



Decentralized Evaluation Quality Assurance System (DEQAS)

Terms of Reference

EVALUATION of

**WFP's relief food and cash assistance to conflict affected
people in Kachin and Northern Shan States, from January 2016
to June 2019**

WFP Myanmar

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1. Introduction

1. This Terms of Reference (TOR) relates to the evaluation of the World Food Programme's (WFP) relief activity in two states in Myanmar (Kachin and Northern Shan States) under the Myanmar Country Strategic Plan (CSP) MM01 2018 – 2022. The relief activity constitutes Activity 1 under the current CSP. This evaluation is commissioned by the WFP Myanmar Country Office (CO) and will cover the period from January 2016 to June 2019.¹
2. This TOR was prepared by the WFP Myanmar CO based on an initial document review and consultation with stakeholders, while following the standard corporate template. The purpose of the TOR is two-fold. First, it provides key information to the evaluation team to help guide the team throughout the evaluation process and to ensure the most effective evaluation possible; and second, it provides key information to project stakeholders and users on the proposed evaluation.
3. This Decentralized Evaluation (DE) of WFP Myanmar's relief activity will be considered a mid-term evaluation and is scheduled to take place in 2019 according to the Monitoring, Review and Evaluation (MRE) plan of WFP Myanmar's CSP.
4. The relief activity (Activity 1) in Myanmar is a key component of the CSP and constitutes the largest budget among all CSP activities. There have also been a number of programmatic changes to this activity over the past few years, including a significant move to cash-based transfers (CBTs). The CO is therefore keen to learn from an in-depth evaluation of this activity and how it can improve implementation. The primary beneficiary group for this evaluation is internally displaced people (IDPs), who reside in the conflicted-affected regions of Kachin and Northern Shan States (please see Annex 1).

2. Reasons for the Evaluation

2.1. Rationale

5. The Myanmar CSP (2018 – 2022) launched in January 2018. While the relief operation (Activity 1) is the largest among all activities in the CSP, the original CSP projected a steady decrease in needs over the duration of the five-year plan. However, this reduction has not materialized, with conflict between the Myanmar military and ethnic armed organizations (EAOs), as well as conflict between EAOs, increasing in Kachin and Shan States, especially since April 2018. More generally, the context in Myanmar and the corresponding needs foreseen for WFP's response – particularly for its relief activity - have changed dramatically since the formulation of the CSP in 2017. Furthermore, a number of operational changes were introduced during the evaluation period and new initiatives are currently under way, potentially altering WFP's operations going forward. These past changes and ongoing initiatives are described below.
6. In addition to Kachin and Northern Shan States, Activity 1 is also carried out in Rakhine State. This evaluation will not cover Rakhine State due to the shortage of assessments conducted during the evaluation period and as travel to Rakhine State is currently restricted. While a desk review of existing documents is possible, the evaluation team is unlikely to receive travel

¹ The evaluation period will thus cover the last two years of the Protracted Relief and Recovery Operation (PRRO) 200299 (2013 – 2018) and the first 1.5 years of the CSP.

authorization to visit IDP camps and WFP-assisted villages in the central and northern parts of Rakhine State.

7. The evaluation is being commissioned at this time to examine, reflect on and synthesize lessons learned from the first 18 months of the CSP as well as the preceding two years of implementing relief activities and to take evaluation findings and recommendations forward for the remainder of the CSP. The purpose of this evaluation is to assess general food distributions and cash transfers in camps, host communities and return/relocation sites covering the period from January 2016 to June 2019.
8. WFP Myanmar has been providing unconditional food and cash assistance to IDPs in conflict-affected areas of Kachin and Northern Shan States since 2011/2012 to meet the minimum food needs of the affected populations. Since the launch of the CSP in January 2018, these activities have been conducted under Activity 1 of the CSP. The strategic orientation and logic of the CSP is illustrated in the "Line of Sight" in Annex 8. Prior to 2018, the relief activities were carried out under Protracted Relief and Recovery Operation 200299 ("Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable"), which was operational from January 2013 through December 2017. The logframe for this project can be found in Annex 7.
9. In 2016, CBTs were introduced to IDP camps meeting certain criteria, replacing in-kind food distributions. This was due to the field office facing many challenges in seeking food transport permissions from the local government. 2015 Post Distribution Monitoring result also showed 25% of food had been sold or exchanged for beneficiary's preference food. The introduction of cash followed four years of in-kind food provision and a process of re-assessing the appropriateness of the modality and levels of assistance. Through this process, it was decided that a shift to cash would allow beneficiaries the opportunity to choose their preferred food commodities, promote their dignity and stimulate the local economy. The implementation of CBTs has increased steadily since, and as of May 2019, WFP distributes relief assistance in the form of CBTs in all camps in Kachin and northern Shan States. Cash in envelope remained the only delivery mechanism available until 2016 then mobile money was tested as a pilot in 6 camps. The shift to mobile money minimises the risk associated with handling cash distribution. The beneficiary preference for the flexibility of mobile money led to the currently ongoing ramp-up which should cover all of Kachin WFP beneficiaries with mobile money by the end of 2020.
10. WFP rolled out two additional changes concurrently with the move to cash. First, WFP introduced a household prioritization and targeting exercise from November 2015, in which beneficiaries were categorized into "most vulnerable" and "less vulnerable" categories. "Most vulnerable" households in Kachin State (currently 44,000 beneficiaries) receive a full cash ration, while "less vulnerable" households receive 70 percent of the full ration.² WFP also launched SCOPE – a beneficiary data management tool - in 2016, helping WFP to manage the identity and entitlements of beneficiaries.
11. In addition to operational adjustments, WFP and other actors have recently been confronted with new and complex issues. The most current and high profile of the issues is that of "camp closures." Following a workshop in June 2018 in which the Myanmar Government launched its national "camp closure" strategy, small-scale returns have been ongoing in Kachin and northern Shan States. While WFP previously provided a three-month return package in the form of cash

² Note that while this categorization was conducted at the household level in Kachin, the classification was applied at the individual level in Northern Shan State.

to IDPs who return to their villages of origin or relocate to a new site, there had been ongoing discussions on whether the three-month package was sufficient and appropriate. As a result of the consultations with various local stakeholders in Kachin State, WFP has increased the return package from three months to six months since July 2019.

