

**Decentralized evaluation for evidence-based decision making**

WFP Office of Evaluation



**Decentralized Evaluation Quality Assurance System (DEQAS)**

**Terms of Reference**

**EVALUATION of**

**WFP's capacity strengthening activities to improve the  
National School Meals Programme from 2016 to 2018**

**WFP Tunisia Country Office**

**Terms of Reference**  
**EVALUATION of**  
**WFP's capacity strengthening activities to improve the National School Meals**  
**Programme in Tunisia from 2016 to 2018**

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## **1. Introduction**

1. These Terms of Reference (TOR) are for the evaluation of WFP's capacity strengthening activities to improve the National School Meals Programme (NSMP) in Tunisia. This evaluation is commissioned by WFP's Tunisia Country Office (CO) and will cover the period from January 2016 up to the start of the evaluation, expected in November 2018. The final report is expected to be delivered by the Evaluation Team in June 2019, and shared along with WFP Tunisia CO's management response in July 2018. The purpose of this evaluation is to evaluate Activity 1 of Tunisia's CSP 2018-2022 (previous DEV 200493)<sup>1</sup> to determine the extent to which WFP's work with national institutions has yielded the expected results in strengthening national capacities in school meals and social protection programmes. The purpose of this evaluation is also to measure the progress in implementing and replicating the multi-dimensional approach to school meals fostered by the central kitchen pilot projects.
2. This TOR was prepared by WFP's Tunisia Country Office (CO) based upon an initial document review, 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. This Decentralized Evaluation (DE) intends to be an Activity Evaluation adopting a participatory approach with the Government of Tunisia (i.e. the Ministry of Education (MoE) and the Ministry of Agriculture (MoA), who have shown willingness to engage in the DE through consultations, as well as an interest in learning from its findings. The dimensions of analysis considered by this evaluation will cover three components under which WFP supports the government: (i) strengthening of regulatory frameworks and tools of the NSMP, (ii) upgrade of the existing decentralized model of the NSMP and (iii) piloting of new modalities that are efficient and sustainable and support local development by the revitalisation of school gardens. The objective is to develop a shared understanding on how and to what extent WFP is providing policy advice and technical assistance to the Tunisian Ministry of Education and other partners to efficiently implement the NSMP.

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

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

### **2.1. Rationale**

5. WFP Tunisia CO, in consultation with the Regional Bureau and OEV, opted for conducting a DE to inform the strategic and operational direction of WFP's capacity strengthening support to the NSMP in Tunisia. The pillar of WFP's intervention in Tunisia is the

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<sup>1</sup> Reference to para 19 of this TOR.

Sustainable School Meals Strategy (SSMS)<sup>2</sup> and the subsequent Action Plan<sup>3</sup> developed to enhance the NSMP, adopted by the Government in 2015.

6. This decentralized evaluation falls in between a previously conducted Operational Evaluation in 2015<sup>4</sup>, which informed the SSMS's Action Plan as well as the formulation of Tunisia CSP 2018-2022, and the Tunisia's CSP Mid-Term Evaluation planned to be conducted in 2020. Thus, this DE will serve to inform WFP Tunisia CO and its Government counterparts (i.e. MoE and MoA) on the extent to which the recommendations from the OpEv 2015 have been successfully implemented. In view of the Mid-term Evaluation 2020, the DE wants to inform the strategic direction towards which WFP and the Tunisian Government should proceed to improve the quality and sustainability of the existing NSMP.
7. The evaluation will have the following uses for WFP Tunisia CO:
  - i) support Tunisia's CO, MoE and MoA at all levels to improve their operational decisions,
  - ii) re-align operational decisions to Tunisia's CSP strategic objective where/if necessary,
  - iii) guide the scale-up of central kitchen pilot,
  - iv) reveal areas of opportunity for improvement and inform on the way forward for each of the activity's components (refer to para. 3).
8. In addition, WFP Tunisia CO and the Regional Bureau wish to share the lessons learned from this evaluation with other Country Offices implementing similar school meals programmes with a strong capacity development component in the region (e.g. Armenia, Morocco, Kyrgyz Republic and Tajikistan). Moreover, this is meant to serve as an experience of a WFP-led Decentralized Evaluation (DE), conducted with a high level of Government's participation and involvement along all of its phases.

## 2.2. Objectives

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. This evaluation is conducted with the aim to feed into the enhancement of WFP's operational and strategic direction in Tunisia, and thus more geared towards the learning objective.
  - **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 assess the operationalization of the Sustainable School meals Strategy (SSMS) under the implementation period 2016-2018. The evidence generated will identify the level of success of the programmatic intervention around its multidimensional approach, including links with the local production, revenue generation for rural women, community participation, and nutrition education through school gardens. In addition, it will inform operational and strategic decision-making such as the replicability of the kitchen pilot intervention. The evaluation will also assess the level of integration of recommendations from the OpEv conducted in 2015 into the programme

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<sup>2</sup> During the first phase of the Development project (2013-April 2018), WFP provided technical assistance and policy advice through the development of a Sustainable School Meals Strategy (SSMS), that was validated in December 2014.

<sup>3</sup> The Plan of Action (2015 – 2018) was developed jointly by WFP and the Government and was validated in November 2015.

