



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

Measuring Results, Sharing Lessons

[FINAL, 6 JUNE 2016]

TERMS OF REFERENCE
OPERATION EVALUATION
RWANDA COMMON COUNTRY PROGRAMME 200539
TABLE OF CONTENTS

1. Introduction	2
2. Reasons for the Evaluation.....	2
2.1. Rationale.....	2
2.2. Objectives	2
2.3. Stakeholders and Users	3
3. Subject of the Evaluation	4
4. Evaluation Approach	8
4.1. Scope	8
4.2. Evaluation Questions	8
4.3 Evaluability Assessment	9
4.4. Methodology	10
4.5. Quality Assurance.....	10
5. Phases and deliverables	11
6. Organization of the Evaluation.....	13
6.1 Outsourced approach	13
6.2 Evaluation Management	13
6.3 Evaluation Conduct.....	13
6.4 Security Considerations	14
7. Roles and Responsibilities of WFP Stakeholders	15
8. Communication and budget	16
8.1. Communication.....	16
8.2. Budget.....	16
Annex 1: Map	17
Annex 2: Evaluation timeline	18
Acronyms	19

1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of Rwanda Common Country Programme 200539. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will last from May 2016 (preparation) to May 2017 (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.¹ From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) the Common Country Programme 200539 for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme design (including formulation of new Country Strategic Plan) as well as potential adjustments to the implementation of the ongoing Country Programme.

2.2. Objectives

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

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

2.3. Stakeholders and Users

7. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package in order to acknowledge the existence of various groups (women, men, boys and girls) that are affected by the evaluation in different ways and to determine their level of participation. During the field mission, the validation process of evaluation findings should include all groups.

Table 1: Preliminary stakeholders' analysis

Stakeholders	Interest in the evaluation
INTERNAL STAKEHOLDERS	
Country Office (CO)	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries, partners for the performance and results of its operation.
Regional Bureau (RB) in Nairobi	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
Office of Evaluation (OEV)	OEV is responsible for commissioning OpEvs over 2013-2016. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
EXTERNAL STAKEHOLDERS (See Table 2 for list of external stakeholders)	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Various Ministries are partners in the design and implementation of WFP activities, including the Ministry of Agriculture and Animal Resources (MINAGRI), the Ministry of Disaster Management and Refugee Affairs (MIDIMAR), the Ministry of Education (MINEDUC), the Ministry of Gender and Family Promotion (MIGEPROF), the Ministry of Health (MOH), the Rwanda Agriculture Board (RAB) and the local government at different levels (e.g. districts, sectors).
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. In particular, the Common Country Programme (2013-2018) has been jointly developed by UNDP, UNFPA, UNICEF and WFP. It is worth noticing that Rwanda is a <i>Delivering as One</i> country.

NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
Civil society	Civil society groups work within the same context in which WFP operates and have an interest in areas related to WFP interventions (food security, nutrition, education, gender equity, etc.). Their experience and knowledge can inform the evaluation and they will be interested in the evaluation findings, especially those related to partnerships.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.

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. Rwanda is a low-income, food-deficit and least developed country, and ranks 163 out of 188 countries based on the 2015 UNDP Human Development Report. Rwanda has one of the highest population densities in Africa and the total population of 11.2 million people is growing at an annual rate of 2.6 percent. Since the 1994 genocide, the country has been rebuilding itself and improving the population's quality of life. Under the Vision 2020 programme, Rwanda plans to increase its per capita income from USD 644 to USD 1,240 by 2020, and has seen an impressive annual GDP growth rate of 7.2 percent since 2010 alongside decreasing income inequality. Agriculture continues to play a key role in the economy, contributing 33 percent of the national gross domestic product (GDP) and generating 80 percent of export revenue². Although Rwanda's food and nutrition situation is classified as "serious" according to the Global Hunger Index (GHI), there has been a remarkable reduction in the country's GHI score from 58.5 in 2000 to 30.3 in 2015.
10. **Common Country Programme:** In the context of the Rwanda United Nations Development Assistance Plan (UNDAP) 2013-2019, a Common Country Programme (CCP) 2013-2018 was jointly developed by UNDP, UNFPA, UNICEF and WFP, aiming to support the Government of Rwanda in designing, implementing and managing its own food assistance programmes. The five-year programme is comprised of two components:
- **Component 1** aimed to enhance the national capacity to design, develop and manage nationally owned hunger solutions. Planned **WFP specific activities** under this component included: **1) Technical support** to relevant Government of Rwanda institutions in the areas of vulnerability analysis and research, disaster risk reduction and management, enhancing market access for smallholder farmers through the Purchase for Progress (P4P) initiative, and

