49 years and 50 percent of children under five.
12. WFP Country Strategy (2015-2019), which was formulated in close alignment with the National Development Strategy and the new United Nations Development Assistance Framework (UNDAF), defines WFP's strategic orientation and focus in Madagascar and constitutes the basis for WFP's two main programmes: i) a Country Programme (CP 200733) for the period 2015-2019; and ii) PRRO 200735 (2015-2017). CP 200733 has two components: i) under component 1, WFP supports school feeding for 288,000 primary school children and activity supporters; and ii) under component 2, WFP assists 27,000 beneficiaries including 23,000 through a programme for the prevention of acute malnutrition and 4,000 pregnant women for the prevention of stunting; there is a Food-by-Prescription activity which was planned but not implemented due to resources constraints. In addition, two trust funds complement these programmes: i) a demonstration model named Miaro aimed at preventing stunting and (ii) a project supporting the development of a pro-smallholder farmer procurement strategy to strengthen agricultural production and access to markets.
13. The objectives of PRRO 200735 launched in January 2015 were to:
  - Strengthen resilience of the most vulnerable men and women in food insecure communities in the south-western, southern and south-eastern regions (Strategic Objective (SO) 3);

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<sup>2</sup> UNDP 2015 Human Development Report, 2015

- Respond to immediate food security and nutrition needs and protect livelihoods of populations affected by sudden onset natural disasters (SO 1);
  - Enhance capacity of government, cooperating partners and communities to prepare for, monitor, detect and respond to emergencies (SO 1 & 3).
14. Specifically, the PRRO 200735 initially planned to assist 426,000 beneficiaries with focus on three main components: i) a relief component providing general food distribution (GFD) and/or unconditional Cash and Vouchers (C&V) transfers followed by early recovery through food/cash assistance for assets (FFA) aimed at restoring critical assets. A moderate acute malnutrition (MAM) treatment intervention is also included, in the event of a nutritional emergency; ii) under the resilience component, FFA is implemented through seasonal and community-based participatory planning following WFP's three-pronged approach; iii) a capacity development component is planned to enhance capacities of the Government, cooperating partners and communities to prepare for, monitor, detect and respond to emergencies.
15. A 2015 budget revision (BR#1) included a programme for the prevention of acute malnutrition for young children and pregnant and lactating women (PLW) in areas affected by current emergency conditions providing assistance for 15,000 children aged 6-23 months and 8,000 PLW during the period June-August 2015, bringing the total number of beneficiaries targeted by the operation to 449,000. The new activity complements the programme for the treatment of moderate acute malnutrition in the same communities.
16. The project document, related amendments (Budget revisions) and the latest resource situation are available by clicking <https://www.wfp.org/countries/madagascar/operations>.<sup>3</sup> The project logframe is in annex 3. 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 WFP Executive Director (ED) on 22 December 2014.		
<b>Amendments</b>	There has been one substantial amendment to the initial project document: BR#1, approved by the RBD Regional Director in July 2015, increasing the total number of beneficiaries to 449,000 as a result of the inclusion of the BSFP.		
<b>Duration</b>	Initial: 30 months (1 January 2015 - 30 June 2017)	Revised: N/A	
<b>Planned beneficiaries</b>	Initial: 426,000	Revised: 449,000	
<b>Planned food requirements</b>	Initial: In-kind food: 28,629 mt of food commodities Cash and vouchers: US\$3,694,500	Revised: In-kind food: 28,851 mt of food commodities Cash and vouchers: US\$3,694,500	
<b>US\$ requirements</b>	Initial: US\$29,622,671	Revised: US\$30,102,427	
OBJECTIVES, OUTCOMES AND ACTIVITIES			
Contri- butes to UNDA	<b>SO</b>	<b>Operation specific objectives and outcomes</b>	<b>Activities</b>
		Objective: Save lives and protect livelihoods in emergencies	

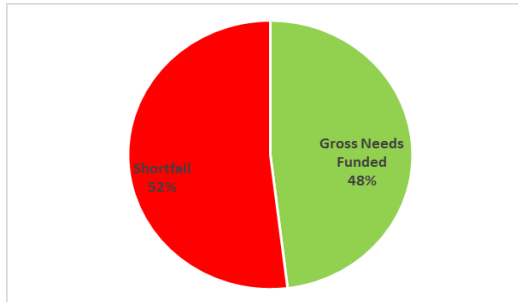
<sup>3</sup> From WFP.org – Countries – Madagascar – Operations.