<sup>4</sup> This OpEv evaluated WFP's Tunisia development project 200493 that was launched in December 2013 with the primary purpose of strengthening the Government's capacity to improve the quality and sustainability of the NSMP.

implementation and the measures to adopt in order to fully integrate them. Findings from this evaluation will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

- **Accountability** – The evaluation will assess and report on the performance and results of the technical assistance and policy advice WFP is providing to the Tunisian Government to strengthen their NSMP.

### 2.3. Stakeholders and Users

10. 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.
11. Accountability 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 (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
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO) Tunis</b>	Responsible for the planning and implementation of WFP’s interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes.
<b>Regional Bureau (RB) Cairo</b>	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. The Regional Evaluation Officer supports CO/RB management to ensure quality, credible and useful decentralized evaluations.
<b>WFP HQ [technical units]</b>	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have 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.

<b>Office of Evaluation (OEV)</b>	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 decentralised evaluation stakeholders as identified in the evaluation policy.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Beneficiaries</b>	<p>WFP interventions in Tunisia do not provide food assistance. Tunisia CSP focus in capacity building and technical assistance to the Government in the framework of its NSMP. The enhanced NSMP benefits 250,000 children (120,000 girls and 130,000 boys aged 6-11) attending the 2,500 schools across the country including rural areas.</p> <p>Additional direct beneficiaries of the capacity strengthening interventions in particular through training, include cooks, staff involved in the school meals programme management at central, regional and local level, and school staff and community members participating in the maintenance and management of school gardens.</p>
<b>Government</b>	<p>As direct beneficiary, the Tunisian Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the actions of other partners and meet the expected results.</p> <p>The MoE is responsible for the implementation of the NSMP and its interest lies in the efficiency and effectiveness of the school meal programme as a whole so that they best serve the country's needs. Issues related to capacity strengthening and sustainability will be of particular interest.</p> <p>The evaluation will serve the interests of MoA. The MoA facilitates the set-up of school gardens as hubs for nutrition and environmental education and as a complementary source of fresh produce, in accordance with a home-grown school meals approach. In addition, the MoA will be informed on the advantages and their level of benefits to be part of the NSMP.</p> <p>The Ministry of Health and the National Institute for Nutrition participated in the design of nutritious, balanced meals, contributing to a more diversified diet, in order to address the double burden of micronutrient deficiencies.</p>
<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 programmes are effective in contributing to the UN

	<p>concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.</p> <p>The following UN Agencies and Mechanism has a direct interest on the subject of the evaluation and its results:</p> <p>UNDAF (2015-2019), in particular with its axis III on social protection and equitable access to quality social services under SDG 2 and 17.</p> <p>UNICEF and UNESCO strive to promote the inclusion of nutrition, hygiene and environmental education materials into the national curricula.</p> <p>UNOPS is collaborating with WFP Tunisia in the upgrade and equipment of school kitchens.</p>
<p><b>NGOs</b></p> <p>National NGOs:</p> <p>Association Tunisienne de Protection de la Nature et de l'Environnement - Korba (ATPNE, Tunisian association for the protection of nature and the environment – Korba),</p> <p>Un Repas Pour Chaque Tunisien (URCPT, A meal for every Tunisian).</p> <p>Groupement Féminin de Développement Agricole (Women Group of Agricultural Development, GFDA)</p>	<p>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.</p> <p>The National NGOs, GFDA, ATPNE, URPCT are the WFP Cooperating Partners (CP) who facilitate the establishment of a sustainable link between local agriculture production and the National School Meals programme through the revitalization of school gardens and community participation of rural women, students, parents and school staff.</p> <p>In addition, local farmers and rural association, especially composed by women (GDFA) are also indirectly benefitting of WFP's interventions. The evaluation can inform them on what extent the NSMP is instrumental to the creation of income generating opportunities that are sustainable and to what extent the NSMP fosters links with local agriculture production in a home-grown-based approach.</p>
<p><b>Donors</b></p> <p>[Italian Cooperation for Development AICS, The Government of Tunisia]</p>	<p>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.</p> <p>AICS is funding 80 percent of Tunisia CSP. In October, WFP and AICS signed an agreement to continue activities over a period of 36 months with Euro 2.5 million.</p> <p>The Ministry of Education financially supported the construction and equipment of the pilot central kitchen and cover the costs of workshops and training sessions. Complementary financing from the Ministry of Agriculture included the revitalization of the pilot school garden. The DE will inform them on the replication of these modalities and best practices.</p>

<b>Private Sector</b>	The local private sector participated to the funding of light construction of the Pilot project (fence around the Naddhour school garden, and the private holding Délice-Danone Tunisia covered the costs to train 70 cooks on the WFP-developed Nutrition and Hygiene Guidelines
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12. The primary users of this evaluation will be:

- The Tunisia Country Office and its Government partners (Education and Agriculture) for decision-making purposes, notably related to programme implementation and/or design, and scale-up lessons learned. The Government of Tunisia, represented by the Ministry of Education, will benefit from the DE findings to inform the way forward in policy approach and formulation.
- Given the core functions of the Regional Bureau (RB), RBC 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**