12. WFP's Office of Evaluation will carry out an independent Country Strategic Plan evaluation (CSPE) of the entire CSP in 2021. This will be complemented by three exercises, whose results will feed into the CSPE: 1) A CBT review that was conducted in 2018; the review focused on the evaluation of the transfer/response modality from In-kind to Cash for IDPs in Kachin State and also on the pilot introduction of e-money to replace cash-in envelopes. Based on the review, a lessons learned workshop is planned to be conducted in 2019. The CBT Lesson Learned workshop plan is to observe the lesson learned and to consider the challenges of moving from in-kind to cash assistance. 2) this Decentralized Evaluation conducted in 2019, focusing on Activity 1/relief activities; and 3) a Mid-Term Review (MTR) in 2020 covering all activities implemented during the CSP. The timing and coverage of the evaluations will be aligned with stakeholders' requirements on evidence generation as well as learning needs. WFP will also support processes such as joint evaluations³ with other United Nations partners.
13. The WFP Myanmar Country Office is the primary stakeholder of this evaluation. The CO wishes to learn from experience to-date in order to make evidence-based decisions to refine programme design and make adjustments to implementation for this key activity. An in-depth analysis of the relief activity through this Decentralized Evaluation will further inform and provide evidence that can be used for the Mid-Term Review (MTR) and Country Strategic Plan Evaluation (CSPE) of the CSP.

2.2. Objectives

14. This evaluation in WFP serves the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the relief activity to IDPs who are affected by the regional conflict, implemented under the CSP MM01.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson sharing systems. The recommendations will be used for other corporate reviews and evaluations of the CSP to address specific evidence gaps.
15. While both objectives apply to this evaluation, more weight is given to the learning aspect as WFP is just 18 months into the current CSP and has commissioned this evaluation to improve programming for the remainder of the 5-year CSP.

2.3. Stakeholders and Users

A number of stakeholders both inside and outside WFP have an interest in the results of the evaluation and some will be asked to play a role in the evaluation process. Table 1 below provides

³ WFP plans to conduct a joint research "Transforming Gender Roles through Cash Based Transfers" with UNFPA.

a preliminary stakeholder analysis, which should be further developed by the evaluation team as part of the inception phase. The evaluation firm will undertake the stakeholder identification, focusing on interviewing key people from the local authorities (ministerial representatives at township level), communities, beneficiaries, humanitarian actors (such as UN agencies, or national and international NGOs). In the context of the WFP Myanmar relief operation, the coordination with humanitarian actors is a critical effort to respond effectively to the IDPs' plight. The main focus of the project is not only to improve IDP's food security status but also IPDs' protection and gender related issues (such as women participation, decision-making and empowerment). The detailed stakeholder analysis to be conducted at the inception phase will take the issue of protection and gender issues into account. Through the stakeholder analysis, the evaluation team could further analyse the relationships and power balance between the different stakeholders, putting specially emphasis in the participation of Female-headed Households. So, human-rights protection and gender perspectives will be consiredred during the interviews to key informats and focus groups

16. Accountability to Affected Populations (AAP) is tied to WFP's commitment to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment (GEWE) in the evaluation process through consultation and participation of women, men, boys and girls including from marginalized groups throughout the evaluation process. This may also include informing and seeking feedback from the beneficiaries through appropriate forums before, during and after the evaluation team's mission. WFP Myanmar has established a Complaints and Feedback Mechanism (CFM) as one of the regular monitoring tools and it is functioning well in all field offices. CO Myanmar has agreed to participate in the roll out of the corporate CFM Standardization project starting in September 2019. In the new project, WFP has selected Sugar Customer Relationship Management (Sugar CRM) as the corporate IT tool for the management of feedback. The SugarCRM database system supports the flow of information of the CFM, the functioning of the CRM process to properly document complaints and the participation of key relevant staff at all levels for demonstrating greater accountability and transparency to the people WFP assists. Evaluation findings will be shared with beneficiaries using appropriate communications tools.

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Myanmar Country Office	The CO has a direct stakeholder in the evaluation and an interest to make evidence-based decisions to refine programme design and make adjustments to implementation for this key activity. It is also called upon to be accountable internally as well as to its beneficiaries and partners for the performance and results of its programmes. The CO will use the findings to improve the relief programme, not just in the target area (obviously) but also in all the areas where we provide relief assistance (food or cash), such as Rakhine or Flood-affected areas.