² According to the 2015 CFSVA (Comprehensive Food Security and Vulnerability Analysis) report, 74 percent of households in Rwanda practice agriculture (88 percent of rural households).

school feeding and **2) Home Grown School Feeding (HGSF)**: transitional direct implementation in vulnerable areas.

- **Component 2** aimed to model innovations in food assistance programming to inform the development, design, targeting and management of nationally owned hunger solutions. Planned small scale **WFP specific activities** under this component included: **1) Nutrition**: preventative Supplementary Feeding for pregnant and lactating women (PLW) and 6-23 month children; **2) Early Childhood Development (ECD)**: integrated ECD Centre Feeding and **3) Food assistance for Assets (FFA)**: asset creation and rehabilitation through cash-based transfers.

The CPP project document including the WFP-specific results and resource frameworks, related amendments (Budget revisions) and the latest resource situation are available at this [link](#).³ The key characteristics of the operation are outlined in table two below.

11. **Other ongoing WFP interventions:** Since January 2015, WFP Rwanda also implements the Protracted Relief and Refugees Operation (PRRO) 200744, targeting 158,800 people, including Burundian and Congolese refugees, Rwandan refugees returning home and school children from the host communities attending the same schools as refugee children. The assistance is provided through general food distributions and safety net interventions such as blanket supplementary feeding, targeted supplementary feeding and school meals. Cash-based transfers (CBT) are implemented in three camps to enable refugees to purchase food of their choice at the local markets.

Table 2: Key characteristics of the operation

OPERATION			
Approval	The operation was approved by the WFP Executive Board in May 2013.		
Amendments	<p>There have been four budget revisions (BR) to the initial project document, the first three being minor amendments to the budget in the course of 2015.</p> <p>BR#4 in March 2016 represented a more substantial amendment to the total budget, as it planned to:</p> <ul style="list-style-type: none"> • Absorb a multi-year contribution from the McGovern-Dole Food for Education Fund for the Home Grown School Feeding (HGSF) activity; • Absorb a multi-year contribution from KOICA for the Food Assistance for Assets (FFA) activity; • Increase the number of beneficiaries under the prevention of chronic malnutrition programme; • Replace SuperCereal with SuperCereal Plus for the Early Childhood Development Programme (ECD); • Increase the land transport, storage and handling (LTSH) rate by 23.5 percent. <p>As of June 2016 BR#5 is underway - more details will be available at the time of the inception phase.</p>		
Duration	<table border="1"> <tr> <td><u>Initial</u>: 1 July 2013 – 30 June 2018</td> <td><u>Revised</u>: n/a</td> </tr> </table>	<u>Initial</u> : 1 July 2013 – 30 June 2018	<u>Revised</u> : n/a
<u>Initial</u> : 1 July 2013 – 30 June 2018	<u>Revised</u> : n/a		
Planned beneficiaries	<table border="1"> <tr> <td><u>Initial</u>: 167,250</td> <td><u>Revised (BR#4)</u>: 197,450</td> </tr> </table>	<u>Initial</u> : 167,250	<u>Revised (BR#4)</u> : 197,450
<u>Initial</u> : 167,250	<u>Revised (BR#4)</u> : 197,450		

³ From WFP.org – Countries - Rwanda – Operations.

