

## Evaluation Terms of Reference

### DECENTRALIZED ACTIVITY EVALUATION

# **Lean Season Assistance of the PRRO 200453 in targeted rural districts of Zimbabwe**

**Terms of Reference**  
**DECENTRALIZED ACTIVITY EVALUATION of**  
**Lean Season Assistance of the PRRO 200453 in targeted rural districts**  
**Zimbabwe**  
**October 2014 to March 2016**  
**WFP Zimbabwe Country Office**

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## **1. Introduction**

1. These Terms of Reference (TOR) are for the evaluation of the Lean Season Assistance (LSA) implemented through the Protracted Relief and Recovery Operation (PRRO) 200453, responding to humanitarian needs and strengthening resilience to food insecurity in targeted rural districts of Zimbabwe. This evaluation is commissioned by Zimbabwe Country Office and will cover the period from May 2013 to March 2016.
2. These TOR were prepared by WFP Zimbabwe CO with the Regional Bureau Support based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. The evaluation needs to be carried out to assess the effectiveness and efficiency of the lean season assistance with particular attention to the outcomes of the cash transfer activity anticipated at the outset of the project. The evaluation is expected to provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions in the rural districts of Zimbabwe. Due to the importance of the learning from this project we are looking for a high quality/rigorous final report in line with evaluation norms and standards. The target audience for the evaluation includes such key stakeholders as government, international donors, UN and non-governmental organizations responding to food insecurity in Zimbabwe.

## **2. Reasons for the Evaluation**

4. The reasons for the evaluation being commissioned are presented below.

### **2.1 Rationale**

5. The evaluation is being commissioned because the lean season assistance has been implemented by WFP since 2002 and activity has never been directly evaluated. Performance of the LSA has been drawn from the regular outcome and output monitoring and, given the scale up of the operation expected by 2016, WFP country office places a high priority to this evaluation to assess the performance of the activity and inform decision making.
6. The Evaluation will provide evidence and accountability for results. It will assess the design, implementation, delivery and results of lean season assistance, against planned activities, and learn about what is working and what can be improved. The findings of the decentralised evaluation will be used to refine on-going activities and to inform similar humanitarian programmes and strategic choices in future including the Country Strategy Plan that will commence mid-year 2016.

### **2.2. Objectives**

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability** – The evaluation will assess and report on the effectiveness, efficiency, performance and results of the WFP Lean Season Response in rural districts of Zimbabwe in which WFP is implementing the Lean Season Assistance Programme with particular attention to the transfer modalities in use (i.e. cash; direct food transfers and a combination of both) and its linkages and synergies to the Cash/Food for Assets Programme
- **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 and will inform the pilot Country Strategy Plan that will commence in the second half of the year 2016.

### 2.3. Stakeholders and Users

8. **Stakeholders** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
9. **Accountability to affected populations**, is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

**Table 1: Preliminary Stakeholders' analysis**

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO) Zimbabwe</b>	Responsible for the country level planning and operations implementation, the CO 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 and partners for performance and results of its operation. In addition the CO would like to identify, lessons learnt and best practices which will inform future humanitarian response design and implementation in addition to enhanced accountability towards the Government of Zimbabwe, other partners, donors and beneficiaries
<b>Regional Bureau (RB) Johannesburg</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in extracting lessons from the evaluation process and findings that can be applied to other country offices in the region.
<b>WFP HQ</b>	WFP has an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming and accountability.

<b>Office of Evaluation (OEV)</b>	OEV has a stake in ensuring that decentralized evaluations deliver quality, useful and credible evaluations. OEV management has an interest in providing decision-makers and stakeholders with independent accountability for results and with learning to inform policy, strategic and programmatic decisions.
<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 may feed into annual syntheses and into corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance and cash transfers, 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 Ministry of Public Service Labour and Social Welfare</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 joint WFP-Government programming, 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> ADRA, LDGA, LEAD, UMCOR, MDTC, PLAN, WV, CTDO, HOCIC, CARE,	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>Donors</b> Switzerland, UN Central Emergency Response Fund, USAID	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.
<b>Private sector</b> CIT, Mobile service providers, Agricultural input suppliers	WFP CO has an interest in assessing links and activities with the private sector in programme implementation and complementary activities.

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

- The Zimbabwe CO and its partners in decision-making, notably related to lean season programme implementation and in its reflection into the Country strategy Plan and partnerships.