Regional Bureau (RB)	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 COs. The Regional Evaluation Unit supports CO/RB management to ensure quality, credible and useful Decentralized Evaluations. RB management will use the findings to inform other WFP cash and food assistance programmes in other countries, where displaced or refugee people are found.
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 decentralised evaluation stakeholders as identified in the evaluation policy. OEV will use the findings and specially the methodology to maintain its accountability track on major WFP operations around the globe, firstly for the members of the board and secondly for major donors of this operaton.
WFP Executive Board (EB)	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 will be fed into thematic and/or regional syntheses and corporate learning processes. These findings will become part of regional and global summaries on WFP performance that will be presented to the EB.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the participation of women, men, boys and girls from different affected groups in the evaluation is of utmost importance and their perspectives will be sought to answer the evaluation questions. The beneficiaries will benefit from the adjustments in the coming interventions that are meant to improve their entitlements, delivery modalities and complaint mechanisms.
Government	The Department of Disaster Management (DDM) under the Ministry of Social Welfare, Relief and Resettlement (MoSWRR) has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. DDM is directly managing a cash-based transfer programme and they will likely be using our process and output results to improve the performance of their own programme, either in the same areas or in other areas in the country. The evaluation findings may also be used for adjusting camp closure and small scale return strategy and how to improve those actions.
UN agencies	UN agencies (such as OCHA, UNHCR or UNFPA) has an interest in ensuring that WFP programmes are effective in contributing to the UN's concerted efforts. Various agencies are also direct partners of WFP at policy and activity levels (namely UNHCR in Rakhine and Kachin, FAO and UNICEF at federal policy level, UNICEF in Yangon areas). The findings will contribute to UN agencies to strengthen a better collective response to the beneficiaries through various coordination mechanism.
NGOs	NGOs are WFP's partners (World Vision, Karuna Mission Social and Myanmar's Heart Development Organization), for the implementation of some activities in both states, while at the same time having their own interventions. The NGOs will use the result and recommendations to guide and improve future implementation modalities,

	strategic orientation and partnerships. They will also use the findings to improve the projects funded by WFP.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. The major donors to WFP's Myanmar Country Strategic Plan are the United States and Japan, including the relief operations in Kachin and Northern-Shan States subject of this evaluation. The DE report will serve the donors to assess WFP's performance and use of their funds in the most appropriate, effective and efficient way. It may also serve to raise additional funds to cover gaps or scaling up phases detected by the evaluation

17. The primary users of this evaluation will be:

- The Myanmar CO and its implementing partners, Karuna Mission Social Solidarity (KMSS), Myanmar's Heart Development Organization (MHDO), and World Vision (WV) will make evidence-based decisions on the design and implementation to achieve objectives of the relief programme. The findings and recommendations from the evaluation will be used to refine programme design and make adjustments to implementation for this key activity.
- The RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight to other COs.
- 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

18. According to the Myanmar Poverty Assessment (2017), 32.1% of the population in Myanmar was living in poverty in 2015.⁴ According to this assessment, 1 in 6 people struggled to meet their basic food needs and a disproportionate number of the poor worked in the agriculture sector. Despite the continued challenges, the poverty rate has declined significantly over the years from 44.5% in 2004/05 to 37.5% in 2009/10 and to 26.1% in 2015.

19. Myanmar graduated to lower-middle-income status in 2015 and has also made significant progress in addressing malnutrition. Undernutrition among under-five children based on the new WHO growth standard declined between 2009 and 2016. The prevalence of stunting reduced from 35.1% to 29.2%, underweight from 22.6% to 18.9% and wasting from 7.9% to 7%, respectively (MOH and MOHPED 2010, MOHS and ICF 2016).

20. Despite improvements in poverty and nutrition, many challenges remain, including continued population displacements as a result of conflict, vulnerability to extreme weather events, poverty, limited social protection coverage, and persistent gender inequalities. In particular, ethnic conflict continues in Kachin, Shan and Rakhine states. The 2019 Humanitarian Needs

⁴ The data is from a joint assessment by the Ministry of Planning and Finance and the World Bank ([Myanmar Poverty Assessment 2017](#)).

Overview estimated that approximately 940,000 people in these three states and in Kayin State were in need of humanitarian assistance.

21. Myanmar ranks 145 out of 188 countries in the 2016 Human Development Index and 80 out of 159 countries in the Gender Inequality Index. Reducing poverty and increasing well-being of the poor and vulnerable populations is a priority for the Government of Myanmar and its development partners. WFP's strategic review highlighted vulnerable groups that require support from government social safety nets or humanitarian aid, including orphans and vulnerable children, PLHIV, persons with disabilities and elderly people. The Government's social protection schemes currently cover less than 5 percent of the population, and only 0.5 percent of GDP was spent on social protection in 2014. The persistence of hunger is not simply a matter of food availability: it stems from structural and socio-cultural inequalities that affect women and girls disproportionately. There is evidence that women and girls in Myanmar are more vulnerable to food security and nutrition challenges as a consequence of cultural norms and religious practices.
22. Since 2011, people in Kachin and Northern Shan have been facing unrest in conflict-affected areas due to ongoing military operations with some moved from areas of active operations to safer places in neighbouring communities. As a result, the food security and nutrition situation has been adversely affected by low agricultural production, limited livelihood opportunities, inadequate access to basic services (health, education, etc.) and poorly functioning markets for almost a decade. According to findings of the Myanmar Food Security Atlas, more than half of the survey household in Kachin had low dietary diversity. A similar pattern was also found with the Food Consumption Score (FCS) indicator. Food Security Information Network (FSIN) report identified that conflict affected northern Shan is one of the highly Food Insecure areas. WFP started its intervention to enhance the food security status of the conflict affected people in both Kachin and northern Shan areas in 2011. As of December 2018, the IDP population caseload was 48,000 in Kachin and 8,000 in Northern Shan of which 5 percent were Pregnant and Lactating Women and children.
23. Gender, protection and AAP has been considered since the beginning of the programme design and throughout the programme cycle to ensure that WFP's assistance addresses the distinct needs of women, men, girls and boys with and without disabilities. Cross-cutting indicators have been formulated and identified when developing the logical framework (Annex 6, 7). WFP Myanmar implemented its gender action plan, integrating gender equality and women empowerment considerations into all aspect of its work. In the plan, greater attention is paid to increasing women's decision-making power over the use of food and cash assistance. However, a few challenges still remain for women in the IDP camps. The education level of women in the IDP camps and resettlement is very low and their main responsibilities are taking care of domestic works at household and community. The religious beliefs, social and cultural norms also make women to participate less in the community works, especially in the leadership positions. Although WFP initiated the inclusion of single female headed households for both paid and unpaid works, women as self-reliance and freedom of self-management and self-decision at household and community levels still need to be improved. In 2016, WFP introduced cash assistance in Kachin and northern Shan. Over a year e-money transfer, especially e-wallet was piloted six camps in kachin. Regular monitoring result shows that women, especially older people in the IDP camps has difficulties to use phone and sim-card. In dept analysis on the impact of using cash transfer modality affected to women in the IDP camps is pending to improve WFP operation in applying dignified to the beneficiaries.