Planned food requirements	<u>Initial:</u> In-kind: 10,331 mt of food commodities CBT: US\$ 4,293,000	<u>Revised (BR#4):</u> In-kind: 15,042 mt of food commodities CBT: US\$ 5,023,170	
US\$ requirements	<u>Initial:</u> US\$ 31,034,213	<u>Revised (BR#4):</u> US\$ 51,964,318	
OBJECTIVES, OUTCOMES AND ACTIVITIES (per updated logical framework ⁴ as of March 2016)			
	Links with WFP Strategic Objectives (SOs)	Operation specific outcome objectives	Activities
Contribution to: Millennium Development Goals (MDGs) 1, 2, 3, 4, 5, 7, and 8; Rwanda United Nations Development Assistance Plan (UNDAP) outcomes 1.2, 3.1, 3.3 and 3.4	Strategic Objective 3	Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	Technical Support to Government (areas: vulnerability analysis and research, disaster risk reduction and management, enhancing market access for smallholder farmers, management of food security)
		Risk reduction capacity of countries, communities and institutions strengthened	
		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	FFA (through CBT)
	Strategic Objective 4	Increased equitable access to and utilization of education	Home Grown School Feeding
		Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels	Technical Support to Government (areas: nutrition and school feeding)
		Reduced undernutrition, including micronutrient deficiencies	Nutrition (preventative Supplementary Feeding for PLW and 6-23 mo.) Early Child Development (ECD) ⁵
	Cross-cutting results		
<ul style="list-style-type: none"> - Gender: Gender equality and empowerment improved - Protection and accountability to Affected Populations: WFP assistance delivered and utilized in safe, accountable and dignified conditions - Partnership: Food assistance interventions coordinated and partnerships developed and maintained 			
PARTNERS			
Government	Ministry of Agriculture and Animal Resources (MINAGRI), the Ministry of Disaster Management and Refugee Affairs (MIDIMAR), the Ministry of Education (MINEDUC), the Ministry of Gender and Family Promotion (MIGEPROF), the Ministry of Health (MOH) and the Rwanda Agriculture Board (RAB).		
United Nations	UNICEF, WHO, FAO, IFAD, UN Women		
NGOs	Good Neighbors International (GNI), Unity Club, World Vision, ADRA		

⁴ Source: WFP COMET system

⁵ ECD activity not being implemented as of early 2016.

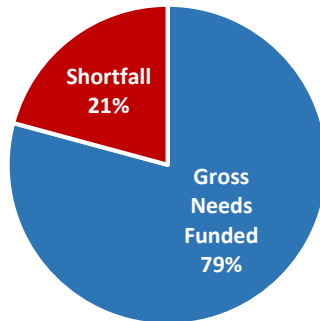
RESOURCES (INPUTS)

Contribution received (as of 11 May 2016):
US\$ 41,157,992

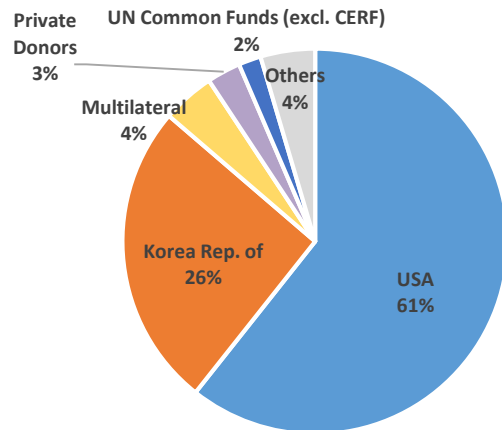
% against appeal: 79%
(elapsed time: 58%)

Top 5 donors:
-USA
-Korea, Rep. of
-Multilateral
-Private Donors
-UN Common Funds (excl. CERF)