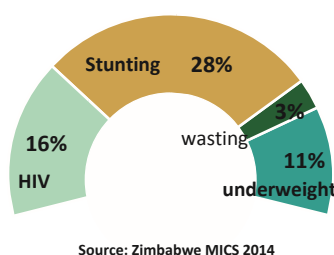
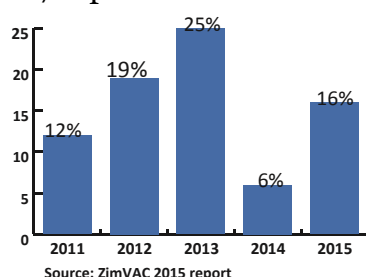
- The Regional Bureau for Southern Africa will use the evaluation findings to provide strategic guidance and interregional learning and replication opportunities (i.e. Malawi Lean Season Response), programme support, and oversight.
- OEV will use evaluation findings, as appropriate, to feed into evaluation syntheses.
- Key stakeholders such as government, international donors, UN and non-governmental organizations will use evaluation findings in responding to food insecurity in Zimbabwe.

### 3. Context and Subject of the Evaluation

#### 3.1. Context

11. Land-locked, with a population of 13.1 million<sup>1</sup>, Zimbabwe is a low-income food-deficit country ranked 156th of 187 countries in the 2014 Human Development Index and 46th out of 78 in the 2013 Global Hunger Index. Life expectancy in Zimbabwe is 58 years<sup>2</sup>, maternal mortality is 614/100,000 live births and under-5 mortality is 75/1,000 births<sup>3</sup>. With HIV prevalence at 13.7 percent, there are 1.6 million orphans and other vulnerable children<sup>4</sup>. Women and girls account for 52 percent<sup>5</sup> of the country's population. The fertility rate is 3.8 children per woman, and the average household size is 4.2. Gender inequalities have generally decreased, but remain significant in some sectors; the 2013 Human Development Report gives a Gender Inequality Index of 0.516, placing Zimbabwe 110th of 149.

Zimbabwe's food and nutrition security situation is classified as "serious" in the 2014 Global Hunger Index. The country attained some Millennium Development Goals, but not Goal 1 – halving extreme poverty and hunger by 2015. There are significant gaps regarding the main targets of the Sustainable Development Goal (SDG) to end hunger. The prevalence of undernutrition has fallen since 1999, however remains a concern. In 2014, overall 11.2 percent of children were underweight, 3.3 percent were wasted and 27.6 percent were stunted<sup>6</sup>.



WFP has had operational presence in Zimbabwe since 2002, providing humanitarian assistance in responding to food shortages during the lean season between September and April every year. The 2015 ZimVAC

Report estimates that there will be 1.5million food insecure people during the peak of the lean season, which represents 16% of the entire population.

<sup>1</sup> Zimbabwe National Statistics Agency. 2013. *Census 2012. National Report*. Harare.

<sup>2</sup> *Ibid*.

<sup>3</sup> Zimbabwe National Statistics Agency. 2014. *Multiple Indicator Cluster Survey 2014. Key Findings Report*. Harare

<sup>4</sup> Zimbabwe National HIV and AIDS Strategic Plan (2011-2015)

<sup>5</sup> Zimbabwe National Statistics Agency. 2013. *Census 2012. National Report*. Harare.

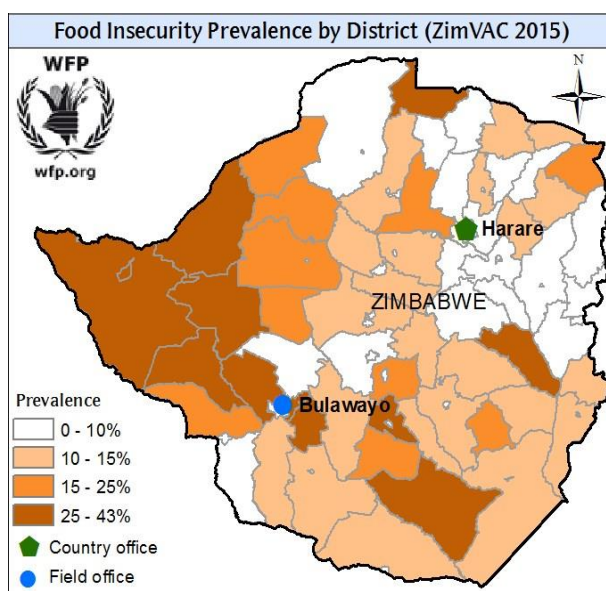
<sup>6</sup> Zimbabwe National Statistics Agency. 2014. *Multiple Indicator Cluster Survey 2014. Key Findings Report*. Harare.