3.2. Subject of the evaluation

24. The subject of this evaluation is the relief activity (Activity 1 of WFP Myanmar's CSP) in Kachin and Northern Shan states during the period January 2016 through June 2019. The "Line of Sight" in Annex 8 shows the intended outputs and outcomes for this activity.
25. Activity 1 involves the provision of unconditional food and/or cash assistance to crisis-affected populations, including children at risk, people with special needs (including mental health issues), the elderly and youth in Kachin, Northern Shan and Rakhine states, with the aim of meeting the immediate food needs of IDPs and other vulnerable populations. Since 2016 WFP has supported 56,000 IDPs (25,500 male, 30,500 female) residing in Kachin and Northern Shan with unconditional food transfers, including rice, oil, pulses and salt. Mixed modalities (cash and in-kind) were introduced in 2016. In locations where beneficiaries had access to a functioning market and, where there were no security concerns, Cash was a preferred response for both men and women. WFP transferred over USD 17 million to beneficiaries through CBTs during the period 2016 -2018.
26. The Line of Sight (see Annex 8) and Logframe (see Annex 6, 7) clearly lay out the objective of Activity 1, which is to meet the food and nutrition needs of the crisis-affected people through providing unconditional food and cash assistance. The intended results, outputs, outcomes and processes are collected through WFP regular monitoring tools. The indicators to capture the outcomes of the activity have been collected on a quarterly/annual basis. Regular monitoring is conducted throughout the programme cycle to monitor the progress and effectiveness of the programme. Outcome indicators such as the Household Food Consumption Score and Household Dietary Diversity Score are monitored through surveys and post-distribution monitoring. WFP Myanmar uses WFP's corporate monitoring system COMET to monitor programme outputs, such as the number of beneficiaries served or metric tons of food distributed. The information extracted from COMET has been incorporated into various corporate reports (executive briefs, country briefs and annual reports).⁵
27. The implementation of the programme is guided by WFP's corporate gender policy (2015-2020) and an action plan⁶ that aims to ensure the promotion of positive gender relations, increase WFP's awareness and consideration of the rights and protection needs of the assisted women, men girls and boys with and without disabilities, and support sustainable livelihoods in WFP Myanmar operation by consistently integrating GEWE, protection and accountability into the development and implementation of the CO programme. The following are some of the gender activities planned for the relief activities which are subject of this evaluation:
- Continue to promote leadership positions for women in camp management committee (CMC), food management committee (FMC) as well as village development committee (VDC) and Project Management Committee (PMC)

⁵ The annual report was called the standard project report (SPR) until 2017 and the annual country report (ACR) since 2018 when the Myanmar CSP launched.

⁶ COUNTRY OFFICE WFP MYANMAR - GENDER AND PROTECTION/AAP ACTION PLAN 2019

- Continue to promote women’s decision-making power over the use of WFP’s cash and food assistance
 - Continue to promote joint decision-making power made by women and men over the use of WFP’s cash and food assistance
 - In close partnership with UNFPA, explore partnership with a national research institute to conduct gender review on Cash Based Transfer (CBT) pilot in Kachin and Northern Shan States
 - Seek increased participation of women enumerators and build up balanced rosters to conduct rapid needs assessments and post distribution monitoring
 - Continue provide technical support to HR team for implementing gender parity
 - Conduct gender and GEWE awareness sessions to WFP and CP staff
28. Three gender related indicators are regularly monitored, looking into whether decisions on the use of food/cash/vouchers are made by women, men or both, into the proportion of women in decision-making entities such as committees or boards and into the gender of WFP food assistance recipients. GEWE analysis was conducted in 2016 for Asset Creation activity in Rakhine and dry zone in different areas of this evaluation.
29. During the evaluation period, WFP faced challenges maintaining its presence and providing assistance in some parts of Kachin and northern Shan states. In Kachin State, United Nations agencies have been unable to access non-government-controlled areas since June 2016. WFP has therefore been working with partners – in its capacity as the Chair of the Kachin Food Security Sector - to coordinate and ensure local organizations are able to provide food assistance to those in need. In Shan State, WFP has also had some challenges with access to implementing areas.
30. WFP is closely coordinating with the local government to verify IDP registration since the beginning of the conflict. Local government also takes a leading role in the Food Security Sector of the region, particularly to provide food/cash assistance and identify gaps in the utilization of resources to support other actors such as UN agencies and NGOs. Furthermore, WFP has partnered with 39 national and international NGOs for food and cash distributions during the project period that is subject of this evaluation. An Area Humanitarian Coordination Team (AHCT) was formed in Kachin to the provision of humanitarian assistance at local level. The AHCT composed of representatives from local government, UN agencies and international and local NGOs. The AHCT are responsible for negotiation humanitarian access, agree on common policies related to humanitarian action, promote humanitarian action in-country, promote transparency and accountability among members and non-members and ensure that relevant information and resulting analysis is disseminated among members and to relevant partners.
31. A CBT review was conducted in 2018, indicating that the distributed cash might not be used by the beneficiaries for the intended programme purpose, which is to improve the food security status of the household. In a few cases the purchasing power of the IDP households had become weaker when beneficiaries only had the option to buy rice from rice traders in the camp and only one trader was willing to run a business in the camp. As cash is returned to WFP at the end of every month if not spent, some beneficiaries were concerned that they would lose it if they can’t withdraw from the service provider/shop owner in time.
32. A number of beneficiaries especially women and older people in the camps are illiterate and have difficulties in using a phone. Some beneficiaries reported that they are not well treated by service providers. Recommendations from a CBT lessons learned workshop conducted in 2~7

June 2019 were that targeting criteria and beneficiary satisfaction on WFP ration size needed to be reviewed.

