

Terms of Reference
DECENTRALIZED EVALUATION of
Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan
from 2015 to 2017
WFP Pakistan Country Office

Table of Contents

1. Introduction.....	2
2. Reasons for the Evaluation.....	2
2.1. Rationale.....	2
2.2. Objectives	3
2.3. Stakeholders and Users.....	3
3. Context and Subject of the Evaluation	5
3.1. Context	5
3.2. Subject of the evaluation	7
4. Evaluation Approach.....	8
4.1. Scope	8
4.2. Evaluation Criteria and Questions.....	9
4.3. Data Availability.....	10
4.4. Methodology	10
4.5. Quality Assurance and Quality Assessment	12
5. Phases and Deliverables	13
6. Organization of the Evaluation	14
6.1. Evaluation Conduct	14
6.2. Team composition and competencies	14
6.3. Security Considerations.....	15
7. Roles and Responsibilities of Stakeholders	16
8. Communication and budget	17
8.1. Communication	17
8.2. Budget	17
Annex 1 Map.....	18
Annex 2 Logframe for the project 200867.....	19
Annex 3 Evaluation Schedule.....	20
Annex 4 Acronyms.....	20

1. Introduction

1. These Terms of Reference (TOR) are for the decentralized evaluation of the results of World Food Programme's (WFP) food assistance to the Temporarily Dislocated Persons during displacement in Khyber Pakhtunkhwa (KP) and following their return to Federally Administered Tribal Areas (FATA). This evaluation is being commissioned by the WFP Pakistan Country Office (CO) and will cover the period January 2015 to August 2017, spanning across two WFP operations (Protracted Relief and Recovery Operation (PRRO) 200250 (2013-2015), and the current PRRO 200867 (2016-2018))
2. These TOR were prepared by the WFP Pakistan CO team based upon initial document review and consultation with an External Reference Group (ERG). The evaluation will be the first ever decentralized evaluation led by the Pakistan CO team with support from the WFP regional bureau and headquarters. 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.

2. Reasons for the Evaluation

2.1. Rationale

3. The evaluation is commissioned for the following reasons:
4. WFP has been providing unconditional relief food assistance to the displaced and returnee population of FATA for the last several years, in order to meet the immediate food of the vulnerable population during their time of displacement. Following the provision of relief assistance during displacement to the temporarily displaced population (TDP), WFP also provides six monthly unconditional return food assistance to the same households for their voluntary return to their areas of origin after denotification¹ of their areas of origin by the Government. Moreover, after the conclusion of the six monthly relief return package, selected households are provided conditional food assistance under WFP Food Assistance for Assets (FFA) intervention to support the rehabilitation basic infrastructure at community and households level to promote food security, and support early recovery and rehabilitation of livelihoods among the most food-insecure groups. During implementation special efforts were also made to provide assistance to the most vulnerable population i.e. elderly, non-able bodied persons in a dignified manner.
5. In addition, WFP provides assistance through the distribution of nutritious food to address malnutrition under the Community-based Management of Acute Malnutrition (CMAM)² and School Meals Programme³ in selected areas of FATA. These interventions may overlap with the areas where return and/or early recovery interventions take place and may further contribute to improving food security among the population affected by current and past law enforcement operations in FATA.
6. As per current projections, relief assistance is planned to be phased out as the Government envisions the return of the remaining TDP by 2017, while early recovery assistance to the affected population inside FATA will continue. Thus, it is a good time for WFP to document lessons learnt to equip itself further in case of a future emergency. Moreover, since March 2015, WFP food assistance has been contributing to the FATA Sustainable Return and Rehabilitation Strategy (FSRRS), therefore, the evaluation at this stage will help to understand

¹ Denotification is the point at which the Government declares that an area, from where the population displaced, is safe for returns to begin

² Pregnant and lactating women (PLW) and children aged 6-59 months receive specialized nutritious food

³ Children receive high-energy biscuits as on-site feeding and vegetable oil as take-home ration in assisted primary schools in FATA.

how WFP contributed to the overall efforts of Government to ensure voluntary return and assist the rehabilitation of basic infrastructure/livelihoods in the areas of return.

7. The evaluation will be used to measure the results of the food assistance provided to the Temporarily Dislocated Persons during relief, return, and rehabilitation phases; identify the factors that led to its successful implementation and provide programmatic recommendations to guide future implementation. Thus, it will provide a good basis for discussions with donors and the Government as WFP transitions from humanitarian assistance to development. This evaluation will also help to design sustainable programmes in the near future for ensuring longer term food security of the affected population under the forthcoming Country Strategic Plan (CSP), beginning in January 2017. It will also guide the Government and other development partners on how the early recovery efforts contributed to the objectives of the FATA SRRS, and assist them in determining the benefit of forging future partnership with WFP.