Zimbabwe maize production in the 2014/15 season has dropped by 49 percent in comparison with the 2013/14 season with an estimated cereal deficit of 650 000 MT<sup>7</sup>. The country's rural agricultural production to a large extent relies on rain-fed agriculture. Poor crop production during the 2014/15 agricultural season was caused by late rainfalls, poor rainfall distribution during the season and the first half of the season experienced below normal rainfall. The second half of the season experienced the longest dry spell in country of 60 days<sup>8</sup> and this affected the key development stages of the staple maize crop in most parts of the country. Also some parts of the country experienced floods due to incessant heavy rainfall during the period mid-December to mid-January and this led to crop damage which exacerbated the poor crop production. The government has enunciated a vision for 2013-2018, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET). Two of its pillars include food and nutrition security, and social services and poverty eradication. Other policies relevant to food and nutrition security include those for food fortification, social protection and safety nets.

In response to the impact of climate change and weather-related shocks like El Niño on livelihoods and food security, WFP has also partnered with the Government of Zimbabwe on an innovative approach to reducing the impact of climate related disasters, through its Food Security Climate Resilience Facility (FoodSECuRE) in Mwenezi district.

Beyond its lean season response, WFP's ongoing interventions in Zimbabwe

include Support to Refugees, Health and Nutrition activities and Food Assistance for Assets. 7,420 refugees received food assistance in November from WFP, in partnership with UNHCR and Christian Care, at Tongogara Refugee Camp. Building on the results of recent market and sectoral capacity assessments, starting from January 2016, refugees in the camp will receive assistance through cash-based transfers, using a mix of mobile transfers and cash in transit.



<sup>7</sup> Ministry of Agriculture, Mechanization and Irrigation Development. 2015. *Crop and Livestock Assessment Report*.

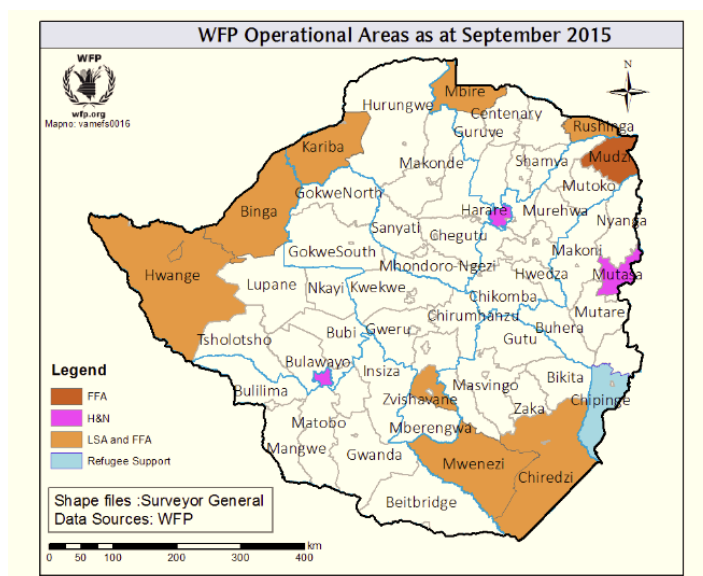
<sup>8</sup> *Ibid.*



12. WFP is supporting the Ministry of Health and Child Care to reduce moderate acute malnutrition (MAM) levels amongst HIV and/or TB patients, pregnant and nursing women, and children under five. Through this programme in November, 6,886 people received nutritious supplements of Supercereal and Supercereal Plus for the treatment of MAM at health centres in rural Mutasa District, Bulawayo urban and Harare city.
13. WFP's 2015 cycle of productive asset creation activities came to an end in November in 10 priority districts (Mwenezi, Mbire, Hwange, Zvishavane, Matobo, Rushinga, Mudzi, Kariba, Chiredzi and Binga). Some 19,770 participants and their households (translating to 105,390 people) benefitted from this programme through contributions from USAID and the Government of Japan. Participants created or rehabilitated 114 assets in 2015, including small dams, irrigation schemes, nutrition gardens, dip tanks and fish ponds. The projects support and strengthen communities' resilience to climate-induced shocks and reduce their reliance on food assistance, both during the lean season and beyond.