	Strategic Objective 1	<u>Outcome 1.1.</u> National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies.	<ul style="list-style-type: none"> <li>• Technical support in Preparedness, Early warning, Food Security Monitoring and assessments, Resilience and Nutrition.</li> <li>• Communities preparedness activities</li> </ul>
		<u>Outcome 1.2.</u> Stabilised or reduced undernutrition among children 6-59 months and PLW	<ul style="list-style-type: none"> <li>• MAM treatment for children 6-59 months and PLW</li> <li>• MAM prevention for children 6-23 months and PLW (<i>from BR#1</i>)</li> </ul>
		<u>Outcome 1.3.</u> Stabilised or improved food consumption score over assistance period for targeted households and/or individuals.	<ul style="list-style-type: none"> <li>• GFD (in-kind and cash)</li> <li>• FFA (cash and in-kind)</li> </ul>
	Strategic Objective 3	Objective: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.	
		<u>Outcome 3.1.</u> 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.	Resilience / FFA
		<u>Outcome 3.2.</u> Risk reduction capacity of countries, communities and institutions strengthened.	Resilience / FFA
Cross-cutting results	<b>Gender:</b> Gender equality and empowerment improved; <b>Protection and Accountability to Affected Populations (AAP):</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions; <b>Partnership:</b> Food assistance interventions coordinated and partnerships developed and maintained		
<b>PARTNERS</b>			
<b>Government</b>	The National Disaster Management Authority ( <i>Bureau National de Gestion des Risques et des catastrophes - BNGRC</i> ) and the National Office for Nutrition ( <i>Office National de Nutrition -ONN</i> ) are key partners in the implementation of PRRO 200735. WFP also interact with the Prime Minister's Office, the Ministry of Economy and Planning others such as Social Protection, Public Health, Agriculture, Livestock and Fisheries; Education; and of Women Affairs ( <i>Ministere de la promotion de la femme</i> ).		
<b>United Nations</b>	The Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nation Children's Fund (UNICEF), the Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP).		
<b>NGOs</b>	<b>International NGOs (9)</b> include: Catholic Relief Services (CRS), Welthungerhilfe (WHH), Cooperative for Assistance and Relief Everywhere (CARE), Adventist Development and Relief Agency (ADRA). <b>National NGOs (20)</b> include: Groupe de Recherches et d'Echanges Technologiques (GRET), Sandatra and others.		
<b>RESOURCES (INPUTS)</b>			

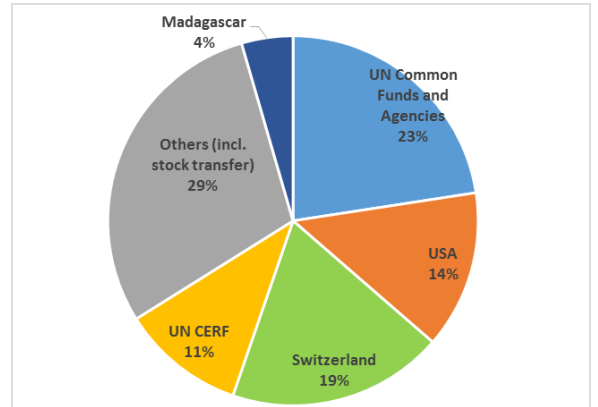
**Contribution received as of April 10, 2016:**  
 USD 14,468,658