2.2. Objectives

8. The evaluation will serve the dual and mutually reinforcing objectives of **accountability** and **learning**.
 - **Accountability** – The evaluation will assess and report on the performance and results achieved (intended or unintended, positive and negative) of WFP’s food assistance to the displaced and returnee population of FATA.
 - **Learning** – The evaluation will determine the reasons why and how certain results occurred the way they did; and draw lessons, derive good practices and pointers for learning from them. It will provide evidence-based findings to inform operational and strategic decision-making. In addition to publishing the evaluation report, findings will be actively disseminated through debriefings and lessons will be incorporated into future programme design and implementation.
9. The lessons learnt from this evaluation will be further utilized to refine and improve the implementation of relevant interventions under the forthcoming CSP.
10. The CO has a dedicated Beneficiary Feedback Mechanism on which beneficiaries can provide their suggestions to improve programme quality, however this evaluation will provide beneficiaries an independent platform to register their suggestions which will ultimately become recommendations for incorporation into programme design and implementation.
11. The specific objectives for this evaluation are to:
 - **Generate evidence** of positive and negative, intended or unintended results of WFP’s food assistance interventions, with emphasis on relief and FFA assistance for the affected population.
 - **Improve effectiveness** of WFP interventions by determining the reasons of observed success/failure and draw lessons from experience to produce evidence-based findings that will allow the CO to make informed decisions about specific interventions that should be undertaken to promote these success factors in a cost effective, focused and systematic way.
 - Provide an analysis on how **WFP interventions were aligned** with the Government and UN policies, strategies and plans.

2.3. Stakeholders and Users

12. **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.

13. **Accountability to affected populations.** WFP is committed to include beneficiaries as key stakeholders in WFP's work. WFP is especially committed to ensuring gender equality and women's empowerment (GEEW) 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
INTERNAL STAKEHOLDERS	
CO Pakistan	The CO has a direct stake in the evaluation and an interest in learning from experience to inform future decision-making specifically related to programme design, its implementation and with regards to partnerships. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation. Taking into account the growing interest of donors and the Government, this evaluation will also enable the CO to augment its capacity to conduct such evaluations on regular basis under the CSP.
Regional Bureau (RB) Bangkok	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
WFP Head Quarter (HQ)	The HQ has an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. Although this evaluation will not be presented to the EB but its findings may feed into annual performance reports and other corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP operations determining whether its assistance is appropriate and effective. As such, the level of participation of women, men, boys and girls from different groups in the evaluation will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP interventions in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The FATA Secretariat, Government of Pakistan will have particular interest to know how WFP assistance contributed to their return and rehabilitation efforts for the affected population.

UN Country team (UNCT)	The UNCT's harmonized action should contribute to the realization 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. The findings will contribute to the One-UN Programme reporting particularly for Strategic Priority Area 6 on food and nutrition security.
Non-Governmental Organizations (NGOs)	Various NGOs are WFP's partners for the implementation of interventions while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. Particularly NGOs including <i>PRCS, Hujra, CERD, LHO, SRSP, PAWT, FRD</i> directly involved in the implementation of the operations will use the results and recommendations to guide and improve their future programmes.
Donors	WFP operations are voluntarily funded by a number of donors including Government of Pakistan, United States Agency for International Development, Department for International Development, Australian Aid and Swiss Development Corporation among others. 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.
Development partners	Other UN agencies who have a direct interest in knowing the results and achievements of WFP interventions that will influence their decision for future partnerships under the one-UN platform to implement joint programmes with WFP.

14. The primary users of this evaluation will be:

- The WFP Pakistan CO and its partners in decision-making, notably related to programme implementation and/or design, the new Country Strategy and partnerships, and to support the discussions with the donors and the Government as the Pakistan CO transitions to the new CSP.
- Given the core functions of the RB, the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
- WFP HQ may use evaluations for wider organizational learning and accountability.
- OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

3. Context and Subject of the Evaluation

3.1. Context

15. Pakistan ranks as the sixth most populous country in the world with an estimated population of 20.7 million people, projected to increase to over 227 million by 2025⁴. Twenty-two percent of the population of Pakistan (approximately 41 million people) are undernourished according to the State of Food Insecurity 2015⁵. This situation is exacerbated by the continued

⁴ Planning Commission of Pakistan (2015). "Pakistan Vision 2015". Available at: ["http://pc.gov.pk/uploads/vision2025/Vision-2025-Executive-Summary.pdf"](http://pc.gov.pk/uploads/vision2025/Vision-2025-Executive-Summary.pdf)

⁵ FAO, IFAD, WFP (2015). "The State of Food Insecurity in the World Meeting the 2015. International hunger targets: taking stock of uneven progress". Available at: ["http://www.fao.org/3/a4ef2d16-70a7-460a-a9ac-2a65a533269a/i4646e.pdf"](http://www.fao.org/3/a4ef2d16-70a7-460a-a9ac-2a65a533269a/i4646e.pdf)

prevalence of significant socioeconomic inequities across geographic regions and income levels. According to recent estimates, 74 and 71 percent of the population in FATA and Balochistan, respectively, live in poverty as compared to 31 percent in Punjab and 43 percent in Sindh⁶. Moreover as per Gender Inequality Index, Pakistan ranks 130 out of 159 countries with 0.546 value.