### 3.2. Subject of the evaluation

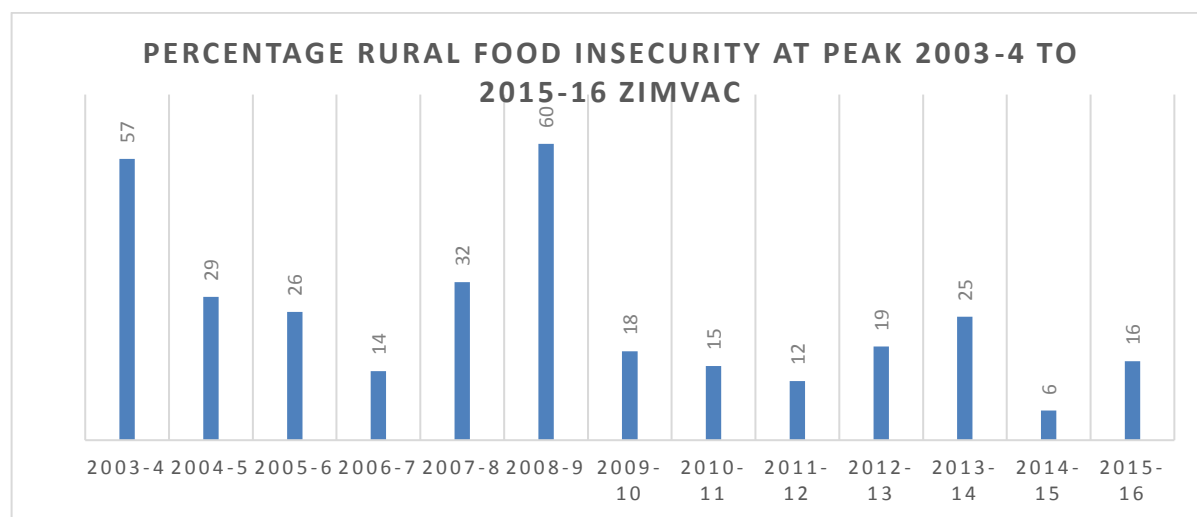
14. WFP has commenced provision of lean season assistance (LSA) through food and cash transfers to food insecure people during the peak of the hunger season. WFP's activities will target beneficiaries in LSA targeted districts across 8 Provinces. Through LSA households are receiving food commodities in the form of cereals, pulses and vegetable oil and where appropriate, based on markets assessments surveys, cash which beneficiaries can use to purchase food from the local market. The project's overall objective is to save lives and protect livelihoods in emergencies with project specific outcome to increase or stabilise household food security in the 36 districts affected by the shock. Contributions by USAID of US\$18.5 million, UN Central Emergency Response Fund (US\$4.25 million), Government of Switzerland (US\$ 514,000), WFP internal resources (US\$4 million) and the Government of Zimbabwe in-kind contribution of maize will cover the needs of 424,075 people during the seven months up to March 2016. The country office still requires US\$23.7 million to reach 397,390 uncovered people up to March. Contributions from the Government of Zimbabwe, USAID, the UN Central Emergency Response Fund and Switzerland have been key to WFP's lean season response. These have allowed WFP to respond early to the lean season needs, which started in September, and to reach 7 districts in November. WFP has planned to reach to reach 821,460 food insecure people





in 36 districts during the lean season from September 2015 to March 2016. WFP Zimbabwe has received an additional US\$1.6 million as internal resources from its headquarters in December to fund LSA.

15. Through WFP's joint LSA programme with government in 28 districts, in which WFP will complement up to 30,000 mt of government-provided maize with complementary cash for the purchase of pulses and vegetable oil, WFP plans to assist a total of 592,480 people. WFP's joint programme with the government has started in Rushinga District, and will expand to 5 additional districts (Bulilima, Chivi, Chirumanzu, Buhera and Bikita) by January 2016. This will increase the total covered districts to 14, and translates to 365,641 people receiving assistance. Of the 14 districts, with funding by January, 6 will receive in-kind food assistance and 2 will receive full cash transfers, while the remaining 6 will receive in-kind government maize and complementary cash transfers from WFP. The evaluation will be carried out to assess the effectiveness and efficiency of the lean season assistance with particular attention to the outcomes of the different transfer modalities (inkind, cash transfer and a combination of both inkind and cash) against the project's anticipated objectives specified at the outset of the project. The evaluation is expected to provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions in targeted districts of Zimbabwe. The evaluation will consider available outputs and outcome monitoring information and information from previous food security assessment information from the Zimbabwe Vulnerability Assessment Committee (ZimVAC) reports and the Ministry of Agriculture, Mechanization and Irrigation Development Crop and Livestock Assessment reports. The evaluation will also refer to previous programme reviews of cash-based initiatives and to country strategic plan and operational evaluations.