% funded of total requirements

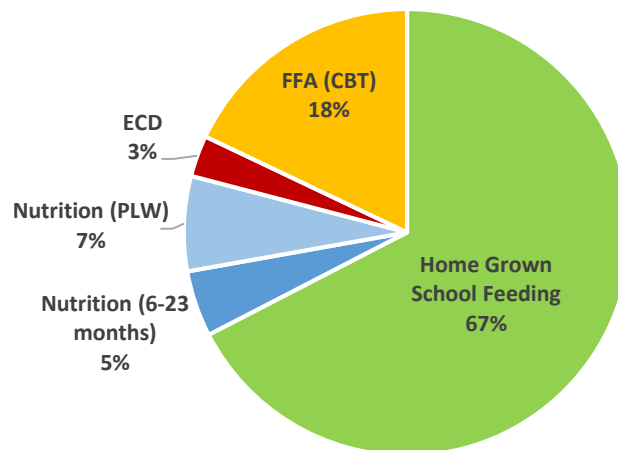


Top five donors

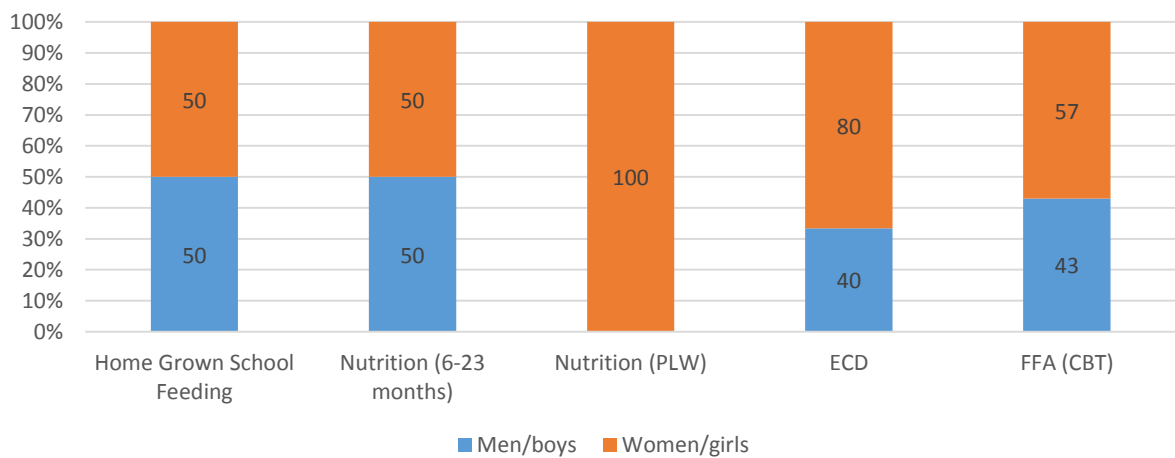


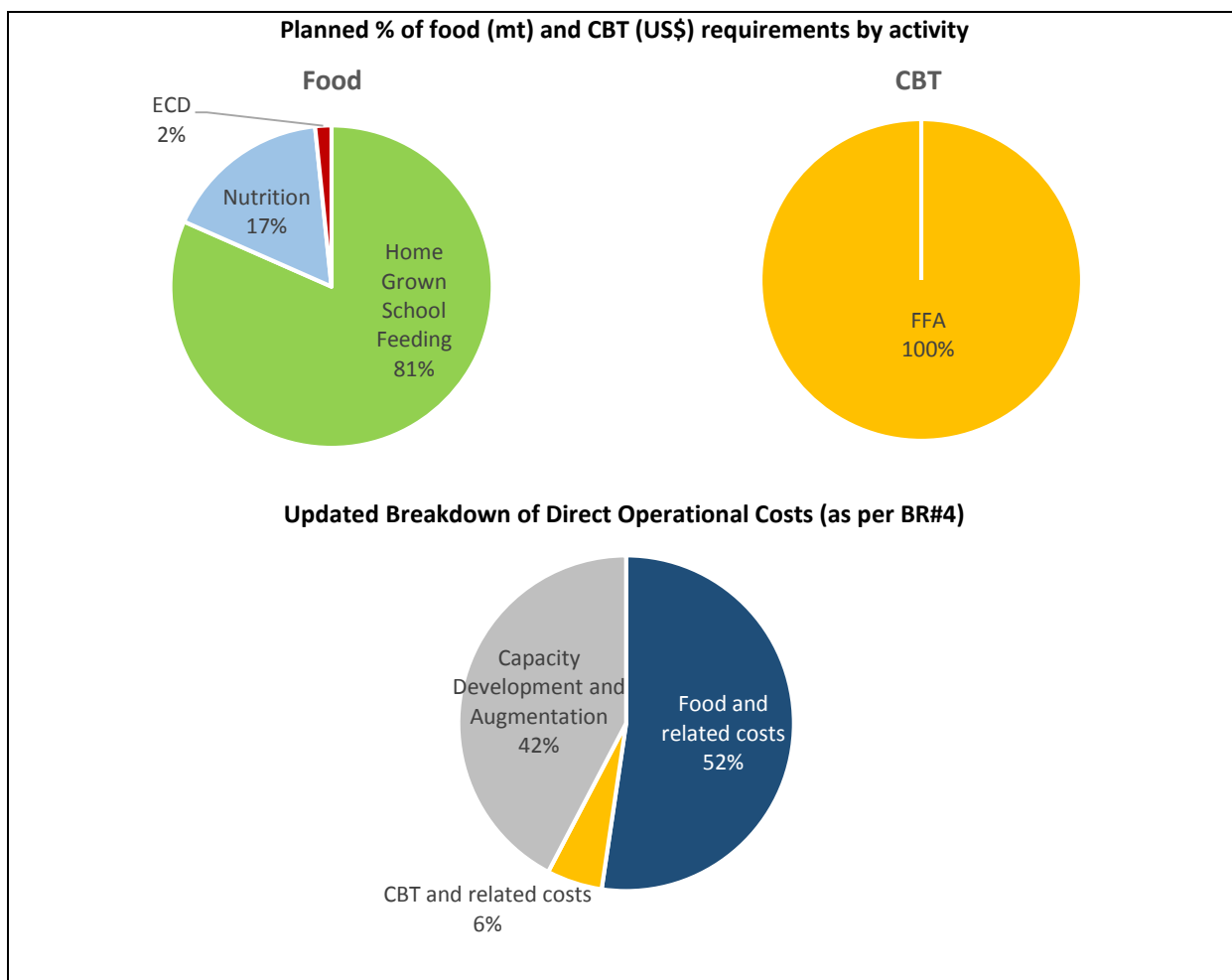
PLANNED OUTPUTS (at design)

Planned % of beneficiaries by activity



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





4. Evaluation Approach

4.1. Scope

12. **Scope.** The evaluation will cover WFP Rwanda Common Country Programme 200539 including all WFP 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 until the approval of the operation in May 2013, and the period from the beginning of the operation until the start of the evaluation (July 2013 – March 2017).
13. The main focus should be on the evaluation of WFP's efforts in enhancing national capacity to design and manage food assistance programs through innovative, home-grown solutions and models. More specifically, the interest lies in evaluating home-grown school feeding and nutrition activities and WFP's support to/through small-holder farmers. On the other hand, the ECD activity should be covered by the Evaluation Question 1 (Appropriateness) only, as this activity is not currently implemented nor there is a plan to initiate it in the course of 2016.

4.2. Evaluation Questions

14. The evaluation will address the following three questions:

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

- Were appropriate at project design stage to the needs of the food insecure population including the distinct needs of women, men, boys and girls from different groups, as applicable, and remained so over time.
- Are coherent with relevant stated national policies, including sector and gender policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners (including identification of the comparative advantages of WFP in the local context) as well as with other CO interventions in the country. The evaluation will be useful in assessing WFP's role in capacity development and the leverage of that role through its activities in the Rwandan context.
- Were coherent at project design stage with relevant WFP and UN-wide system strategies, policies and normative guidance⁶ (including gender), and remained so over time. In particular, the team will analyse if and how gender empowerment and equality of women (GEEW) objectives and mainstreaming principles were included in the intervention design in line with the MDGs and other system-wide commitments enshrining gender rights.

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

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

15. 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

⁶ Most relevant policies and normative guidance for this evaluation include: [Capacity Development and Hand-Over](#), [Corporate partnership strategy](#), [School Feeding Policy](#), [Safety Nets Policy](#), [Nutrition Policy](#), [Building Resilience for Food Security and Nutrition](#), [Policy on Disaster Risk Reduction and Management](#), [Vouchers and Cash Transfers as Food Assistance Instruments](#), [Gender Policy](#). For gender, please also see the Convention to Eliminate all Forms of Discrimination against Women (CEDAW).