16. Since 2008, the country's north-west is facing unrest in its areas bordering with Afghanistan due to ongoing military operation against militant activities. As a result of law enforcement operations people were moved from the areas of operation to safer places in the neighbouring communities. As a result, the food security and nutrition situation, particularly in the Khyber Pakhtunkhwa and FATA regions has been adversely affected by low agricultural production, limited livelihood opportunities, inadequate access to basic services (health, education, water and sanitation), poor functioning markets and the prevailing challenges from the law and order situation for almost a decade. As of March 2015, the total FATA displacement caseload was an estimated 2 million TDPs (310,729 families) of which 70 percent were women and children.⁷ Moreover, according to WFP data analysis of assisted families, around 14 percent of the displaced families were female headed.⁸ Around 261,000 families have returned to their areas of origin between March 2015 and August 2017, with the remaining families still to be returned. According to a recent estimate, around 24 percent of the returned households are food insecure (a reduction from 44 percent in 2014).⁹ Due to the changing dynamics and the prevailing conditions in this region, FATA has become a focus of attention in Pakistan. As a result, the Government along with other development partners remains committed to supporting the Temporarily Dislocated Persons through various initiatives.
17. To streamline the support process, the Government introduced a FATA Sustainable Return and Rehabilitation Strategy (FSRRS) at the start of 2015 with a view to returning the displaced in KP and FATA voluntarily to their areas of origin by the end of 2017 and creating an enabling environment to rebuild livelihoods and signalling the need for a steady transition from relief to more targeted recovery assistance. This strategy is in line with the longer term development plan presented in the FATA Sustainable Development Plan 2007 – 2015 and the reforms agenda being developed by the FATA Reforms Commission (FRC) to establish a roadmap for constitutional, institutional and legal reforms.
18. As part of the multi-stakeholder efforts to manage and reduce risks, WFP has been providing relief assistance to the affected population during displacement, for six-months after their return to the areas of origin, as well as providing early recovery assistance in FATA. The transition from relief to return and consequently recovery/rehabilitation is influenced by FATA's SRSS and aims to contribute to its objectives.
19. A number of programmes have been implemented by other humanitarian/development actors in parallel to the WFP's efforts in improving/stabilizing food security amongst the Temporarily Dislocated Persons of FATA. These programmes are focused on the revitalization of agriculture production, provision of primary healthcare and Maternal, Newborn and Child Health (MNCH) and nutrition services, rehabilitation of community infrastructure, enhancing protection of vulnerable girls and boys from violence, and provision of transitional shelters among other initiatives. For maximizing impact, WFP developed joint partnerships with other UN organizations including FAO, UNDP and UNICEF under the One-UN platform.

⁶ The Ministry of Planning, Development & Reform, OPHI, UNDP (2016). "Multidimensional Poverty in Pakistan"

⁷ FATA Secretariat (2015). "FATA Sustainable Return and Rehabilitation Strategy"

⁸ WFP (2016). "Standard Project Report 2016"

⁹ WFP, FATA Secretariat (2017). "In-depth Assessment on Food Security and Livelihoods of returned Households in FATA"

3.2. Subject of the evaluation

20. Under the previous Protracted Relief and Recovery Operation (PRRO) (2013-2015), and the current PRRO 200867 (2016-2018), WFP has been working in close partnership with the Government at different levels. Coordination was particularly maintained with the FATA Secretariat, to ensure the improvement of food security and nutrition among the displaced and returnee populations; reinforce the resilience of communities living in the most hazard-prone areas; address malnutrition among the most vulnerable segments of the society, particularly pregnant and nursing women and children under the age of five; and support a favourable environment for women to achieve social and economic equality. Annex 1 exhibits the food assistance interventions in affected areas in FATA and distribution hubs in KP for the evaluation period (January 2015 to August 2017).
21. Since 2015, WFP has supported approximately 1,216,512 temporarily dislocated persons (620,421 male, 596,091 female) residing in KP and 1,281,792 returnees (653,714 male, 628,078 female) in FATA with an unconditional food transfer (relief assistance), including wheat flour, oil, pulses and salt. Monthly, unconditional relief assistance for populations affected by law and order operations in FATA is provided as agreed with the Government. From January 2015 to date, WFP has distributed 470,700 MT of food to the displaced population and returnees. In 2015 WFP also distributed US\$ 1,713,504 to some of the unregistered TDPs in KP. The main objective of the relief assistance is to meet the immediate food needs of the Temporarily Dislocated Persons of FATA, during the time of displacement. Whereas, the return package aims to mitigate food insecurity of the displaced population during the process of voluntary return to the de-notified areas. It works through bridging the gap between immediate relief response and short and medium-term recovery, mitigating food insecurity until livelihoods and productive assets are restored.
22. Following the humanitarian principles, the main focus of WFP relief assistance is to save lives during emergencies. Moreover, the main thrust of WFP approach is to provide assistance in a protective and dignified manner under the overall humanitarian response. Relief assistance is provided to affected population registered by the United Nations High Commissioner for Refugees (UNHCR) and verified in the Government database. To ensure regular assistance in safe environment, WFP has established humanitarian hubs where the registered beneficiaries are provided monthly food rations. To avoid duplication the beneficiaries' information is captured in an online database. Moreover, separate distribution counters are established to provide assistance to women and the elderly.
23. Since 2015, WFP has implemented FFA interventions inside FATA. These interventions are primarily focused on supporting the rehabilitation of community assets (such as, irrigations channels, roads, protections walls, kitchen gardens etc.) to promote food security, and early recovery and rehabilitation of livelihoods among the most food-insecure groups. Since January 2015, \$ 10.04 million of cash and 21,700 MT of food has been provided to 214,115 households under these interventions.
24. The value of assistance to the affected population during the period 2015-2017 is approximately \$309.7 million of which \$285.6 million is for Relief and Return while \$24.1 million was for FFA interventions.
25. WFP also contributes to stabilizing/improving food security of the Temporarily Dislocated Persons through its CMAM and School Meals Programme.
26. All activities sought to optimize gender equity by promoting women's participation as well as supporting behaviour change to improve access and control over commodities for better food and nutrition security. To that end, gender was a key factor in the design, targeting and implementation of each activity and in the determination of transfer modality. Key guiding

principles included safety, dignity, “Do No Harm”¹⁰, accountability to beneficiaries (beneficiary feedback mechanism), participation and access, empowerment and gender equality. The project was aligned with WFP’s new gender and protection policies and guidelines and was rated as 2A as per the Inter Agency Standing Committee’s Gender Marker¹¹.

27. Keeping in view the cultural norms, specific interventions at the household level were identified for maximizing the participation of women. They are also provided opportunities in training interventions focusing on income generation. Similarly alongside conditional food assistance, the most vulnerable including the elderly and non-able bodied persons were provided unconditional assistance in the communities where livelihood interventions were undertaken.
28. WFP implements all its interventions in FATA in partnership with the FATA secretariat for which a Memorandum of Understanding and Work Plan is formulated. Moreover, potential interventions are identified and implemented by the community with the support of the WFP cooperating partners who recruit technical staff at different levels. Under one-UN initiative, WFP has also developed partnership with other UN Agencies namely Food and Agriculture Organization of the United Nations (FAO) and United Nations Development Programme (UNDP) for rehabilitation interventions in FATA. For this, joint funding opportunities have also been sought.
29. The approved log frame (Annex 2) lays out the intended food security results through conditional and unconditional assistance. All relevant outcomes, cross-cutting (protection, gender and complimentary partnership) and outputs information is collected and reported in the annual standard project report (SPR) and bilateral reporting to the donors. WFP vulnerability, analysis and mapping (VAM) unit also conducts different assessments and collects information on different aspects of assistance outcomes at broader level.

4. Evaluation Approach

4.1. Scope

30. The evaluation of WFP’s food assistance interventions to the Temporarily Dislocated Persons will be conducted covering a timeframe of January 2015 to August 2017.
31. The evaluation will primarily focus on the FATA region, where most of the returning and Temporarily Dislocated Persons reside, with some TDPs still residing in KP.
32. The evaluation is expected to measure the results of WFP interventions on stabilizing/ensuring food security in Temporarily Dislocated Persons and the factors that led to its successful implementation, with a greater focus on relief and FFA interventions due to their direct linkage to stabilizing/ensuring food security. The School Meals and CMAM interventions are only to be evaluated in the context of their contribution to food security, as opposed to their objectives of increasing enrolment and addressing acute malnutrition respectively.
33. The proposed time period will ensure that the evaluation captures medium term effects of both interventions on individual households or communities as well as help WFP to understand how its programme contributed to FATA SRRS, which was launched in March 2015. Moreover, the time period covers all phases of assistance to the affected population: from displacement to returning to the rehabilitation of areas of origin.

¹⁰ Do No Harm” is one of the United Nations guiding principles for civil affairs work.

¹¹ <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

34. The evaluation will take into particular consideration the impact of food assistance interventions on the women and elderly. Moreover, the evaluation will assess gender equality and women's empowerment dimensions of the interventions.

4.2. Evaluation Criteria and Questions

35. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability and Coherence. Gender Equality and the Empowerment of women (GEEW) should be mainstreamed throughout.
36. **Evaluation Questions:** Aligned 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 interventions, which could inform future strategic and operational decisions.
37. The evaluation will seek to address the following questions.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	<p>To what extent were the interventions design and implementation appropriate and relevant to the needs of the assisted population including the most vulnerable population groups?</p> <p>Was the implementation consistent with the project design, logic and objectives?</p> <p>To what extent the relief assistance was aligned with humanitarian and IDPs guiding principles?</p> <p>To what extent were the relief and FFA interventions aligned with Government, WFP, partner UN agencies and donor policies and priorities?</p> <p>Was the intervention based on a sound gender analysis? If yes, to what extent? If no, how were gender aspects integrated into programme? What were the internal and external factors influencing gender integration?</p> <p>To what extent was the design and implementation of the intervention gender sensitive?</p>
Effectiveness	<p>How did the interventions contribute to stabilized and/or improved food security of the assisted population?</p> <p>How effective were the interventions in helping the returned families rehabilitate into their areas of origin?</p> <p>What were the results including positive, negative, intended or un intended achieved through the intervention?</p> <p>What were the major internal and external factors influencing the achievement or non-achievement of the results?</p> <p>To what extent the access has impeded WFP's assistance to affected population in far flung areas?</p> <p>To what extent did the intervention deliver results for men and women, boys and girls?</p> <p>To what extent did the livelihood interventions contribute to women empowerment in the domain of improved decision making at household and community level?</p>
Efficiency	<p>Were the interventions timely? – Particularly relief assistance after displacement and FFA interventions after phasing out from return package.</p> <p>Were interventions cost-efficient?</p> <p>Were the interventions implemented in the most efficient way compared to alternatives?</p> <p>What were the external and internal factors influencing efficiency?</p>

Impact	<p>What were the medium-term effects of the intervention on communities and recipients?</p> <p>What are the main drivers of positive impacts? (Partnerships, operational capacity, ownership, etc.)?</p> <p>To what extent resources were used to respond equitably to the needs of women and men?</p>
Sustainability	<p>What is the level of integration of intervention elements into national/provincial systems and processes?</p> <p>To what extent did the intervention link to any transition strategies towards development goals?</p> <p>To what extent the benefits of the created assets continued after WFP's work ceased? (Level of maintenance and quality of assets)?</p>
Coherence	<p>To what extent were prevailing context factors (political stability, security context, population movements etc.) considered when designing and delivering the intervention?</p> <p>To what extent was the intervention design and delivery overall in line with humanitarian principles including protection, gender equality and women empowerment?</p>

4.3. Data Availability

38. The following are the main sources of information available to the evaluation team. The sources provide both quantitative and qualitative information, however the list below is not exhaustive and additional information may be provided based on availability.

- Baseline assessment report of the current PRRO 200867 conducted in March/April 2016.
- 2015 and 2016 Annual Standard Project Reports.
- Regular monitoring data including data on process, output and outcomes.
- Joint Needs Assessment Bara – November 2015
- The Feasibility of Cash: A Modality to Support Household Livelihood and Food Security in FATA September 2015
- Assessment on Cash Based Transfers to Unregistered Families Displaced from North Waziristan Agency December 2015
- Returning Home August 2015: Livelihood and Food Security of FATA returnees
- South Waziristan: Joint Needs Assessment Report August 2016
- Food Security Assessment 2016.
- In-depth food security and livelihood survey of FATA returnees May 2017
- Operational Evaluation of last PRRO 200250, conducted in 2014.
- Different bilateral reports submitted to the donors/host government
- PRRO 200867 and PRRO 200250 project documents with approved log frames.
- Food assistance for assets manual and standard operating procedures.
- Integrated Context Analysis (ICA) On Vulnerability to Food Insecurity and Natural Hazards Pakistan, 2017.

All the specific assessments stated above have data that is complete and collected through robust methodologies. Moreover, the analysed outcome results are readily available. However, the monitoring data sets are available in two different systems but can be extracted if needed.

4.4. Methodology

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

- Employ the relevant evaluation criteria above.

- 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.
- Undertake a participatory approach involving all stakeholders affected by the assistance particularly communities including men, women and elderly;
- Use mixed methods (quantitative, qualitative etc.) to ensure triangulation of information through a variety of means. This will also help achieve a thorough understanding of the different design, operational, or contextual factors that may have fostered or hindered the achievement of the interventions' results.
- In order to elicit information from various stakeholders including assisted population, sampled communities and other stakeholders, separate tools will be applied to various primary sources of information.
- The data collection tools and sampling methodologies should ensure availability of gender and age disaggregated data, and relevant triangulations to ensure voices of both men and women are included.
- Account for comparisons with existing information collected through project baseline and VAM assessments, such as PRRO baseline, in-depth food security and livelihood survey of FATA returnees and previous operation evaluation.
- 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;
- Ensure that data collection is in line with the Humanitarian Principles;
- Ensure that cultural considerations are accounted for and responses from women and girls are elicited through women data collectors and at settings where women participation is facilitated;
- Mainstream gender equality and women's empowerment, as above.

40. The following potential risks to the methodology have been identified:

- a. Access to local communities due to security constraints which will be mitigated through ensuring timely involvement of local authorities and requests for No Objection Certificates (NOC)¹².
- b. Access to beneficiaries who are phased out from the interventions will be a challenge which will be mitigated through utilizing the online beneficiary database wherever possible.
- c. Eliciting information from cooperating partners who are not currently involved in WFP implementation in field and might not have No Objection Certificates to travel to the implementation areas. Timely information requests to all concerned cooperating partners or inviting the relevant beneficiaries to central areas might be the steps taken for dealing with this challenge.

41. All mechanisms for independence and impartiality will be employed where the Evaluation Manager (EM), Evaluation Committee as well as the External Reference Group (ERG) will play their roles during the process.

42. A detailed data analysis plan will be laid out by the evaluation team during the inception phase that will state how the data collected will be converted into meaningful findings resulting in relevant recommendations. The data analysis plan will be guided by the four humanitarian principles of humanity, neutrality, impartiality and independence. The analysis plan will also

¹² In recent past it has been noted that process of obtaining NOC sometime takes a very long time. To overcome this, the evaluation firms can consider data collection through relevant government officials from FATA secretariat (Bureau of Statistics) who does not need NOC, or WFP third-party monitoring service provider who already have an NOC, or interviewing beneficiaries at central place, without compromising the overall Evaluation principles.

include a gender analysis and the findings for which will be included in the evaluation conclusions and recommendations which will be subsequently followed upon to improve gender performance.

4.5. Quality Assurance and Quality Assessment

43. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) 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 their review. DEQAS is closely aligned to the WFP's Evaluation Quality Assurance System (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
44. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
45. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
46. To enhance the quality and credibility of this evaluation, an outsourced Quality Support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft Inception Report (IR) and Evaluation Report (ER) (in addition to the same provided on draft TOR), and provide:
 - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
47. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards¹³, a rationale should be provided for any recommendations that the team does not take into account when finalising the report. Moreover, the internal evaluation committee will also be responsible for quality oversight of the evaluation process and products.
48. These quality assurance for the evaluation products will particularly include the inception report that must contain detailed questions, hypotheses and indicators to the individual evaluation questions. Moreover the data analysis plan will also be laid out. Concrete evaluation methods and instruments should be presented and adapted to the evaluation questions. The final evaluation report should clearly present all the findings against the evaluation questions and any additional findings from the stakeholders who participated. Moreover the report must clearly lay out the methodology for generating the findings and stated recommendations. Further details are laid out in the Quality Assurance Checklists.
49. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
50. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive

¹³ UNEG Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

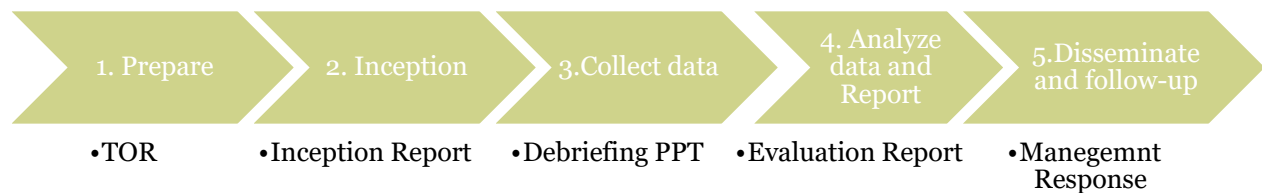
on disclosure of information. This is available in WFP's Directive CP2010/001 on Information Disclosure.

51. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

52. The evaluation will proceed through the 5 following phases. The deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



53. Preparation Phase (May – September 2017): The evaluation manager will consult the M&E team and management to frame the key evaluation objectives and conduct relevant background research to draft the TORs and subsequently select and contract the Evaluation Team. The Evaluation Committee and Evaluation Reference Group will also be finalized and provisions for impartiality/independence laid out during this stage. The Evaluation Manager will also prepare a document library to be shared with the evaluation team and layout the communication and learning plan. (Deliverables: Approved TORs, Commissioned Evaluation Team)
54. Inception Phase (October – Mid-November 2017): During this phase various consultations will be held with the evaluation team who will ensure desk study of the entire document library and demonstrate a thorough understanding of the Evaluation objectives and TOR. The team will then draft the inception report detailing the evaluation operational plan and methodology. The inception report will address the comments from the Evaluation Manager, Evaluation Committee, External Reference Group and the Quality Control Service. (Deliverables: Finalized Inception Report)
55. Data Collection (Mid-November 2017 - Mid-December 2017): The data collection will be undertaken both at the provincial level as well as the agency level within the FATA region. The field work de-briefing sessions will be held with the Evaluation Committee as well as the Evaluation Reference Group. (Deliverable: Aide Memoire and De-briefing Power Point)
56. Analyses and Reporting (December – January 2018): The evaluation team will share the draft evaluation report based on desk review of existing data, stakeholder consultations and field work. The Evaluation Manager will circulate the draft report for the comments which will be reviewed by the Evaluation Team after which a final report will be prepared. (Deliverable: Draft and Final Evaluation Report)
57. Dissemination and Follow up (February 2018): the evaluation report/findings will be disseminated among all the internal/external stakeholders. A management response will be developed that will detail actions to be taken against each recommendation along with the

timeline and responsibility. (Deliverable: Management Response, Widely available Evaluation Report, Evaluation PPT, Evaluation Brief)

58. Refer to an evaluation schedule in Annex 3

6. Organization of the Evaluation

6.1. Evaluation Conduct

59. The Evaluation Committee as well as the Evaluation Reference Group will ensure independence and impartiality at all stages of evaluation. The Evaluation manager is a WFP staff member not involved in direct implementation of the intervention.
60. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition and in line with the evaluation schedule in Annex 3.
61. The evaluation team will not be 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.
62. The evaluation team will be required to ensure all ethical considerations in line with the UNEG norms and standards. The team will be required to exercise independent judgment, impartiality and credibility at all stages of evaluation. Moreover, the team will be accountable for maintaining honesty in the estimated expenditures, timelines and relevant skills and knowledge of participating individuals.
63. The evaluation team will also be required to ensure protection of subjects that are interviewed by safeguarding their rights of confidentiality and consent. The team will be mindful of all cultural considerations during data collection such as ensuring that women are part of the data collection team to interact with women participants.

6.2. Team composition and competencies

64. The evaluation team is expected to include up to three members, including the team leader. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the TOR. At least one team member should have WFP experience.
65. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
 - Food Security
 - Livelihoods and Asset Creation
 - Gender and protection
 - All team members should have understanding of the three areas in an emergency setting in the humanitarian context, strong analytical and communication skills, evaluation experience and familiarity with the country context.
 - At least one member of the team should be proficient in local language and familiar with local context
66. The Team leader will have professional background in international development with 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, analytical and communication skills, including a track record of excellent writing and presentation skills. She/he should be able to clearly and

consistently organize, manage and present complex information related to evaluation findings to a broad array of target audiences.

67. Her/his primary responsibilities will be: i) defining the evaluation approach, design 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, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
68. 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.
69. 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

70. Security clearance where required is to be obtained from WFP Pakistan office.

- 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.¹⁴
- The evaluation team, whether independent suppliers or UN contracted consultants must obtain a No Objection Certificate (NOC) from the relevant local government authorities for travel to the subject areas. After awarding of contract the relevant team will apply for the NOC and will provide copies to WFP.

71. Moreover, 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 or when commissioned for the evaluation (in case of local suppliers) and arranges a security briefing for them to gain an understanding of the security situation on the ground. The team will be particularly briefed on the security situation in FATA and the related security protocols for travel and overall conduct. The team will also be required to adhere to the cultural practices of the FATA during their travel and interaction with the stakeholders.
- The team members observe applicable UN security rules and regulations – as per the WFP country office security guidelines.

¹⁴ Field Courses: Basic; Advanced

7. Roles and Responsibilities of Stakeholders

72. The WFP Pakistan Country Office:

a- The country office **Management (Deputy Country Director)** will take responsibility to:

- Assign an Evaluation Manager for the evaluation.
- Compose the internal evaluation committee and external 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.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.

b- The **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; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides 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** has been formed as part of ensuring the independence and impartiality of the evaluation. The committee comprises of the Deputy Country Director, the Evaluation Manager, Programme Policy Officer (M&E), and the CO technical units in charge of Relief and FFA This group will be involved in the whole evaluation process including reviewing the TORs, inception report and final report. They will also ensure independence and impartiality of the evaluation. The evaluation committee will also be responsible for preparing management response to the evaluation recommendations and ensure relevant dissemination of evaluation findings to external and internal stakeholders through de-briefing sessions.

73. An **Evaluation Reference Group** has been formed, as appropriate, with representation from the FATA secretariat and other relevant line department, the cooperating partners for the intervention and donor agencies. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Moreover the reference group will meet the evaluation team and guide in designing a realistic, useful evaluation. They will also assist in identifying and contacting key stakeholders and identifying relevant field sites. Lastly the reference group will help disseminate evaluation findings to relevant networks.

74. **The Regional Bureau:** The RB will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant, as required.
- Provide comments on the draft TOR, Inception and Evaluation reports

- Oversee, support and approve the Management Response to the evaluation and track the implementation of the recommendations.
- While the Regional Evaluation team will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

75. **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, inception and evaluation reports, as required.

76. **The Office of Evaluation (OEV).** OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

8. Communication and budget

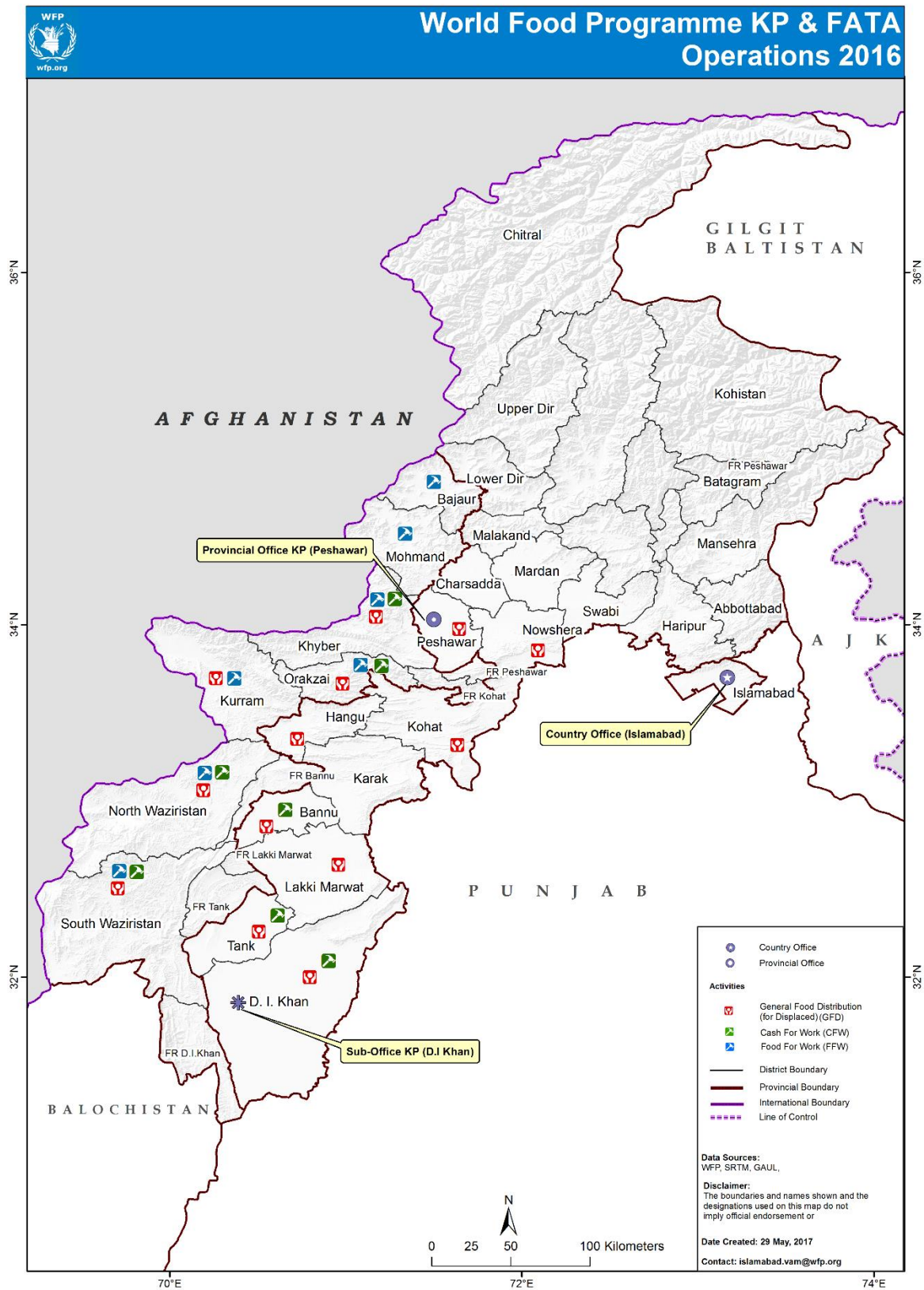
8.1. Communication

- 77. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders particularly beneficiaries whom WFP serves.
- 78. The evaluation manager and the Evaluation Committee will support the communication of the Evaluation Team with the concerned stakeholders.
- 79. A communication/dissemination plan will be developed to ensure that the evaluation findings are disseminated at all levels including the communities, provincial and national levels. This plan will be prepared by the evaluation committee and shared with the Evaluation team.
- 80. 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, the findings will be shared through the WFP website as well as debriefing sessions at provincial and federal level with key stakeholders defined above.
- 81. The findings will also be shared with the WFP beneficiaries and communities.
- 82. Overall, the evaluation products will be maintained in English language, however certain products including evaluation brief for communities, feedback form for communities, and presentation for community debriefing will be translated into local languages. Moreover, it will be ensured that these products (meant for information sharing with communities) are simplified and easily understandable.

8.2. Budget

- 83. The evaluation will be conducted by an external evaluator firm/supplier selected through the WFP competitive procurement process through open tender therefore the budget will be based on the proposed budget by the selected applicant. However, for internal review and approval process of these TORs, a budget estimate has been prepared following WFP's corporate guidelines.
- 84. The evaluation will be partially sourced by the funds allocated by the CO for the mid-term evaluation for PRRO 200867, as well as through WFP's other internal sources, such as, Contingency Emergency Fund (CEF).

Annex 1 Map



Annex 2 Logframe for the project 200867



Logframe PRRO
200867_detailed_156

Available electronically upon request

Annex 3 Evaluation Schedule*

	Phases, Deliverables and Timeline	Key Dates
Phase 1 - Preparation		
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	
	Sharing of draft ToR with outsourced quality support service (DE QS)	
	Review draft ToR based on DE QS feedback	
	Circulation of TOR for review and comments to ERG,RB and other stakeholders	
	Review draft ToR based on comments received	
	Submits the final TOR to the internal evaluation committee for approval	
	Sharing final TOR with key stakeholders	August 22nd , 2017
	Selection and recruitment of evaluation team	October 20th, 2017
Phase 2 - Inception		
	Briefing core team	
	Inception mission in the country (if applicable)	
	Submission of draft inception report (IR) to EM	
	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	
	Revise draft IR based on feedback received by DE QS and EM	
	Submission of revised IR based on DE QS and EM QA	
	Circulate draft IR for review and comments to ERG,RB and other stakeholders	
	Consolidate comments	
	Revise draft IR based on stakeholder comments received	
	Submission of final revised IR	
	Submits the final IR to the internal evaluation committee for approval	
	Sharing of final inception report with key stakeholders for information	November 30th, 2017
Phase 3 – Data collection		
	Briefing evaluation team at CO	
	Data collection	1st Dec-31st - Dec 2017**
	In-country Debriefing (s)	1st week of January 2018
Phase 4 - Analyze data and report		
	Draft evaluation report	January 30 th , 2018
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	
	Revise draft ER based on feedback received by DE QS and EM	
	Submission of revised ER based on DE QS and EM QA	
	Circulate draft ER for review and comments to ERG,RB and other stakeholders (list key stakeholders)	
	Consolidate comments	
	Revise draft ER based on stakeholder comments received	
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	Sharing of final evaluation report with key stakeholders for information	February 28th 2018
Phase 5 Dissemination and follow-up		
	Prepare management response	
	Share final evaluation report and management response with OEV for publication	March 10th, 2018

*Dates may be subject to revision.

** The data collection is expected to be completed in 3 weeks. However, an additional week has been added to account for any possible challenges in accessing beneficiaries.

Annex 4 Acronyms

CERD	Centre of Excellence for Rural Development
CMAM	Community-based Management of Acute Malnutrition
CO	Country Office
CSP	Country Strategic Plan
DE	Decentralized Evaluation
DEQAS	Decentralized Evaluation Quality Assurance System
EM	Evaluation Manager
ERG	Evaluation Report
EB	Executive Board
ERG	External Reference Group
FSRRS	FATA Sustainable Return and Rehabilitation Strategy
FATA	Federally Administered Tribal Areas
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance for Assets
FRD	Foundation for Rural Development
GEEW	Gender Equality and Women's Empowerment
HQ	Head Quarter
IR	Inception Report
KP	Khyber Pakhtunkhwa
LHO	Lawari Humanitarian Organization
MNCH	Maternal, Newborn and Child Health
NOC	No Objection Certificate
NGO	Non-Governmental Organisations
OEV	Office of Evaluation
PAWT	Poverty Alliance Welfare Trust
PRCS	Pakistan Red Crescent Society
PRRO	Protracted Relief and Recovery Operation
QA	Quality Assurance
QC	Quality Checklist
QS	Quality Support
RB	Regional Bureau
SPR	Standard Project Report
SRSP	Sarhad Rural Support Programme
TDP	Temporarily Displaced Person
TOR	Terms of Reference
UNDSS	UN Department of Safety & Security
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
USD	US Dollars
VAM	Vulnerability, Analysis and Mapping