16. The specific purposes of the evaluation are to:
  - Assess the outcome and impact of the project in relation to its objectives, activities and outputs as set out in the log frame and recommend ways of improving the delivery model of similar humanitarian programmes in future.

- Assess how effectively the project has addressed the challenges encountered, including assessing the project's rationale, beneficiary accountability mechanisms, and phase out plan.
  - Assess the level to which gender issues identified from targeting, registrations and distributions were addressed.
  - Assess the effects of super cereal on households with children under five for future programming.
  - Account to local stakeholders and funders for the project's performance.
17. The evaluation is expected to cover the PRRO 200453 from May 2013 to March 2016. The PRRO is being extended for a further 6 months by a Budget Revision (BR07). The lean season assistance programme is one of the component of the PRRO 200453 which has undergone six budget and programme revisions; in particular the latest two budget revisions amended original design to allow programme and beneficiaries increase.

## **4. Evaluation Approach**

### **4.1. Scope**

18. Geographic scope: Food insecurity is most prevalent in the southern and western border areas with some pockets in the north. These areas fall in regions which susceptible to high temperatures, low and erratic rainfall, and they have poor soils and topography. Prices in these areas can be 45 percent higher than in other areas.
19. Components: Households for lean season assistance are selected through community-based targeting processes where communities rank themselves based on locally defined criteria of food insecurity and the most vulnerable are selected for assistance.

The evaluation will be conducted during implementation of lean season distribution to assess the results of the programme and provide a comprehensive analysis of the project's achievements, lessons learned, and recommendations for future actions.

The lean season assistance evaluation is intended to assess the programme relative to its objectives, targeting and selection processes, activities and distribution modalities. The evaluation will also assess gender mainstreaming and beneficiary feedback mechanisms. In addition the evaluation is intended to assess nutrition-sensitive programming, longer-term implications on livelihoods and people's resilience to withstand shocks through longer-term efforts to complement LSA with asset creation and trainings related to nutrition and agricultural production. The evaluation will also seek to consider stakeholder participation in lean season assistance processes; in particular cooperating and complementary partners, national and local Government authorities, donors and sister UN-agencies.

## 4.2. Evaluation Criteria and Questions

20. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Appropriateness and Connectedness.<sup>9</sup> Gender Equality and the Empowerment of women (GEEW) should be mainstreamed throughout.
21. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the lean season activity which could inform future strategic and operational decisions.

Criteria	Evaluation Questions
Relevance	To what extent are the objectives of the LSA still valid? To what extent are the objectives in line with Zimbabwe's humanitarian needs?
Effectiveness	To what extent were the LSA objectives achieved as set out in the design of the project? What were the major factors influencing the achievement or non-achievement of the outcomes/objectives of the activity?
Efficiency	Were the objectives achieved on time? Was the LSA activity implemented in the most efficient way compared to alternatives? Was the activity cost efficient?
Impact	How, if at all, were gender dynamics affected at the household level, and how can the project strengthen positive change in this area? To what extent did the project affect the development, functionality and role of local markets? What were the long-term effects of LSA on beneficiaries' lives? Did any negative effects occur for beneficiaries?
Sustainability (!)	N/A
<i>Humanitarian evaluation criteria</i>	
Appropriateness	Given the context, what was the appropriateness of the transfer modalities (cash and in kind)? To what extent was the intervention based on a sound gender analysis? To what extent was the design and implementation of the intervention gender-sensitive?
Connectedness	How this work can be used to develop resilience strategies/linkages to the FFA in Zimbabwe and in the context of climatic shocks?
(!) Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Given that the donor	

<sup>9</sup> For more detail see:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

support will likely to continue for the next LSA cycle, sustainability was not selected as an evaluation criteria and was replaced by the connectedness.

### **4.3. Data Availability**

22. The main sources of information which the evaluation team will be made available are;

- a. Project documents and logical frameworks of the current PRRO
- b. Standard Project Reports of the past 3 years
- c. Post Distribution Reports conducted for the operation and other surveys conducted within the life span of the project
- d. Output data from COMET and M&E reports
- e. Operation Evaluation of Zimbabwe PRRO 200453
- f. Pipeline, Projected Needs reports.

23. Relevant non-WFP data sources will include relevant government data e.g. ZimVAC reports, information from other UN agencies, and cooperating partners.

24. Concerning the quality of data and information, the evaluation team should:

- a. Assess data availability and reliability as part of the inception phase expanding on the information provided in this section. This assessment will inform the data collection.
- b. Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
- c. The methodology will be based on an analysis of the logic model of the activity/ operation and on a thorough stakeholder analysis.

### **4.4. Methodology**

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

- Employ the relevant evaluation criteria above Relevance, Effectiveness, Efficiency, Impact, Appropriateness and Connectedness.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
- Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used through key informant interview and focus group discussions;
- Mainstream gender equality and women's empowerment, as above;

## 4.5. Quality Assurance

26. 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.
27. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. *Refer to WFP Directive (#CP2010/001) on Information Disclosure.*
28. 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.
29. OEV has developed a quality assurance checklist for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products (Link to: Quality checklist for Evaluation Terms of Reference, Quality checklist for writing the inception report and quality checklist for Evaluation Report). These checklists will be applied to ensure the quality of the evaluation process and outputs. In addition, a post-hoc quality assessment of the final decentralised evaluation report will be conducted by OEV.
30. Concerning the quality of data and information, the evaluation team should systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

## 5. Phases and Deliverables

31. The evaluation will proceed through the 5 following phases as illustrated in annex 2. The evaluation schedule annex provides a detailed breakdown of the proposed timeline for each phase over the full timeframe. A summary of the deliverables and deadlines for each phase are as follows:

**Figure 1: Summary Process Map**



32. **Preparation phase** (20 November 2015 – 31 January 2016): The evaluation manager 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.

33. **Inception phase** (1 February – 19 March): 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. Deliverables: Inception Report
34. **Evaluation phase** (20 March–22 April): The fieldwork will span over three weeks and will include visits to project sites and primary and secondary data collection from local stakeholders. A debriefing session for a total of 45 participants will be held upon completion of the field work.
35. **Reporting phase** (23 April- 31 August): 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. Deliverables: Evaluation Report
36. **Follow-up and dissemination phase:** The final evaluation report will be shared with the relevant stakeholders. The management responsible 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 evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The final evaluation report will be published on the WFP public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

## **6. Organization of the Evaluation**

### **6.1. Evaluation Conduct**

37. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager (Vulnerability Analysis Monitoring and Evaluation Unit (VAME) in the Zimbabwe Country Office). The team will be hired following agreement with WFP on its composition. The team members will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

Please refer to the evaluation schedule in the Annex for timeline and deadline of deliverables.

### **6.2. Team composition and competencies**

38. The evaluation team is expected to include three members. Two international/ national evaluators and one team leader. It should include women and men of mixed cultural backgrounds. At least one team member should have WFP experience.
39. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- A solid and diversified track record of experience in cash and in kind transfer programming modalities.
  - Food security and rural livelihoods.
  - Competency in evaluation of drought-affected contexts or slow-onset emergencies;
  - Knowledge of humanitarian evaluation methods and techniques, including a thorough understanding of data collection, evaluation methodologies and design, and strong qualitative and quantitative research skills
  - Fully conversant with the principles and working methods of project cycle management.
  - The expert, or at least one of the experts proposed, should have solid knowledge of and practical experience with gender issues and gender integration analysis.
  - All team members should have strong analytical and communication skills, evaluation experience and at least one team member should have familiarity with rural Zimbabwe.
  - Oral and written language requirements are English as well as the Evaluation report is expected in English.
40. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership and communication skills, including a track record of excellent English writing and presentation skills.
41. 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 report, exit debriefing presentation and evaluation report in line with EQAS; .
42. 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.
43. 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); .

### **6.3. Security Considerations**

44. **Security clearance** where required is to be obtained from the UN Department of Safety and Security (UNDSS) in Zimbabwe.
- 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. Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP.



- Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.<sup>10</sup>

45. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- 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.

## 7. Roles and Responsibilities of Stakeholders

### 46. The WFP Zimbabwe Office:

**a - The Zimbabwe Management (Director or Deputy Director)** will take responsibility to:

- Comply with the evaluations policy's provisions and safeguards of impartiality at all stages of evaluation process: planning, design, team selection, methodological rigor, data gathering, analysis, findings, conclusions and recommendations.
- Assign an evaluation manager (when the commissioning office) or focal point (when not the commissioning office) for the evaluation. The M&E Officer will be the CO manager/focal point for this evaluation.
- Develop (for evaluation manager) or comment (for focal point) on the ToRs, inception report and the evaluation report
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final ToR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and TN on Independence and Impartiality).
- 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.

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<sup>10</sup> Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Prepare a management response to the evaluation recommendations.

**b- Evaluation Manager:**

- Manages the evaluation process through all phases including drafting this TOR
- Ensures quality assurance mechanisms are operational
- Consolidates and shares comments on draft ToR, inception and evaluation reports with the evaluation team
- Ensures expected use of quality assurance mechanisms (checklists, quality support
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; sets up meetings, field visits; provide logistic support during the fieldwork; and arranges for interpretation, if required.
- Organises security briefings for the evaluation team and provides any materials as required

**c - An internal Evaluation Committee** will be formed as part of ensuring the independence and impartiality of the evaluation. The committee will be comprised of VAM and M&E, Programme and other units whose main responsibility will be to facilitate the evaluation process and providing comments to the evaluation products.

47. **An evaluation reference group** has been formed comprised of members from Zimbabwe country office programme and VAM/M&E areas as well as a donor and government representative and chaired by the Head of Programme. ERG will provide, in an advisory manner, inputs into the evaluation process and comment on the evaluation products as further safeguard against bias and influence.

48. **The Regional Bureau** (When not the Commissioning Office), RB management will take responsibility to:

- Assign a focal point for the evaluation. [Silvia Biondi, Regional M&E Advisor will be the focal point for this evaluation]
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant.
- Provide comments on the draft ToR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

49. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation ToR and draft report.

50. **Other Stakeholders (Government, NGOs, UN agencies)** will feedback on draft reports and presented to the evaluation team in one set of consolidated inputs in a matrix.

51. **The Office of Evaluation (OEV).** OEV will advise the Evaluation Manager and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective. It also ensure a help desk function upon request from the Regional Bureaus.
52. **Roles and responsibilities of other stakeholders.** Non-governmental organisations and government departments working in collaboration with WFP will conduct stakeholder consultations and coordination at district level for the evaluation team to facilitate field work.

## 8. Communication and budget

### 8.1. Communication

53. To enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These may for example take place by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. A communication plan is to be developed.
54. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, a one day meeting will be held in Harare to present the key findings of the evaluation to the main stakeholders and discuss the way forward. Internally, WFP team will use the findings to reshape and feed the current implementation of the LSA operation as well as the new project to be started in 2016.

### 8.2. Budget

55. **Budget:** The hire of consultants will be done through HR action, therefore rates will be determined by 'HR regulations on consultancy rates.' For the purpose of this evaluation, the budget will cover travelling and DSA expenses as well as other direct costs covering workshops and translation services as in the table below.

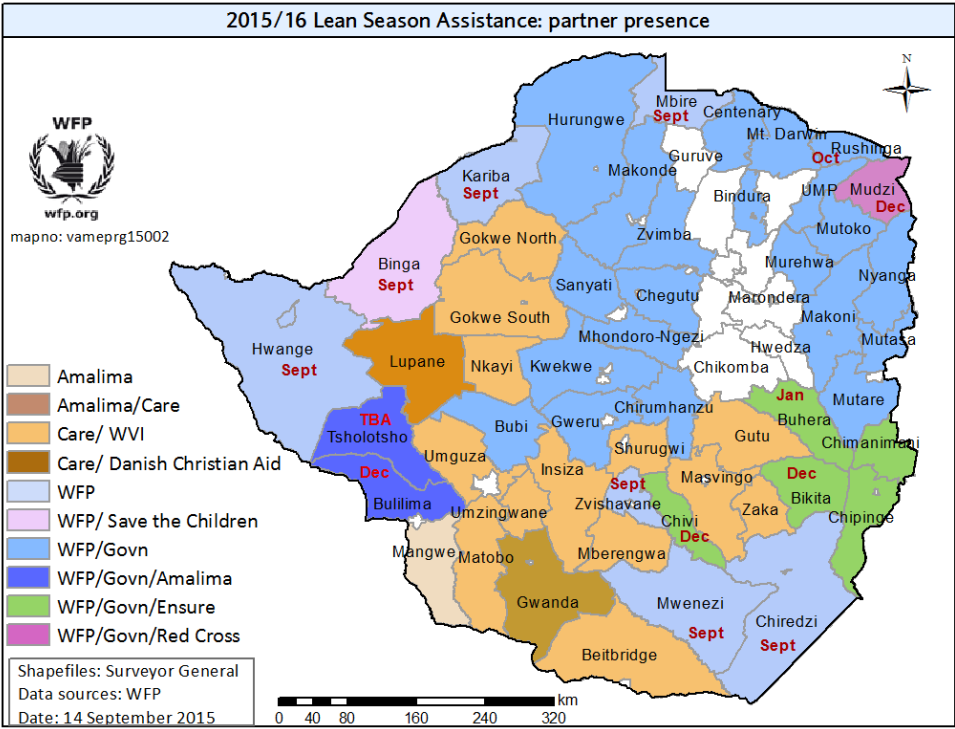
Budget item	Description
Vehicle running costs	Fuel/mileage will be calculated at \$1.37 per litre (Calculated as follows: Total kms travelled / 6kms (average kms) * \$1.37 (price per litre) and cost of one major service for the vehicle for the duration of the mission @ \$800.00 per vehicle.
Debriefing session	\$40.00 per person per day with 45 participants.
Air tickets	Rome – Harare (return) approximately \$1,100.00 for the 3 International Consultants
VISA	Upon arrival VISA fees of USD 30 (UNLP holder) is payable at Harare airport and USD 60 (American Passport Holders). The rest free.
Travel costs	DSA will be charged at the following rates: 1) Elsewhere/District rates @ \$127.00 per day per person. 11) Harare rates @ \$211 per day per person.

Translation service	\$109.00 per day for each translator for 7 days.
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Please send any queries to Kudzai Akino, M&E officer, at [Kudzai.akino@wfp.org](mailto:Kudzai.akino@wfp.org)

Annexes

Annex 1 Map



## Annex 2 Evaluation Schedule

Phases, Deliverables and Timeline		Key Dates
<b>Phase 1 - Preparation</b>		
	Desk review, first draft of ToR and quality assurance	20 November 2015-4 January 2016
	Circulation of ToR and review to (list key stakeholders)	11 January 2016
	Preparatory mission (Evaluation manager and team leader)	20 January 2016
	Identification and recruitment of evaluation team	25 January-31 January 2016
	<b>Final ToR</b>	
<b>Phase 2 - Inception</b>		
	Briefing core team	1 <sup>st</sup> to 2 <sup>nd</sup> week of February 2016
	Review documents and draft inception report including methodology	29 February 2016
	<b>Submit draft inception report to</b> (list key stakeholder)	
	Quality assurance and feedback	4 March 2016
	Revise inception report	11 March 2016
	<b>Submit revised inception report to</b> (list key stakeholder)	
	Sharing of inception report with stakeholders for information	<b>19 March 2016</b>
<b>Phase 3 - Evaluation Mission</b>		
	Briefing	
	<b>Field work</b>	<b>20 March-14 April 2016</b>
	Debriefing	15 April 2016
	<b>Aide memoire/In-country Debriefing</b>	22 April 2016
<b>Phase 4 - Reporting</b>		
	Draft evaluation report	31 May 2016
	<b>Submit Draft evaluation report to</b> (list key stakeholder)	
	Quality feedback	17 June 2016
	Revise evaluation report	30 June 2016
	<b>Submit revised evaluation report to</b> (list key stakeholder)	
	Share evaluation report with stakeholders (working level)	15 July 2016
	Consolidate comments	21 July-27 July 2016
	Revise evaluation report	28 July-6 August 2016
	<b>Submit revised evaluation report to</b> (list key stakeholder)	<b>8 August 2016</b>
	Circulate the Summary Evaluation Report to (list key stakeholder)	11 August 2016
	Consolidate comments	18 August 2016
	Revise the Summary Evaluation report	25 August 2016
	<b>Submit final evaluation report to</b> (list key stakeholder)	<b>31 August 2016</b>
<b>Phase 5 Dissemination and follow-up</b>		