**% against appeal: 48%**

**Top 5 donors:**  
 UN Common funds and agencies;  
 Switzerland;  
 USA; UN CERF and Madagascar



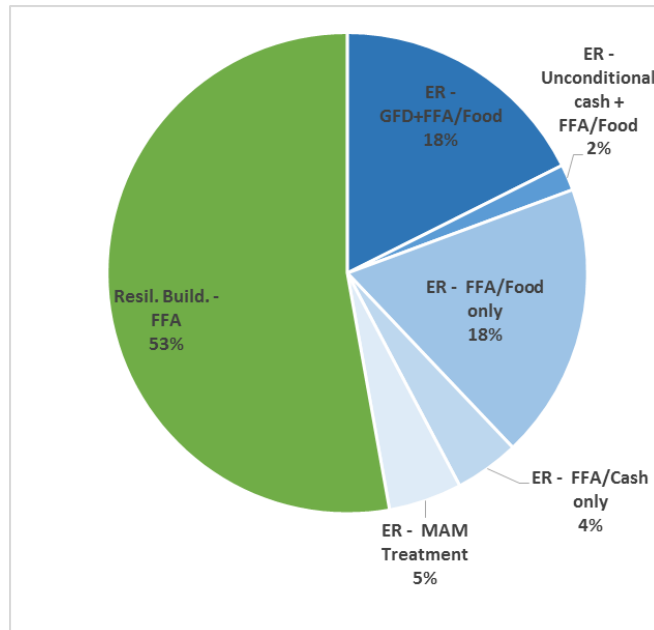
**% funded of total requirements**



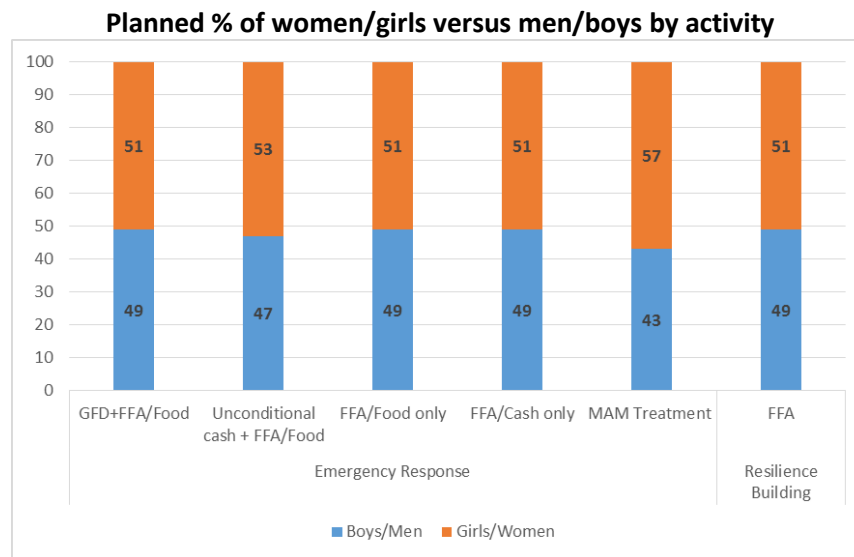
**Top five donors**

**PLANNED OUTPUTS (at design)**

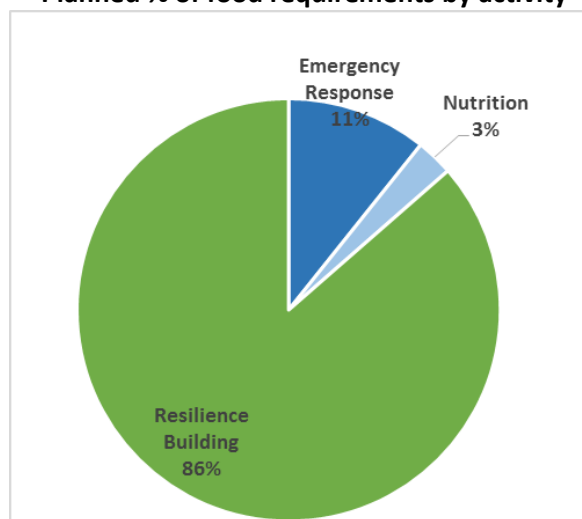
**Planned % of beneficiaries by activity<sup>4</sup>**



<sup>4</sup> The GFD+FFA activity refers to general food distribution for 15 days after an emergency, followed by FFA to help restore the critical assets (e.g. clearing of roads to access markets and basic social services, emergency water supply and sanitation, immediate drainage of canals, clearing of debris etc.). Nonetheless, the most affected households from the emergency continue benefitting from GFD beyond the initial 15 days.



**Planned % of food requirements by activity**



## 4. Evaluation Approach

### 4.1. Scope

17. **Scope.** The evaluation will cover PRRO 200735 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 (1 June 2014 to – December 2014) and the period from the beginning of the operation until the start of the evaluation (1 January 2015 -30 September 2016).
18. The evaluation will focus on PRRO ongoing activities as per BR#1, for which all evaluation questions will apply. While evaluating the PRRO, the evaluation team should also assess the linkages with the Miaro project (a demonstration model aimed at preventing stunting).

### 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 remain so during implementation period.
- 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 as well as with other CO interventions in the country, such as the CP and the trust funds.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance (including gender<sup>5</sup>), and remain 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 lead 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 are been achieved;
- 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; in particular, a new programme for the prevention of acute malnutrition was introduced to the existing programme for the treatment of moderate acute malnutrition in the PRRO after BR1; the evaluation team will assess the links and synergies between the PRRO's and the CP 200733 nutrition interventions.
- Analyse the efficiency of the operation and possibly make recommendations on how to ensure that the benefits will continue during implementation as well as after the end of the operation.
- Given the short implementation period of the resilience component (21 months) and considering that the funds mobilized in 2016 are mainly utilized to respond to the relief needs, the evaluation team will focus on assessing the implementation processes for resilience activities rather than on activity impact.

**Question 3: Why and how has the operation is producing the observed results?** The evaluation should generate insights into the main internal and external factors that are causing the observed changes and affecting how results are 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. In particular, the evaluation team will identify the existing bottlenecks in the M&E system for the CO to address the issues.

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<sup>5</sup> Relevant WFP Policies include: Gender Policy, Building Resilience for Food Security and Nutrition, Nutrition Policy, Policy on Disaster Risk Reduction and Management, WFP role in humanitarian system, humanitarian protection. For a brief on each of these and other relevant policies and the links to the policy documents, see the WFP orientation guide on page 14. For gender, in addition to WFP policy, refer to <http://www.ohchr.org/en/hrbodies/cedaw/pages/cedawindex.aspx> for information on UN system wide commitments.

- Externally (factors outside WFP’s control): the external operating environment; the funding climate; external incentives and pressures; etc.
- In particular, the CO would also benefit from recommendations on how best it can position itself, adjust its overall capacity building strategy to ensure that the government, communities and the humanitarian community are effectively able to prepare for, assess and respond to emergencies.

20. Throughout the evaluation and in making recommendations, the team should bring forward considerations to inform current implementation as well as the design of WFP’s Country Strategic Plan and/or its future PRRO giving due consideration to the specific issues of interest to the CO and RB.

### 4.3 Evaluability Assessment

21. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will notably critically assess data availability and take evaluability limitations into consideration in its choice of evaluation methods. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures and determine whether additional indicators are required to include gender empowerment and gender equality dimensions.

22. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, evaluations<sup>6</sup> or reviews of ongoing and past operations 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.

23. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.

24. When answering question two, the team should refer to the project detailed logframe containing targets and baselines for the specific activities. The evaluation team will have access to the detailed logframe from the folder shared on BOX.

**Table 3: List of Available Data Sources**

List of Data Sources	2015	2016
SPR	✓	✓
Community and Household Surveillance Survey Report	✓	
Post Distribution Monitoring report (Asset creation / Nutrition)	✓	✓
Coverage Survey report (Nutrition)	✓	✓
Distribution report (COMET)	✓	✓

25. 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

26. The methodology will be designed by the evaluation team during the inception phase. It should:

<sup>6</sup> Madagascar PRRO 200065: <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp264981.pdf>

- 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>7</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

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** (April - May 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.
31. **Inception phase** (August –September 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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<sup>7</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.

- **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** (3-21 October 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** (November 2016 – January 2017): 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:** 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](http://wfp.org/evaluation)). The other evaluation products will be kept internal.

**Table 4: Key dates for field mission and deliverables**

Entity responsible	Phase	Activities	Key dates (tentative)
EM/ET	Inception	Draft Inception Package	1 Sept. 2016
EM/ET	Inception	Final Inception Package	15 Sept. 2016
CO/ET	Evaluation	Evaluation field mission	3-21 October 2016
ET	Evaluation	Exit Debriefing Presentation	21 October 2016
EM/ET	Reporting	Draft Evaluation Report	6 Dec. 2016
EM/ET	Reporting	Final Evaluation Report	13 Jan. 2017
CO/RB	Follow-up	Management Response	17 Jan. 2017

## 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, including the team leader. It should include women and men of mixed cultural backgrounds. At least one team member should have WFP experience. It should include women and men of mixed cultural backgrounds and one or two nationals of Madagascar. 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:

- Resilience building
- Emergency Response as well as Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM);
- Participatory Rural Appraisal (PRA) and community development;
- Community Nutrition programming or a good understanding of nutrition issues;
- 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. Oral and written language requirements include full proficiency in both English and French within the team. As specified in section 5, the Inception package and Evaluation report will need to be written in English.

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. Fatimata Sow-Sidibe (Deputy CD); Rijasoa Rakotoarinoroandriamahazo (M&E Officer) will be the CO focal points for this evaluation.
- 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. Silvia Biondi, Regional M&E Adviser will be the RB focal point for this evaluation.
- Participate in discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the RB should participate in the evaluation debriefing and in various teleconferences with the evaluation manager and team, as required.
- Provide comments on the TORs, 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 Miranda Sende, 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 Memorandum dated October 2012 and July 2015). The cost to be borne by the CO will be established by the WFP Budget & Programming Division (RMB).

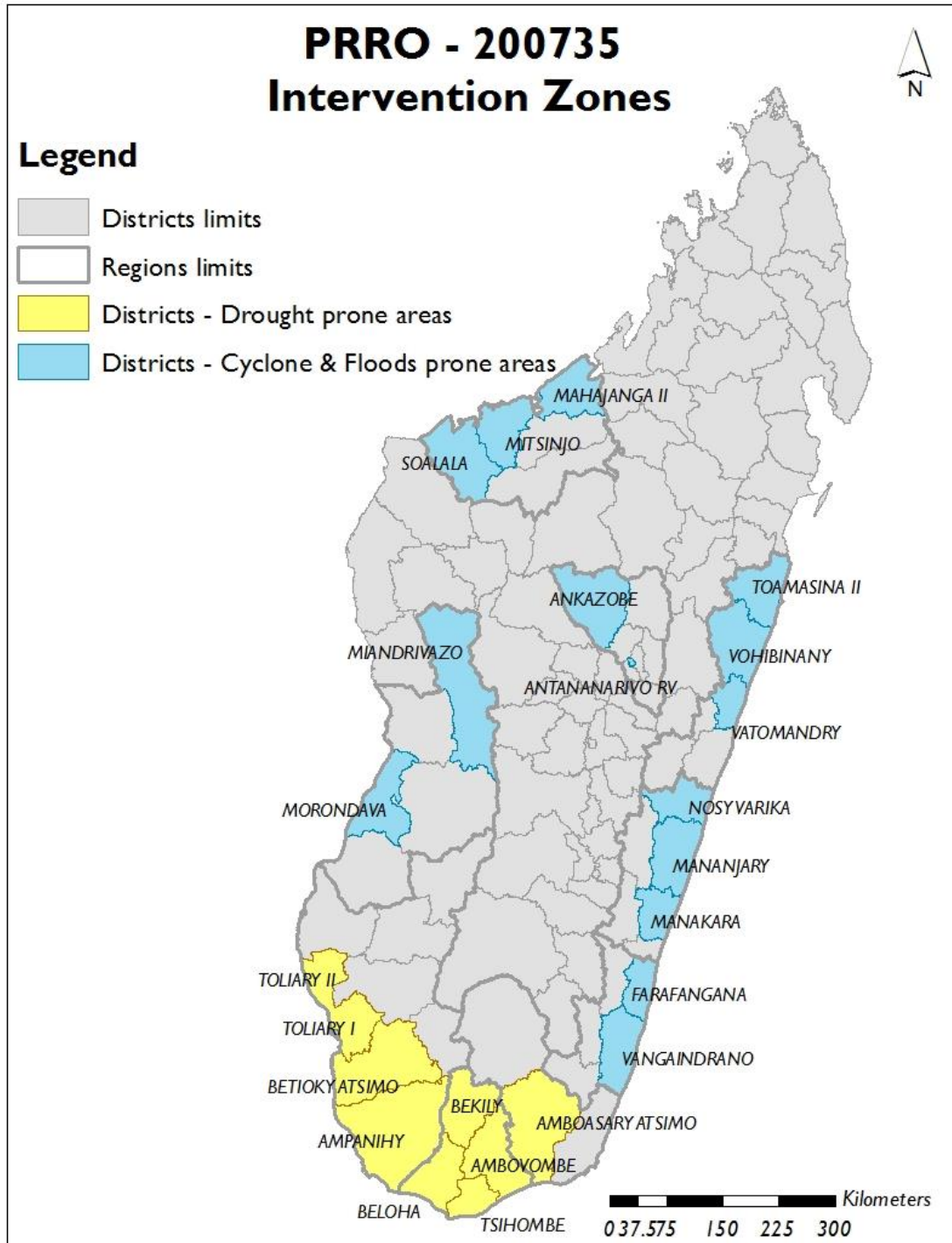
58. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the template) and approved by OEV. For the purpose of this evaluation the company will:

- Use the management fee corresponding to a small operation.
- Budget for internal flights between Antananarivo and Fort-dauphin (estimated cost is US\$ 251 or 800,000 MGA per flight per person).

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# Annex 1: Map





### Annex 3: Logical Framework Matrix

LOGICAL FRAMEWORK		
Results	Performance indicators	Assumptions
<b>Cross-cutting</b>		
<b>Cross-cutting result</b> GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> <li>▸ Proportion of households where males make decisions over the use of cash, voucher or food</li> <li>▸ Proportion of women beneficiaries in leadership positions of project management committees</li> <li>▸ Proportion of households where females and males together make decisions over the use of cash, voucher or food</li> <li>▸ Proportion of households where females make decisions over the use of cash, voucher or food</li> <li>▸ Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution</li> </ul>	Gender concept transferred to stakeholders
<b>Cross-cutting result</b> PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	<ul style="list-style-type: none"> <li>▸ Proportion of project activities implemented with the engagement of complementary partners</li> <li>▸ Number of partner organizations that provide complementary inputs and services</li> </ul>	
<b>Cross-cutting result</b> PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> <li>▸ Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site</li> <li>▸ Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)</li> </ul>	

<b>SO1: Save lives and protect livelihoods in emergencies</b>		
<p><b>Outcome SO1.1</b> National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies</p>	<ul style="list-style-type: none"> <li>▸ EPCI: Emergency Preparedness and Response Capacity Index</li> </ul>	<p>Political situation stable, availability of Government technical staff</p>

<p><b>Outcome SO1.2</b> Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women</p>	<ul style="list-style-type: none"> <li>▸ MAM treatment recovery rate (%)</li> <li>▸ MAM treatment mortality rate (%)</li> <li>▸ MAM treatment non-response rate (%)</li> <li>▸ Proportion of eligible population who participate in programme (coverage)</li> <li>▸ MAM treatment default rate (%)</li> <li>▸ Proportion of target population who participate in an adequate number of distributions</li> </ul>	<p>Accessibility into shocks affected area</p>
<p><b>Outcome SO1.3</b> Stabilized or improved food consumption over assistance period for targeted households and/or individuals</p>	<ul style="list-style-type: none"> <li>▸ FCS: percentage of households with poor Food Consumption Score</li> <li>▸ Diet Diversity Score</li> <li>▸ FCS: percentage of households with poor Food Consumption Score (female-headed)</li> <li>▸ Diet Diversity Score (male-headed households)</li> <li>▸ Diet Diversity Score (female-headed households)</li> <li>▸ FCS: percentage of households with poor Food Consumption Score (male-headed)</li> </ul>	<p>Availability of Cooperating Partners having adequate capacity in the affected areas</p>
<p><b>Outcome SO1.4</b> Restored or stabilized access to basic services and/or community assets</p>	<ul style="list-style-type: none"> <li>▸ CAS: percentage of assets damaged or destroyed during emergency which were restored</li> </ul>	<p>Resources available in time</p>
<p><b>Output SO1.1</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<ul style="list-style-type: none"> <li>▸ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned</li> <li>▸ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned</li> <li>▸ Number of feeding days, as % of planned</li> <li>▸ Quantity of food assistance distributed, disaggregated by type, as % of planned</li> </ul>	