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.

16. 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 (including the Operation Evaluation of Rwanda PRRO completed in 2016) 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.
17. 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.
18. However, answering question two is likely to pose some challenges owing in part to: i) potential absence of baseline data for specific activities, which will need to be reconstructed using findings from various assessment reports, ii) limited availability of outcome-level results in the areas of FFA and capacity development and iii) potential data gaps in relation to efficiency.
19. 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

20. 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 gender⁷);
 - 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

21. 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

⁷ 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.

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.

22. 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

23. The evaluation will proceed through five phases. Annex two provides details of the activities and the related timeline of activities and deliverables.
24. **Preparation phase** (May – August 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.
25. **Inception phase** (September 2016 – February 2017): This phase aims to prepare the evaluation team for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interaction with the main stakeholders.

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

26. **Evaluation phase** (March 2017): 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.

27. **Reporting phase** (April – May 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](#).

28. **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). 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	15 January 2017
EM/ET	Inception	Final Inception Package	10 February 2017
CO/ET	Evaluation	Evaluation field mission	27 February – 17 March 2017
ET	Evaluation	Exit Debriefing Presentation	17 March 2017
EM/ET/CO/RB	Reporting	Conference call on emerging areas of recommendations	12 April 2017
EM/ET	Reporting	Draft Evaluation Report	24 April 2017
EM/ET	Reporting	Final Evaluation Report	22 May 2017
CO/RB	Follow-up	Management Response	7 June 2017

6. Organization of the Evaluation

6.1 Outsourced approach

29. 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.
30. 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.
31. 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](#).
32. 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

33. 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

34. 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.

35. **Team composition.** The evaluation team is expected to include three members, including the team leader. It should include women and men of mixed cultural backgrounds and at least one national of Rwanda. At least one team member should have WFP experience.
36. **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):
- **Nutrition expertise;**
 - **Capacity Development:** good understanding and demonstrated experience in technical assistance and country capacity strengthening in the context of food security and food assistance;
 - Experience in **home-grown school feeding;**
 - Experience in **resilience/livelihoods;**
 - **Gender** expertise/good knowledge of gender issues within the country/regional context as well as understanding of UN system-wide and WFP commitments on gender.
37. All team members should have strong analytical and communication skills (in oral and written English); evaluation experience and familiarity with the country or region. Some understanding/knowledge of French (verbal) would be an asset to facilitate communication during field work, none withstanding the need for translation into Kinyarwanda/Ki-rundi/other languages depending on specific populations encountered.
38. 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.
39. 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.
40. **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.
41. 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

42. 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.
43. 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

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

- Assign a focal point for the evaluation. **Mari Hassinen**, Head of Programme, will be the main CO focal point for this evaluation. **Mahamadou Tanimoune**, Programme Officer, will be the alternate CO focal point.
- 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.

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

- Assign a focal point for the evaluation. **Geneviève Chicoine**, Regional M&E Advisor, will be the main RB focal point for this evaluation. **Fiona Gatere**, Regional M&E Officer, will be the alternate RB focal point.
- 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.

46. **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.

47. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and **Filippo Pompili**, Evaluation Officer, will be the OEV focal point for this evaluation. 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

48. 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 27) describes how findings will be disseminated.
49. 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.