13. The Government of Tunisia has made steady progress to consolidate its transition towards more democratic governance and economic recovery, which was triggered by the 2011 Jasmine revolution. However, Government efforts to reduce inequality, strengthen public services and boost job creation have not yet materialized into major, visible improvement. Unemployment rates, currently at 15.3 percent nationally, show considerable disparities, and are especially high in interior rural areas, and among women and youth.
14. Tunisia's 2014 constitution makes explicit commitments to promoting women's appointment to positions of responsibility in all sectors, working towards gender parity in all elected bodies in the country and eliminating violence against women. In spite of progress, gender inequalities remain a significant impediment to social and economic development, and result in disadvantages for, and discrimination against, women and girls. The Gender Inequality Index 2015 ranks Tunisia 58th out of 159 countries.
15. Although there are low levels of hunger, regional disparities render the poorest portion of the population vulnerable to food insecurity. Access to nutritious food is not hindered by a lack of availability, but rather by economic barriers such as low purchasing power. Tunisia faces a double burden of malnutrition, driven by the prevalence of micronutrient deficiencies - most notably, iron deficiency - anaemia, overweight and obesity.
16. Government-funded food subsidies have promoted access to basic food for vulnerable people, but are increasingly seen as insufficient, poorly targeted social policies, with a significant proportion of the subsidy expenditure going to people with middle to high incomes.
17. Although primary school enrolment is high at 99 percent, cumulative dropout rate during primary education is estimated at 5 percent for boys and 7 percent for girls [2]. Tunisia's educational project, laid out in the Ministry of Education's White Paper on the Education

Sector Reform (2016), identifies four challenges for the reform: (i) ensure equity and equal opportunities; (ii) improve the quality of teaching and student achievement; (iii) ensure the integration of the education system into the job market and society; and (iv) improve governance. The Government is working to advance the reform's strategic objectives, including developing school life - which encompasses school meals, lodging, school transportation, and extra-curricular activities - and preventing school failure and dropouts.

### **3.2. Subject of the evaluation**

18. WFP Tunisia successfully positioned itself in a technical advisory role through government capacity strengthening activities which aim to enhance Tunisia's National School Meals Programme (NSMP).
19. Development Project 200493 was launched in December 2013. The primary purpose of the project was to strengthen the Government's capacity to improve the quality and sustainability of the existing National School Meals Programme (NSMP). During the first phase of the project (2014-15), WFP provided technical assistance and policy advice under three main pillars: i) a review of the existing programme; ii) study visits for South-South cooperation, sharing experiences and best practices; and iii) development of a Sustainable School Meals Strategy (SSMS).
20. The Government requested WFP's continued assistance in a second phase, until June 2018, to provide technical assistance and policy advice to operationalize and implement the SSMS.
21. In October 2017, the project received a EUR 2.5 (USD 2.9) million contribution from the Government of Italy to support WFP's programme over a duration of 3 years (2018-2021). The contribution from the Italian Agency for Development Cooperation covers 80 percent of the costs of planned activities under the actual Country Strategic Plan (CSP) (2018-2022), which commenced on 01 April 2018 and now subject of this evaluation.
22. Tunisia CSP 2018-2020 has been informed by the 2017 Strategic Review on Food Security and Nutrition in Tunisia (CSR), the Operation Evaluation commissioned by OEV and conducted in 2015 and developed in accordance with WFP's Strategic Plan (2017-2021), Gender Policy (2015-2020).
23. Tunisia CSP has been built on one outcome (Outcome 1: *National Institution in Tunisia have strengthen capacity to implement enhanced school meals and social protection programmes which advance social security and nutrition by 2022*) and 1 key activity (Activity 1: *Provide policy advice and technical assistance to national institutions implementing school meals and social protection programmes*).
24. The DE wants to focus on the three components through which WFP has assisted the Government, under SO 1 of the CSP, to operationalize the SSMS and strengthen the NSMP:
25. In the first component, WFP strives to strengthen regulatory frameworks and tools in the areas of governance, targeting, cost efficiency, school meals' nutritional quality and safety, monitoring and evaluation. Representatives of the Ministry of Education (MoE).
26. In the second component, WFP support the upgrade the current decentralized school feeding model in selected schools. This component support the renovation of equipment of school canteens, cooking and water and sanitation facilities; strengthen school committees' skills in school canteen management; promote sharing of good practices; and

provide training to enable regional and school level staff to enhance the programme's performance.

27. A third component consists on the rehabilitation of one central kitchen which will deliver meals to surrounding schools, as well as on the piloting of new implementation modalities that are efficient, accountable, and support local development. Links are being fostered with local smallholder farmers' groups, especially through the engagement of CP and rural women's community-based organizations, to promote the use of locally produced foods, contribute to job creation and enhance local development. School gardens support nutrition and environmental education, and will be leveraged as hubs to promote community participation, demonstrating to children and families how to add to a more nutritious diet with fresh vegetables and fruits.
28. The annexes related to the subject of the evaluation will inform on the baselines, targets and progress at implementation level.

## 4. Evaluation Approach

### 4.1. Scope

29. This is an activity evaluation of the National School Meals Programme conducted by WFP's Tunisia CO. The evaluation will inform the level of implementation and the performance of WFP's activities directed to strengthen the national capacity. It will include all activities in terms of technical assistance and policy advice related to this operation across the three components.
30. Following the previous operational evaluation that was conducted in 2015 on capacity building within the school meals programme framework (December 2012 – June 2015), this decentralized evaluation will be limited to the period 2016 – 2018.
31. The choice of evaluation type, topic, scope and methodology was a result of a consultative process with the CO management, programme team, the MoE and MoA focal points for the NSMP and for this evaluation, the Regional Evaluation Office and discussion with OEV colleagues in HQ. The evidence generated from this evaluation will be in time to inform strategic decisions and the strategic direction of the operation in Tunisia.

### 4.2. Evaluation Criteria and Questions

32. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Sustainability and Connectedness.<sup>5</sup> Gender Equality and empowerment of women should be mainstreamed throughout. These criteria have been selected because of the consultations within the CO and the evaluation function in RBC, and given the nature of this operation and its focus on capacity strengthening and development of the community and the government.
33. **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

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<sup>5</sup> For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

performance of Tunisia CSP, which could inform future strategic and operational decisions.

34. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, whether the object has been guided by WFP and system-wide objectives on GEEW, and ensure that there is capacity strengthening where required. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.

**Table 2: Criteria and evaluation questions**

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> <li>• Have the programme objectives been consistently relevant to the Tunisian context?</li> <li>• Has the design of the Sustainable School Meals Strategy and the subsequent Action Plans been adequately adjusted over time?</li> <li>• How and to what extent did the programme design adapt to the needs of the most vulnerable, including women, men, boys and girls belonging to different groups? This include also the indirect beneficiaries represented by the CBOs and groups of rural women.</li> <li>• Is the design and implementation of the intervention under the different components gender-sensitive?</li> <li>• What are the recommendations for a more gender equality and transformative approach for which programme activities can be specifically designed?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• What are the internal and external factors affecting the results expected towards the SSMS'S objectives?</li> <li>• To what extent has the operation been effective in advancing the six objectives of the SSMS: nutrition, social inclusion, social protection, economic development, governance &amp; management?</li> <li>• To what extent was the school selection criteria that was used effective in achieving the results of this operation? What are the recommendations for a more sustainable and inclusive selection modality?</li> <li>• To what extent did the convention signed between MoA, MoE, the pilot school and the group of rural women create actual and sustainable advantages for these actors and how are these advantages sustainable?</li> <li>• What is the analysis of the advantages and incentives (including economic incentives) for the CBOs and groups of rural women to be involved in the NSMP?</li> <li>• To what extent do the activities carried out along the three components complement each other and are in synergy to contribute to the aimed results?</li> </ul>

	<ul style="list-style-type: none"> <li>• Were there unintended (positive or negative) effects?</li> <li>• Were there additional indirect benefits to the affected populations and/or other stakeholders?</li> <li>• What are the corrective measures suggested that could inform the government and WFP CO through the implementation of the three main components?</li> <li>• Is the supply chain system for the centralised and decentralised NSMP model efficient and clearly framed? Are the roles of the actors and the tools used appropriate?</li> <li>• To what extent was the intervention effective in advancing gender equality and women’s empowerment?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Does the programme implementation take into account the political, economic and social transition of the country?</li> <li>• To what extent does WFP enable the government’s capacity to enable WFP’s exit strategy?</li> <li>• What is the likelihood that the benefits of this intervention will continue after WFP’s work ceases?</li> <li>• Is the central kitchen pilot a model that can move to scale?</li> <li>• What are the comparative advantages and the risks in the use of NNGOs (CBOs) as Cooperating Partners?</li> <li>• To what extent the direct recipients (girls, boys, women and men) are benefitting from the capacity strengthening interventions over the long term?</li> </ul>
Connectedness	<ul style="list-style-type: none"> <li>• Does the programme sufficiently leverage on national partnerships?</li> <li>• Have potentially mutually beneficial partnerships been proactively searched and formed in the framework of the work conducted by WFP?</li> <li>• How well defined are the roles and responsibilities of the different ministries (at central and regional level) and other decision-making actors within the framework of the NSMP (OOESCO, ADEP, School Directors, and GDA)?</li> <li>• What is the analysis of the structure and the roles within the different actors involved in the governance of the NSMP? Are they well connected and in synergy?</li> <li>• How and to what extent does the institutional framework signed by MoE and MoA on the access of community-based organizations (CBOs) to school gardens foster gender transformation?</li> <li>• What are the possible scenarios that could better address coordination and governance of the different NSMP’s actors?</li> </ul>

### 4.3. Data Availability

35. WFP Tunisia’s CO will gather and share key corporate documents relevant to the implementation of the operation including background programme documents from the donor. The Government of Tunisia will be involved and consulted in the data gathering stage. Moreover, the evaluation team can refer to publicly disseminated reports such as the annual SPRs as well as have access to comprehensive monitoring data on outcome,

output and process levels of the operation. The country strategic review, which was used to inform the current CSP, will be also made available along with other CO specific sources of information. Concerning the quality of data and information, the evaluation team should:

- i. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection;
  - ii. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
36. In particular, the team will carry out a critical assessment on data availability, and will take into consideration the limitations highlighted by the evaluability study to choose the evaluation methods. In doing so, the team will proceed to a critical review of the aspects of evaluability and identify the associated challenges as well as the mitigation measures to be consider. This data availability preliminary assessment will inform the data collection.
37. To answer the question on relevance, the evaluation team will be able to rely on analytical reports, reports from the Program Review Committee, narrative and logical framework of the previous project DEV 900243 and Tunisia CSR and CSP, as well as documents relating to government interventions and that of other actors. In addition, it will look at strategies, policies and directions on relevant national normative documents.
38. On the question on the results and efficiency of the operation, lack of baseline data for some activities can be found. This will need to be reconstructed from findings from various analytical reports and in collaboration with the department of the Ministry of Education. Members of the evaluation team will have access to some institutional planning and will probably be able to obtain information in key informant interviews. At the same time it is imporatn to note that he SABER analysis conducted in 2014 by the Country oOffice in collaboration with the government and all relevant stakeholders can be, to an extent, used as a baseline for the activities performed by WFP as it moved forward in advising the MoE in strengthening its NSMP.
39. The evaluation team should generate interesting insights on how the main internal and external factors observed have generated changes and influenced how the results were obtained. By means of surveys, focus will be given to, among other things:
- Internal factors, on which WFP can act (such as: processes, systems and tools in place to support the design, implementation, monitoring and evaluation of the operation, and the establishment of corresponding reports, the governance structure and provisions including staffing, capacity and support aspects), technical assistance provided by the Regional Office / Headquarters, partnership arrangements and coordination, etc.)
  - External factors (which WFP cannot influence): the operational environment; the evolution of government policies and donor support, resources and costs, consistency and validity of collected data and information and acknowledge of any limitations/caveat in drawing conclusions using the data.

40. In analyzing the results and the factors influencing the results of the operation, the country office and the Regional Office would like the evaluation to identify good practices that could be replicable in Tunisia as well as in other countries where WFP carries out similar projects in the region.
41. The recommendations will need to be forward-looking in order to inform the implementation and where appropriate adjustments are required in view of the Mid-term Evaluation is planned in 2020. The team will also need to consider the extent to which government institutions have the human, organizational and financial capacities needed to carry out the planned activities. Recommendations and strategy to address this last point want to be included in the evaluation work.

#### **4.4. Methodology**

42. The methodology will be designed by the evaluation team during the inception phase. The evaluation design will be non-experimental. The evaluation method should:
- Employ the relevant evaluation criteria of relevance, effectiveness, sustainability 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 with mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used.
43. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account.
44. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins.
45. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future. The following mechanisms for independence and impartiality will be employed including hiring of a third-party evaluation team that has not been involved in the implementation of the operation.
46. The following potential risks to the methodology have been identified: gaps in data that cannot be covered through primary data collection during the evaluation mission as well

as availability and competing interests of EC and ERG members. Regular online meetings between the EM and the ET will be held throughout the process, to address potential challenges at an early stage and mitigate such risk.

#### 4.5. Quality Assurance and Quality Assessment

47. 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.
48. 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.
49. 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.
50. 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 and evaluation report (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.
51. 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 standards](#)<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
52. This quality assurance process as outline 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.
53. 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

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

directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.

54. 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

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

**Figure 1: Summary Process Map**



56. **Preparation phase (6 weeks, November 2018):** The Evaluation Manager is responsible to conduct the necessary background and desk research, as well as go through a consultative process for the scope and design of the evaluation. Deliverables of the preparatory phase include the development of the EC and ERG, finalized ToR that is quality assured and endorsed by the EC, and finally the selection and recruitment of the evaluation team.

57. **Inception phase (8 weeks, December 2018 – February 2019):** The ET is responsible to undertake a desk review of documents and assess the available data to identify evidence gaps. This will inform decisions related to the methodology and requirements for primary data collection. In addition, the ET is expected to come for a mission in December 2018 to meet with different stakeholders including government officials, WFP programme staff and CPs. Accordingly, the team should suggest revisions to the evaluation approach (including adjustments to methodology and questions) if needed and work on drafting an inception report indicating the detailed approach, methodology, data collection instruments, team work plan and field work schedule. The finalized, quality-assured IR is expected to be delivered in February 2019.

58. **Data collection phase (4 weeks, March 2019):** Preparation of the evaluation fieldwork will take place between the ET and EM, including preparing for the data collection mission and setting meetings with stakeholders. Two weeks will be allocated for data collection. This will be followed by a preliminary analysis and a debriefing of the preliminary findings and learnings by the ET in Tunisia's CO, expected at end March 2019.

59. **Data analysis and reporting (10 weeks, April – Mid June 2019):** Further analysis and triangulation of data will take place. The ET is expected to draft an evaluation report that

shall be circulated for feedback and quality assured. A final version of the evaluation report is expected to be delivered at the beginning of End June 2019.

60. **Dissemination and follow-up:** Following the finalization of the report, the ET should be available to present the final report in Tunisia's CO. In addition, the ET is expected to develop a user-friendly summary document of the evaluation report focusing on interesting findings, best practice, lessons learned and way forward. Within the month following the delivery of the report, WFP Tunisia office is responsible to prepare their management response. The final ER is disseminated to all relevant stakeholders and is published on WFP's external website along with the corresponding management response.

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

### **6.1. Evaluation Conduct**

61. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with WFP Tunisia's CO and the Evaluation Manager. The team will be hired following agreement with WFP on its composition.
62. The evaluation team 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](#).
63. The evaluation will be conducted during period November – July 2019, see detailed schedule in Annex 2

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

64. The evaluation team is expected to include two members, including the team leader and of one national evaluator will be required. 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:
- Capacity strengthening and development
  - School meals and school feeding
  - Gender expertise / good knowledge of gender issues
  - All team members should have strong analytical and communication skills, evaluation experience and familiarity with the Tunisian context
  - All team members should be fluent in oral and written French and English, as all deliverables are going to be generated in these two languages.

66. 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, analytical and communication skills, including a track record of excellent French writing and presentation skills.
67. 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, analytical and communication skills, including a track record of excellent French and English writing and presentation skills.
68. 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, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
69. 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.
70. 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

71. **Security clearance** where required, is to be obtained from UN Department of Safety & Security (UNDSS) Tunis.
- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which covers 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>6</sup>
72. 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.
73. The general security situation is relatively quiet in Tunisia. The main concern is the political uncertainty. As no critical level of presence exists in high-risk areas, WFP avoids missions

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<sup>6</sup> Field Courses: [Basic](#); [Advanced](#)

to such areas of the country (i.e. areas bordering Libya and Algeria). There are no security incidents that affect UN personnel to report over the last week.

#### **6.4 Ethics**

74. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.
75. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

### **7. Roles and Responsibilities of Stakeholders**

#### **76. The WFP Tunisia Country Office:**

- a- The WFP Tunisia Country Office **Country Director** Maria Lukyanova will take responsibility to:
  - o Assign two Evaluation co-Managers: Head of Programme, M. Magid Chaabane and Policy Programme Officer, Ms. Silvia Luchetti).
  - o Compose the internal Evaluation Committee (EC) and the Evaluation Reference Group (see below).
- b- Approve the final ToR, inception and evaluation reports .
  - o Approve the final ToR, inception and evaluation reports.
  - o Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group
  - o 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
  - o Organise and participate in two separate debriefings, one internal and one with external stakeholders
  - o Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations
- c- The **Evaluation Manager (or two co-managers)**:
  - o Manage the evaluation process through all phases including drafting this ToR
  - o Ensure quality assurance mechanisms are operational

- Consolidates and shares comments on draft ToR, inception and evaluation reports with the evaluation team
  - Ensure expected use of quality assurance mechanisms (checklists, quality support
  - Ensure that the team has access to all 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
- d- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation (Refer to annex 3)
77. **An Evaluation Reference Group (ERG)** has been formed, as appropriate, with representation from the Ministry of Education, the Ministry of Agriculture, Group of Rural women (GDFA), member of the national institution for nutrition as well as UN system partner 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. These actions will be carried in a highly participatory manner, involving the ERG in technical working group meetings along the evaluation process. (Refer to annex 4)
78. **The Regional Bureau Cairo:** 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 subjects as required.
  - Provide comments on the draft TOR, Inception and Evaluation reports
  - Support the Management Response to the evaluation and track the implementation of the recommendations.
  - While the Regional Evaluation Officer, Luca Molinas, 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.
79. **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.
80. **Other Stakeholders (Government, NGOs, UN agencies)** will be the Ministry of Education, Ministry of Agriculture, Ministry of Social Affairs, Ministry of Health, UNESCO, UNICEF, FAO, CREDIF, AICS and the OOESCO representatives. These actors will be part of the Evaluation Reference Groups (ERG).
81. **The Office of Evaluation (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

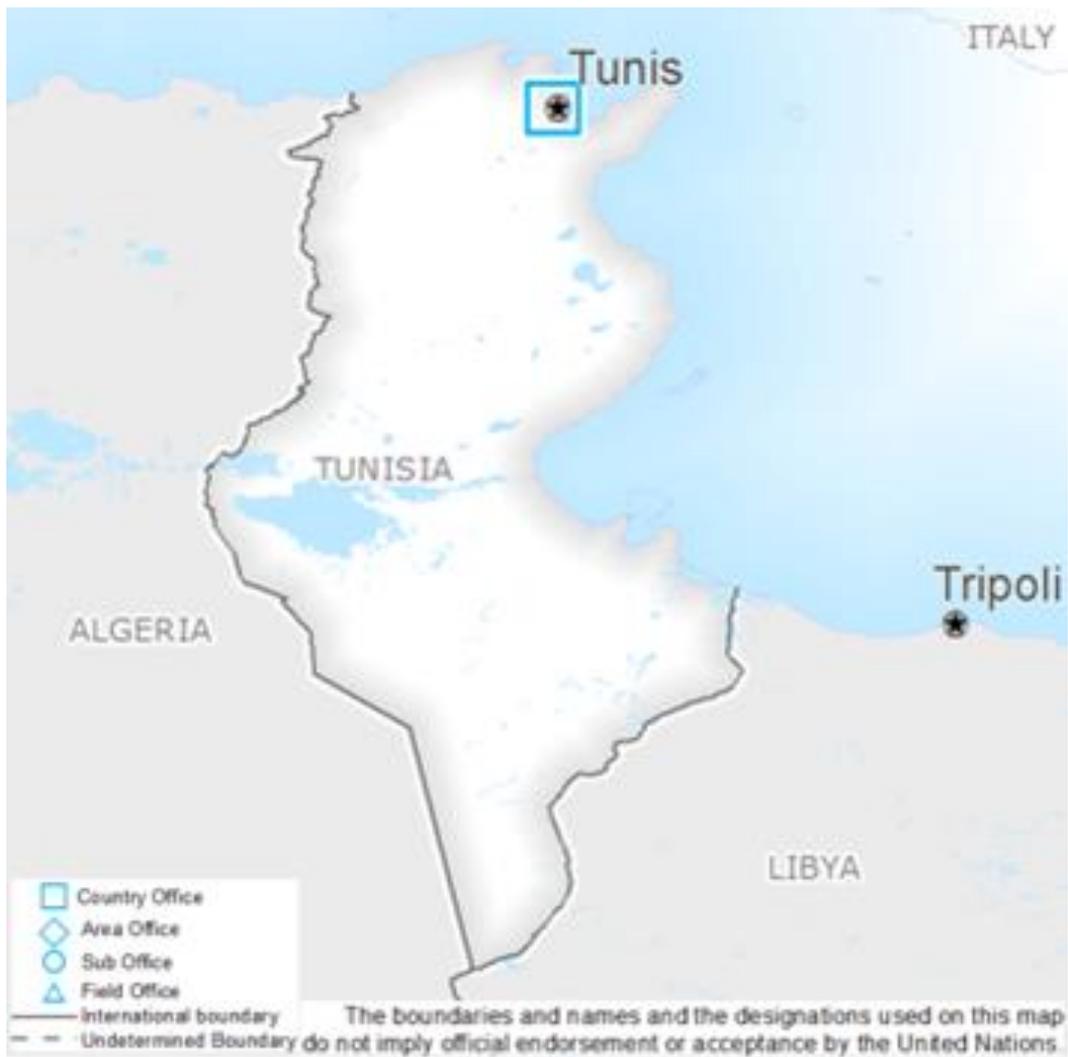
82. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
83. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
84. 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.
85. The ToR and inception report will be shared internally and externally, in two languages (i.e. English and French) as per the membership of the EC and the ERG. The final evaluation will be made publicly available, in English and French, on WFP's external website along with the management response. A communication plan will be developed by the Evaluation team and the Evaluation Manager to share learnings in the most efficient and relevant way. Following the approval of the final evaluation report, the results of the evaluation will be presented to the broad audience of stakeholders and partners including the Government, donors and UN sister agencies. The presentation will be delivered by the evaluation team leader with the support of the evaluation team. The ET is expected to develop a user-friendly summary document of the evaluation report in both languages (English and French) focusing on interesting findings, best practice, lessons learned and way forward.

### 8.2. Budget

86. For the purpose of this evaluation, WFP will:
- The final budget and handling, will be determined by the option of individual contracting that will be used and the rates that will apply at the time of contracting.
  - Indicate how travel/subsistence/other direct expenses should be accounted for in the proposed budget and clarify whether the budget includes any special communication-related provisions e.g. workshops, translation
  - **The total budget for the evaluation is USD 99,596**, of which USD 68,400 will be spent for covering evaluation team fees; USD 6,400 for international and local travel costs; USD 5,596 for per diems and USD 16,200 for other direct costs including workshops/meetings.
  - A total of 30% of evaluation costs will be funded by WFP Tunisia CO from the CSP budget, while the remaining 70% is expected to be covered by the Contingency Evaluation Fund.

Please send any queries to Evaluation Co-Manager Silvia Luchetti, at [silvia.luchetti@wfp.org](mailto:silvia.luchetti@wfp.org)

Annex 1 Map



## Annex 2 Evaluation Schedule

			<b>Phases, Deliverables and Timeline</b>	<b>Key Dates</b>
<b>EM</b>	<b>EC</b>	<b>ET</b>	<b>Phase 1 - Preparation</b>	<b>6 weeks</b>
			Desk review, draft of TOR and quality assurance (QA) using ToR QC	July, 2018 week 1
			Sharing of draft ToR with outsourced quality support service (DE QS)	July, 2018 week 2
			Review draft ToR based on DE QS feedback	July, 2018 week 2
			Circulation of TOR for review and comments to ERG,RB and other stakeholders (list key stakeholders)	July, 2018 week 2
			Review draft ToR based on comments received	July, 2018 week 2
			Submits the final TOR to the internal evaluation committee for approval	July, 2018 week 3
			Sharing final TOR with key stakeholders	July, 2018 week 3
			<b>Selection and recruitment of evaluation team</b>	Nov. 2018, week 1-3
			<b>Phase 2 - Inception</b>	<b>8 weeks</b>
			Briefing core team	Dec, week 1
			Desk review of key documents by evaluation team	Dec, week 1
			Inception mission in the country (if applicable)	Dec, week 2
			Draft inception report	Dec, week 3
			Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	Dec, week 4
			Revise draft IR based on feedback received by DE QS and EM	Jan, week 1
			Submission of revised IR based on DE QS and EM QA	Jan, week 1
			Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	Jan, week 2
			Consolidate comments	Jan week 2-3
			Revise draft IR based on stakeholder comments received	Jan, week 4
			Submission of final revised IR	Feb, week 4
			Submits the final IR to the internal evaluation committee for approval	Feb, week 4
			<b>Sharing of final inception report with key stakeholders for information</b>	<b>Feb, week 4</b>
			<b>Phase 3 - Data collection</b>	<b>4 weeks</b>
			Briefing evaluation team at CO	March, week 1
			<b>Data collection</b>	March week 2 -3
			<b>In-country Debriefing (s)</b>	March week 4
			<b>Phase 4 - Analyze data and report</b>	<b>10 weeks</b>

			Draft evaluation report	April week 1 – 3
			Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	April, week 4
			Revise draft ER based on feedback received by DE QS and EM QA	May, week 1
			Submission of revised ER based on DE QS and EM QA	May, week 1
			Circulate draft ER for review and comments to ERG, RB and other stakeholders (list key stakeholders)	May, weeks 2-3
			Consolidate comments	May, week 4
			Revise draft ER based on stakeholder comments received	June, week 1
			Submission of final revised ER	June, week 2
			Submits the final ER to the internal evaluation committee for approval	June, week 2
			<b>Sharing of final evaluation report with key stakeholders for information</b>	<b>June, week 2</b>
			<b>Phase 5 - Dissemination and follow-up</b>	<b>Up to 4 weeks</b>
			Organize dissemination (internal/external) as applicable)	June, week 3
			Prepare management response	June week 3- July week 2
			<b>Share final evaluation report and management response with OEV for publication</b>	July week 2

### **Annex 3      Membership of the Evaluation Committee**

<b>Role in EC</b>	<b>Name</b>	<b>Title</b>
Chair	Maria Lukyanova	Country Director
Co-EM	Magid Chaabane	Head of Programme
Co-EM	Silvia Luchetti	Policy Programme Officer
Member	Rabeb Azouzi	Programme Associate
Member	Luca Molinas	Regional Evaluation Officer

## Annex 4 Membership of the Evaluation Reference Group

<b>Role in ERG</b>	<b>Name</b>	<b>Title</b>
Chair	Maria Lukyanova	Country Director, WFP Tunisia
Secretary	Silvia Luchetti	Policy Programme Officer, WFP Tunisia
Member	Magid Chaabane	Head of Programme, WFP Tunisia
Member	TBC	Regional Programme Advisor, WFP RBC
Member	TBC	OSZI (CCS), WFP HQ
Member	Leila Ben Sasi	Ministry of Education representative
Member	Radia Taya	Ministry of Education representative
Member	Sondos Mahfoudh	Ministry of Education representative
Member	Nawel Jabess	Ministry of Agriculture representative
Member	Ines Kaabechi	Ministry of Agriculture representative
Member	Amira Ben Mefteh	President of the GDFA, Naddhour
Member	Gabriel El Khili	UNESCO representative
Member	Hela Skhiri	UN Women representative
Member	Ahmed Bougacha	FAO representative
Member	Julien Hautier	Education Specialist
Member	Sonia Ben Jemia	CREDIF, National Institute on Gender Studies Representative

## **Annex 5     Acronyms**

CO – Country Office

CSP – Country Strategic Plan

DE – Decentralized Evaluation

DEQAS – Decentralized Evaluation Quality Assurance System

EC – Evaluation Committee

ERG – Evaluation Reference Group

GEEW - Gender equality and women's empowerment

GDFA – Groupement de Développement Féminine Agricole

HQ – Head Quarter

M&E – Monitoring and Evaluation

MoA – Ministry of Agriculture

MoE – Ministry of Education

MAPS – Mainstreaming, Acceleration and Policy Support

NGO – Non-governmental Organisation

NSMP – National School Meals Programme

OEV – Office of Evaluation

OOESCO- Office of Scholastic Work

Poe – Operational Evaluation

QS – Quality Support

RB – Regional Bureau

SDG – Strategic Development Goal

SO – Strategic Outcome

TOR – Terms of Reference

UNCT – United Nations Country Team

UNDAF – United Nations Development Assistance Framework

UNESCO – United Nations Educational, Scientific, and Cultural Organization

UNICEF – United Nations Children's Fund

UNOPS – United Nations Office for Project Services

WFP – United Nations World Food Programme

## **Annex 6 Useful Reference Material**

- A. DEV 200493 Project Document
- B. Tunisia CSP 2018-2020
- C. Tunisia CSP 2018-2022 log frame
- D. Tunisia CSP ME plan
- E. Sustainable School Meals Strategy (SSMS)
- F. SSMS's Action Plan 2015-2018
- G. SABER 2014
- H. SPR 2016
- I. SPR 2017

## **Annex 7 Logical Framework**

The DEV 200493 project logical framework is included in the project document as part of annex 6 (6.A).

The Tunisia CSP 2018-2022 logical framework is included as part of annex 6 (6.B).