<p><b>Output SO1.2</b> Emergency management capacity created and/or supported</p>	<ul style="list-style-type: none"> <li>▸ Number of people trained, disaggregated by sex and type of training</li> <li>▸ Number of technical assistance activities provided, by type</li> </ul>	
<p><b>Output SO1.3</b> Community or livelihood assets built, restored or maintained by targeted households and communities</p>	<ul style="list-style-type: none"> <li>▸ Number of assets built restored or maintained by targeted households and communities, by type and unit of measure</li> </ul>	

<p><b>SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b></p>		
<p><b>Outcome SO3.1</b> 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</p>	<ul style="list-style-type: none"> <li>▸ Diet Diversity Score</li> <li>▸ Diet Diversity Score (female-headed households)</li> <li>▸ Diet Diversity Score (male-headed households)</li> <li>▸ FCS: percentage of households with borderline Food Consumption Score</li> <li>▸ FCS: percentage of households with borderline Food Consumption Score (female-headed)</li> <li>▸ FCS: percentage of households with borderline Food Consumption Score (male-headed)</li> <li>▸ FCS: percentage of households with poor Food Consumption Score</li> <li>▸ FCS: percentage of households with poor Food Consumption Score (female-headed)</li> <li>▸ FCS: percentage of households with poor Food Consumption Score (male-headed)</li> <li>▸ CSI (Food): Coping Strategy Index (average)</li> <li>▸ CSI (Asset Depletion): Coping Strategy Index (average)</li> <li>▸ CAS: percentage of communities with an increased Asset Score</li> </ul>	<p>Food assistance coupled / integrated with other Non food activities within the same communities (sensitization on disaster preparedness...)</p>

<p><b>Outcome SO3.2</b> Risk reduction capacity of countries, communities and institutions strengthened</p>	<ul style="list-style-type: none"> <li>▸ Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP</li> </ul>	<p>Activities not interrupted during the life of project</p>
<p><b>Output SO3.1</b> Community or livelihood assets built, restored or maintained by targeted households and communities</p>	<ul style="list-style-type: none"> <li>▸ Number of assets built restored or maintained by targeted households and communities, by type and unit of measure</li> </ul>	
<p><b>Output SO3.2</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<ul style="list-style-type: none"> <li>▸ Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned</li> <li>▸ Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned</li> <li>▸ Quantity of food assistance distributed, disaggregated by type, as % of planned</li> </ul>	
	<ul style="list-style-type: none"> <li>▸ Number of people trained, disaggregated by sex and type of training</li> </ul>	

## Acronyms

AAP	Accountability to Affected Populations
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ADRA	Adventist Development and Relief Agency
BR	Budget Revision
CARE	Cooperative for Assistance and Relief Everywhere
CO	Country Office (WFP)
CRS	Catholic Relief Services
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation manager
ER	Evaluation Report
ET	Evaluation Team
FAO	Food and Agriculture Organization of the United Nations
GRET	Groupe de Recherches et d'Echanges Technologiques
GEEW	Gender empowerment and equality of women
HQ	Headquarters (WFP)
IFAD	International Fund for Agricultural Development
IP	Inception Package
LTA	Long-Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation



PRRO	Protracted relief and recovery operation
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNICEF	United Nation Children’s Fund
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WFP	World Food Programme
WHH	Welthungerhilfe