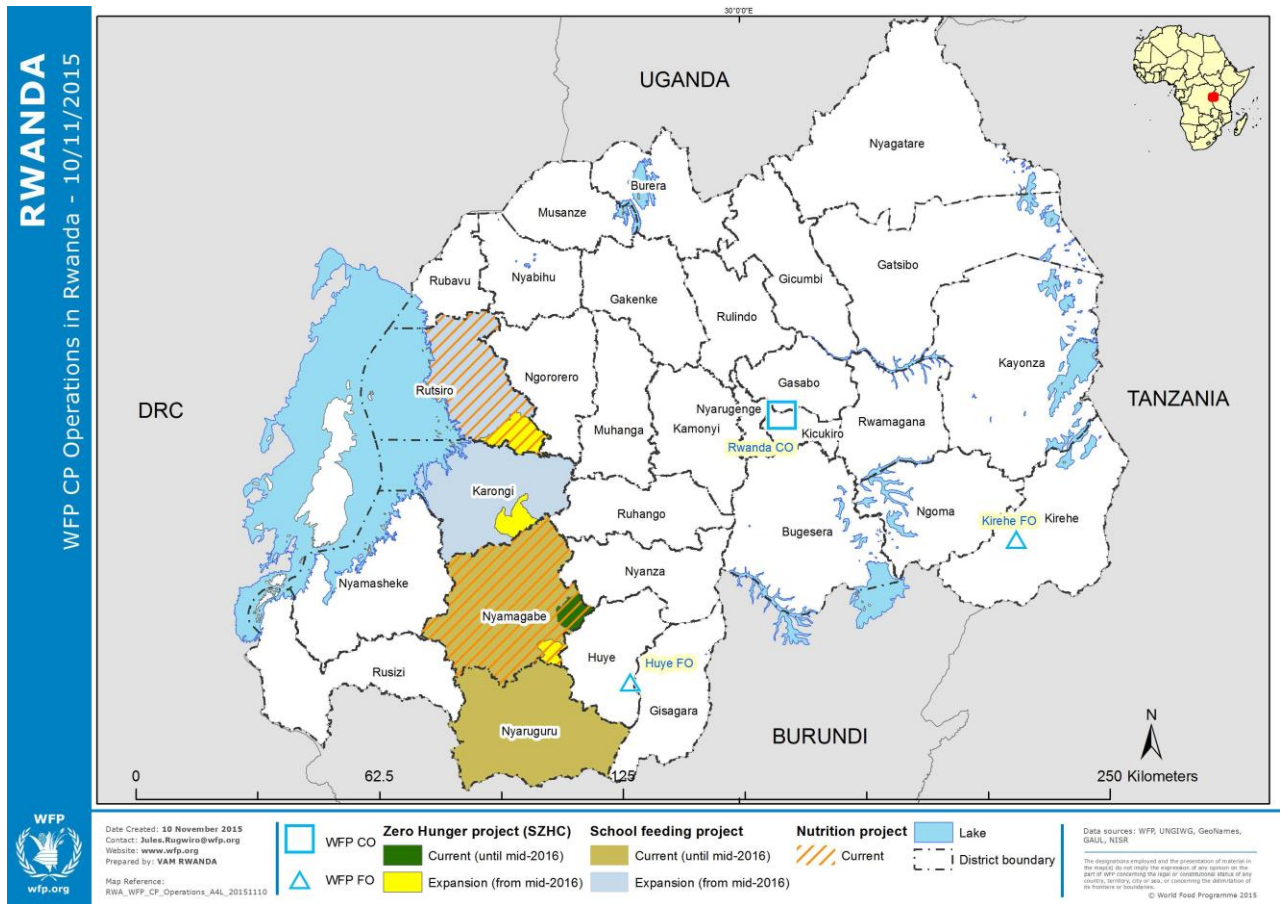
8.2. Budget

50. **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).
51. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:
- Use the management fee corresponding to a small operation;
 - not budget for domestic travel, as ground transportation will be supported by the Country Office.

Please send queries to Filippo Pompili at:

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- phone number: +39 06 6513 6454

Annex 1: Map



Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CBT	Cash-based transfer
CO	Country Office (WFP)
CP	Country Programme
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
ECD	Early Child Development
EQAS	Evaluation Quality Assurance System
EM	Evaluation Manager
ER	Evaluation Report
ET	Evaluation Team
FFA	Food Assistance for Assets
GEEW	Gender empowerment and equality of women
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
NGO	Non-Governmental Organisation
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
SZHC	Saemaul Zero Hunger Communities
TOR	Terms of Reference
UN	United Nations

UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme