

# Evaluation Terms of Reference



## SUMMARY TERMS OF REFERENCE

### Cameroon–WFP COUNTRY PORTFOLIO EVALUATION

(2012–mid 2017)

*Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. Country Portfolio Evaluations help Country Offices in the preparation of Country Strategic Plans and provide lessons that can be used in the design of new operations.*

#### Subject and Focus of the Evaluation

The evaluation covers the 2012 – mid 2017 period of WFP's portfolio of operations in Cameroon. It will assess the appropriateness of the WFP strategic positioning; quality of strategic decision making; and the performance and results of WFP's portfolio over that period.

The evaluation will assess a country program 2 emergency operations (EMOPs) and 2 (SOs). The beneficiaries of WFP country portfolio have been supported through general food assistance, nutrition prevention and treatment interventions logistics support, food assistance for assets food for education, cash based transfers, and with Purchase for Progress activities.

#### Objectives and Users of the Evaluation

Evaluations serve the dual objectives of accountability and learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office (CO) and its stakeholders. The CPE is the opportunity for the CO to benefit from an independent assessment of its portfolio in order to use the evaluation evidence generated to inform WFP programming decisions as the CO start implementing the new Cameroon Country Strategic Plan. The evaluation report will be presented at the Executive Board session in February 2018.

#### Key Evaluation Questions

The CPE will be addressing the following three key questions. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance in Cameroon, which

could inform future strategic and operational decisions.

**Question 1: Portfolio Alignment and Strategic Positioning of WFP's Country Program.** Reflect on the extent to which: i) main objectives and related activities have been relevant with Cameroon's humanitarian and developmental needs (including those of specific groups), priorities and capacities; ii) objectives have been coherent with the stated national agenda and policies; iii) objectives have been coherent and harmonised with those of partners especially UN partners, but also with, bilateral partners and NGOs; iv) WFP has been strategic in its alignments and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national needs and strategies and with WFP's mission, strategic plans and corporate policies (including humanitarian principles and protection policies).

**Question 2: Factors and Quality of Strategic Decision Making.** Reflect on the extent to which WFP: i) has analysed or used existing analysis of the hunger challenges, the food security and nutrition issues in Cameroon - including gender equality and protection issues; ii) contributed to placing these issues on the national agenda, analysed appropriate response strategies, including developing national or partner capacity on these issues; and iii) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of CO's strategy, and how they were considered and managed; and

iv) has analysed, or used existing analysis of, security-related risks.

**Question 3: Performance and Results of the WFP portfolio.** Reflect on: i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities (2012-2016) and explanations for these results (including factors beyond WFP’s control such as conflict and natural disasters); ii) the extent of WFP’s contribution to the reduction of gender inequality gaps in relation to and control over food, resources, and decision-making iii) the level of synergy and multiplying effect between the various main activities in the portfolio, regardless of the operations; iv) the level of synergies and multiplying opportunities with partners, especially UN and bilateral partners, and NGOs at operational level. The evaluation will assess the “dynamic” nature of these operations, including the extent to which WFP activities have been developmental in approach in such a conflict-prone context and the effectiveness of risk mitigation.

For the purpose of this evaluation, the CO portfolio is defined as operations implemented in Cameroon during the 2012-mid 2017 period and all geographic areas covered by the portfolio. In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole, its evolution over time, its performances, and the strategic role played by WFP in Cameroon. The field work will focus on a sample of WFP operation sites.

**Roles and Responsibilities**

**Evaluation Team:** The evaluation will be conducted by a team of independent consultants with relevant expertise for the portfolio in Cameroon.

**Evaluation Manager:** This evaluation is managed by the WFP Office of Evaluation (OEV) with Mr. Dawit Habtemariam as the Evaluation Manager (EM). The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

**Stakeholders:** WFP stakeholders at Country Office, Regional Bureau in Dakar (RBD) and Headquarters (HQ) levels are expected to provide information necessary to the evaluation and

facilitate the evaluation team’s contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork.

**Communications**

An internal reference group (IRG) for the evaluation has been established to serve as contact point for communication with WFP stakeholders at all levels.

Evaluation preliminary findings will be shared with WFP stakeholders in CO, RBD and HQ during a debriefing session (teleconference) after the fieldwork. This feedback is important to verify the initial findings of the team with stakeholders, to give them the opportunity to clarify issues and to ensure a transparent evaluation process.

**Timing and Key Milestones**

Main Phases	Timeline	Tasks and Deliverables
<b>1. Preparation</b>	March -May 2017	Terms of reference; Hire evaluation team
<b>2. Initial briefing</b>	August 1-3-2017	HQ briefing in Rome;
<b>3. Evaluation mission including inception mission and data collection in Cameroon</b>	August 7-25, 2017	Inception Report and Evaluation mission and data collection; Exit debriefing and analysis
<b>4. Evaluation Report</b>	Sep - .Nov. 2017	Report drafting; comments process and final evaluation report
<b>5. Dissemination</b>	February 2018	Presentation of report to WFP Governing Body with the Management Response. Public dissemination.



*Findings will be actively disseminated and the final evaluation report will be publicly available on WFP’s website.*

Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses.

For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org) Or [Dawit.habtemariam@wfp.org](mailto:Dawit.habtemariam@wfp.org)