33. An evaluation on PRRO 200299 "Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable", which is subject of this evaluation, was conducted in 2016 and found that the PRRO was highly relevant and coherent with the priorities and policies of the key stakeholders and was appropriate to needs of the target groups. WFP assistance was found to be well designed and well-targeted, and to have strengthened government capacity through technical support to develop national policies on emergency preparedness and response, school feeding and nutrition, which had a direct, positive and long-term impact on WFP's main beneficiaries. The report can be accessed [here](#).
34. Apart from the evaluation in 2016 and a CBT review in 2018, no other reviews or evaluations were conducted that are relevant to this evaluation.

4. Evaluation Approach

4.1. Scope

35. The evaluation will focus on Kachin and Northern Shan states where conflicted-affected IDPs and host communities reside. Rakhine State will not be included in this evaluation as explained in Section 2 (Reasons for the Evaluation). Among other things, the evaluation will examine the implementation and outcomes of Activity 1 following the shift in transfer modality starting in 2016. Moreover, the evaluation will measure the effects of WFP's interventions on food and nutrition security, AAP, gender and protection, re-established and sustained livelihoods, and observe the factors that contributed to a successful (or unsuccessful) implementation of Activity 1.
36. The evaluation will cover the time period January 2016 to June 2019 and the implementation of relief activities under PRRO 200299 (2013-2017) and CSP MM01 (2018-2022).

4.2. Evaluation Criteria and Questions

37. **Evaluation Criteria:** The evaluation will apply the evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability and Coherence. GEWE, protection and accountability to affected populations should be mainstreamed throughout all evaluation criteria and questions, a central consideration of WFP's response for community-based protection.
38. **Evaluation Questions:** 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 WFP's food and cash assistance, which will be used to inform future strategic and operational decisions.
39. In regard to GEWE, WFP Myanmar is specifically interested in the different effects the assistance (in particular the cash assistance) has had on women, children, elderly and other particularly vulnerable groups. The evaluation should analyse how GEWE objectives and GEWE mainstreaming principles were included in the intervention design, and whether project implementation has been guided by WFP's system-wide objectives on GEWE. The GEWE dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	<p>To what extent have the design and modalities (including CBT) of Activity 1 been relevant to the needs of the assisted people, particularly vulnerable group of people such as elderly, children, women, etc., over time?</p> <p>To what extent has WFP responded with appropriate assistance following camp closures, and is the package provided to returnees and those who resettle appropriate?</p>
Effectiveness	<p>To what extent has Outcome 1 – to meet the food and nutrition needs of crisis-affected people in food-insecure areas all year round - been achieved?</p> <p>Why has or why hasn't Outcome 1 been achieved? What are the factors that positively or negatively influenced the ability of WFP Myanmar to reach the targets?</p> <p>How effective is food security coordination especially in areas inaccessible by WFP?</p> <p>To what extent have returnees who have resettled been able to re-establish their livelihood and food security?</p>
Impact	<p>What impact do the gender mainstreaming activities of Activity 1 have on women's capacity to participate in the leadership role of the community and women's role within the family?</p>
Efficiency	<p>How efficient was WFP Myanmar's assistance to crisis-affected people overall in terms of timeliness and cost-effectiveness?</p> <p>Which modality (cash or food) was more efficient in terms of timeliness and cost-effectiveness?</p>
Sustainability	<p>To what extent has WFP and other humanitarian actors' collective response helped to sustain the livelihoods of the conflict-affected people?</p>
Coherence	<p>To what extent have responses by the government, UN agencies and other humanitarian actors been coordinated in effectively addressing the needs of the affected people considering their gender, age and vulnerability?</p>

4.3. Data Availability

40. The main sources of information available to the evaluation team are listed below. The sources provide both quantitative and qualitative information and should be expanded by the evaluation team during the inception phase. In order to overcome the limitations of data availability, "back to office reports" by FO and CO staff will be available as a secondary and primary data sources. Furthermore, how to address the limitation of data availability/accessibility will be discussed at the inception phase with the evaluation team.

- 2016, 2017 and 2018 Standard Project Reports (SPRs)/Annual Country Reports (ACR)
- Regular monitoring data from the WFP corporate M&E system
- Post-Distribution Monitoring reports
- Cash-Based Transfer review (2018)
- Myanmar Country Strategic Plan (CSP) MM01
- PRRO 200299 Operations Evaluation report (2016)
- Livelihood camp profiling and rapid market assessment GCA (2015)
- FSIN Report

- Monthly market price data
- Joint assessment report for newly displaced people
- Monthly CFM data/CFM report
- WFP Gender policy (2015-2020)
- MMR gender action plan

4.4. Methodology

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

- Employ the relevant evaluation criteria Relevance Effectiveness, Efficiency, Impact, Sustainability and Coherence;
- Suggest a suitable evaluation design and methodology for the specific context of the subject of the evaluation, within the access restrictions that the evaluation team may face and limited data available.
- Demonstrate impartiality and lack of bias by relying on a cross-section of information sources (stakeholder groups, including beneficiaries). The selection of field visit sites will also need to demonstrate impartiality;
- Use mixed methods (quantitative, qualitative, participatory, etc.) to ensure triangulation of information through a variety of means;
- Data collection methods will be proposed by the evaluation team. Due to the limited data available, the evaluation will likely rely on qualitative data collected by the evaluation team, including through focus group discussions, key informant interviews and activity observations; The primary data will be collected through Key Informant Interviews, Focus Group Discussions and individual interviews with IDPs in both locations at Kachin and northern-shan states.
- Ensure that sampling methods include women and men, boys and girls and are not biased to male voices, and collect data from women separately from men to ensure they have confidence to speak. Since there are challenges and security concerns that may affect field research in in both areas, careful selection of clusters and areas to make the decision on sampling should be considered with the support of WFP field offices.
- Ensure collected data is disaggregated by gender, age and other vulnerabilities; an explanation should be provided if this is not possible.
- 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 stakeholder groups participate and that their different voices are heard and used;
- Mainstream the analysis of gender equality and women's empowerment, ensuring relevant data is collected and taking into account WFP's approach to protection and AAP.

As a minimum requirement, the following will be requested in the Inception Report: detailed description of sampling and data collection tools, planned document review; more clearly defined analysis approach, including approach to analysing GEWE, engagement with local stakeholders and beneficiaries, fieldwork as well as interim, draft and final reporting.

42. The methodology should be GEWE-sensitive, indicating what data collection methods are employed to seek information on GEWE issues and to ensure the inclusion of women and marginalised groups. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account. 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. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive programme implementation in the future.

43. The following mechanisms for independence and impartiality will be employed: an Evaluation Committee who oversees the evaluation process, approves the evaluation deliverables and takes necessary decisions; an Evaluation Reference Group who provides technical expertise and inputs to the evaluation deliverables; the selection of an independent evaluation team who have no vested interests and will be given full freedom to access information.
44. The following potential risks to the methodology have been identified: availability and interest of EC and ERG members to organize regular face to face meeting, unforeseen political and/or security constraints, and the inability to access beneficiaries who live in the host communities. A flexible timeline, alternative data collection methods such as phone interviews and regular online meetings throughout the evaluation can be risk mitigation measures to address the challenges.
45. A detailed data analysis plan will be laid out by the evaluation team during the inception phase and 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 evaluation questions and criteria. The analysis plan will also include a gender analysis and the findings will be included in the evaluation conclusions and recommendations to improve gender performance.

4.5. Quality Assurance and Quality Assessment

46. 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.
47. 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.
48. 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.
49. 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.

50. 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](#)^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
51. Evaluation quality will also be assured through selecting an evaluation team with strong background in the evaluation subject and by Myanmar Country Office checking evaluation reports previously conducted by the selected evaluation team.
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 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: The evaluation manager will consult with management and programme team for delivering TOR, team and formation of the EC and ERG, recruitment of evaluation team and preparation for CEF application. The evaluation manager will prepare a document library to share with the evaluation team.
57. Inception Phase: The evaluation team is responsible for conducting desk review of document library and develop a thorough understanding of the evaluation objectives and TOR. The team should timely inform the evaluation manager about information gap if need to be addressed.

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

The team should suggest revised TOR if needed. The evaluation team will then draft the inception report detailing the plan and method for the evaluation mission. Upon completed quality assurance mechanisms, the evaluation team will finalize the inception report.

58. Data Collection Phase: the data collection will be undertaken at the field level as well as through a desk review. The team will communicate regularly with the evaluation manager to prepare for the mission, including site visits, meeting with internal and external stakeholders. The field work debriefing session will be held at the WFP Myanmar CO at end of the mission to present preliminary findings.
59. Analyses and Reporting Phase: The evaluation team will present the findings and recommendations through a validation workshop and deliver a final evaluation report. The evaluation manager will circulate the draft report for the comments which will be reviewed by the Evaluation Committee (EC) and Evaluation Reference Group (ERG).
60. Dissemination and follow up Phase: The evaluation team will present the final report, either on-site or through a conference call. Within the month following delivery of the final report, WFP Myanmar CO is responsible to prepare a management response that will detail actions to be taken against each recommendation along with the timeline and responsibility.

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's 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. 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. CO MMR will develop appropriate forum to share Evaluation findings and receiving feedbacks from the beneficiaries.
64. Communication with evaluation team and stakeholders should go through the evaluation manager. The TOR and inception report will be shared internally and externally as per the membership of the EC and ERG.
65. The evaluation team will be accountable to the Chair of the EC and the Evaluation Manager.
66. The evaluation will be conducted during the period June 2019- May 2020, see detailed schedule in Annex 2.

6.2. Team composition and competencies

67. The evaluation team is expected to include 3-4 external consultants, including the team leader and three evaluation members (mix of national and international evaluators). To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally

diverse team with appropriate skills to assess CBT modalities, 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.

68. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Evaluation design, methods and process
- Nutrition in humanitarian context
- CBT modalities to deliver food assistance
- Expert within areas of gender, protection and AAP team members should have understanding in the humanitarian context, strong analytical and communication skills, evaluation experience and familiarity with the Myanmar humanitarian context.

69. The Team leader will have technical expertise in WFP relief assistance with different modalities 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 English writing and presentation skills.

70. 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.

71. 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.

72. 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

73. Security clearance where required is to be obtained from the WFP Myanmar CO Security unit.

74. There may be a restriction on travelling to Northern-Shan state due to armed conflict between military and ethnic armed groups.

- 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.⁷

⁷ Field Courses: [Basic](#); [Advanced](#)

- 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.

75. 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.

76. The evaluation team must obtain approval from relevant national/local authorities for visits to IDP camps and other restricted areas. Access for international staff and consultants is often unpredictable and can change on a day-to-day basis.

77. The WFP CO register the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the situation on the ground. The team member observes applicable UN security rules and regulations

6.4 Ethics

78. 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. The appointed evaluation manager is monitoring and evaluation officer from M&E unit of Myanmar CO. She is not involved in the programme operation.

79. Common cases for potential harm can be expected during interview with vulnerable people such as psychological trauma, inadequate attention to response questions and volatile situation due to stress. Interviewer will obtain proper consent before the interview start, respect the cultural norm of the community of interest, and avoid hypersensitive questions during the interview.

80. 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

81. **The WFP Myanmar Country Office.**

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

- Assign an Evaluation Manager for the evaluation:
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group.
- 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.
- Accountability to beneficiaries through feedback processes to and from them; beneficiaries' feedback will be sought through focus group discussions and key informant interviews on the one hand and informed about the evaluation findings and recommendations at the end of the evaluation on the other hand.

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 (EC)** has been formed as part of ensuring the independence and impartiality of the evaluation. The committee comprises of Country Director/Deputy Country Director, the Evaluation Manager, the CO technical unit in charge of Relief, Programme Policy Officer. This group will be involved in the whole evaluation process including reviewing the TORs, inception report (IR) and final report (ER). The EC will also be responsible for preparing management response to the evaluation recommendations.

82. **An Evaluation Reference Group** has been formed, as appropriate, with representation from WFP internal experts from relevant programme and technical units, and external representatives from UN agencies and cooperating partners. 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.

83. **The Regional Bureau:** (When not the Commissioning Office), 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 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 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.

84. **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.
85. **Internally Displaced People (IDPs)** living at camps and host community in Kachin and northern Shan will act as key informants for the evaluation during evaluation mission.
86. **Other stakeholders** including local government, UNOCHA, NGOs will also act as key informants, stay informed throughout the process of the DE. The findings and recommendations will be used by the stakeholders to strengthen coordination's for strategic priority areas including livelihood opportunities of the beneficiaries.

8. Communication and budget

8.1. Communication

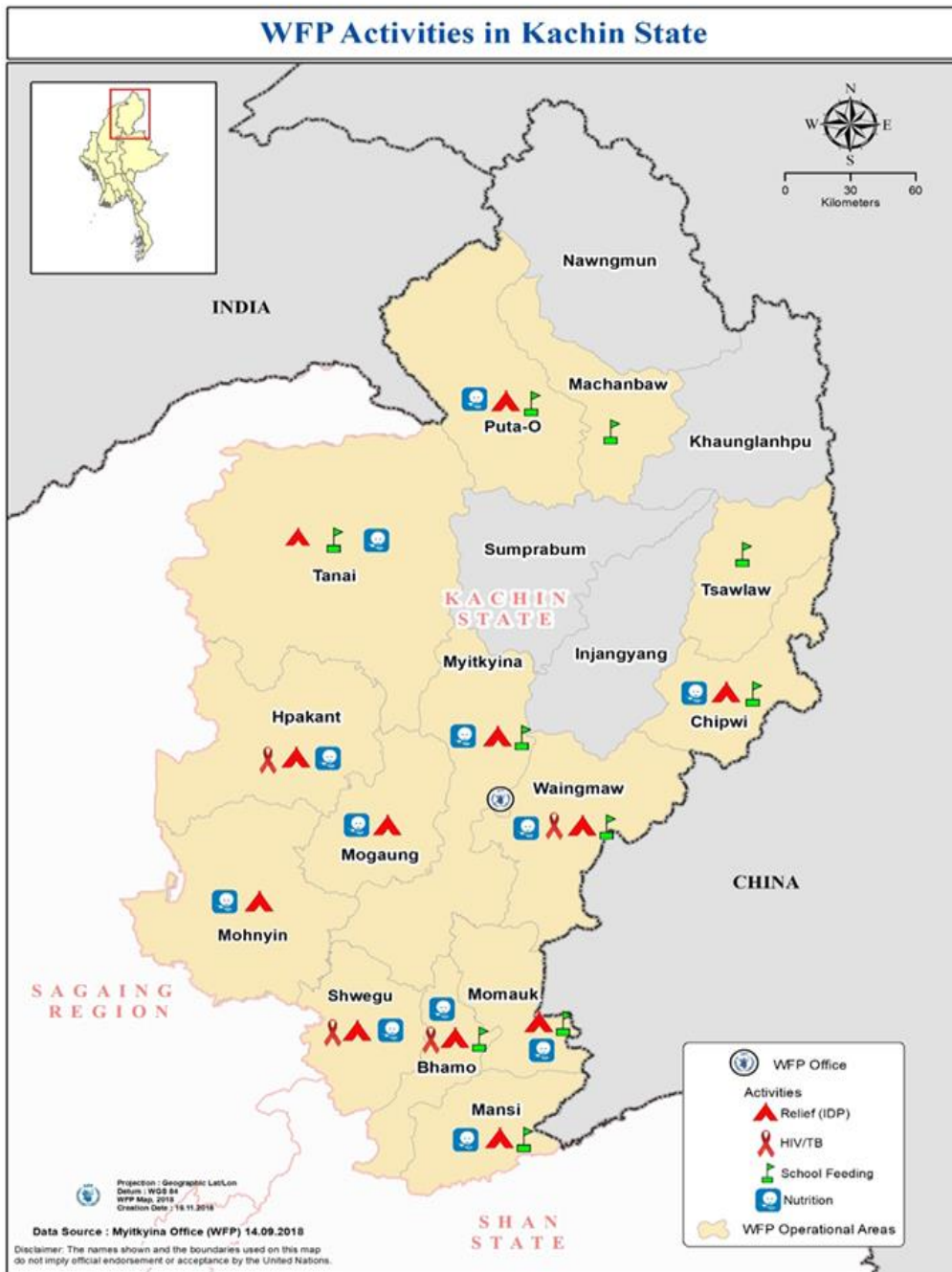
87. A communication and learning plan will be developed by October 2019 to ensure that the evaluation findings are disseminated at all levels, including community level, and to support organizational learning and used for decision-making. The evaluation manager will lead the development of the communication and learning plan with inputs from colleagues from Myanmar country office and ERG. The communication and learning plan will describe how findings on gender will be disseminated and how GWEW issues will be engaged.
88. The evaluation team will analyse the data collected and draft the evaluation report. EC and ERG members will provide comments to the draft evaluation report and EC will approve the evaluation report. Following the approval of the final evaluation report, dissemination will be broad, and a workshop will be conducted both internally and with external stakeholders. The final evaluation report will be shared along with the management response. The CO management will respond to the evaluation recommendations by providing actions that will take to address each recommendation and estimate timelines for taking those actions. Overall, the evaluation report will be written in English language.

8.2. Budget

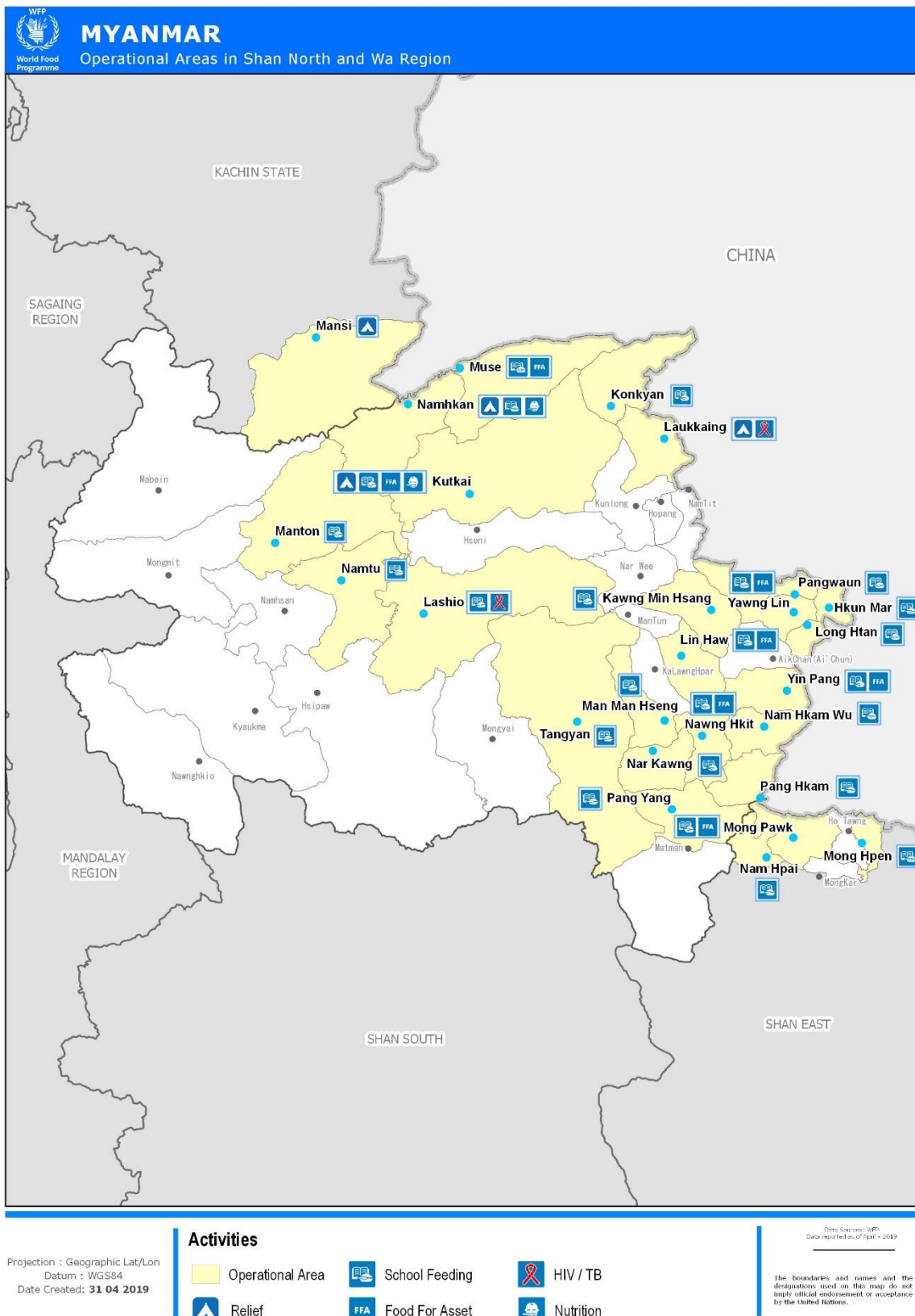
89. **Budget:** For the purpose of this evaluation, WFP will:
- The evaluation team will be conducted by the external evaluation team and the contracting will be proceed through WFP Long Term Agreement (LTA) option.
 - The proposed budget will cover evaluators travel, per diem, logistic and other direct costs. The primary total cost of the evaluation is estimated to US\$ 130,100.

- The budget includes any costs related to production of communication material and conducting workshops.

Annex 1 Maps



WFP Myanmar operational areas in northern Shan



Annex 2 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates
Phase 1 - Preparation		
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	June
	Sharing of draft ToR with outsourced quality support service (DE QS)	June
	Review draft ToR based on DE QS feedback	July
	Circulation of TOR for review and comments to ERG	Beginning of August
	Submits the final TOR to the EC for approval	End-August
	Sharing final TOR with key stakeholders	End-August
	Selection and recruitment of evaluation team	November week 2
Phase 2 - Inception		
	Briefing core team/inception mission	November week 4/ December week 1
	Desk review of key documents by evaluation team	November week 3
	Submission of draft IR with EM and quality assurance of draft IR by EM using the QC	December week 3
	EM submit feedback	December week 3
	RBB to submit feedback	January week 1
	Sharing of draft IR with outsourced quality support service (DE QS)	January week 2
	Revise draft IR based on feedback received by DE QS and EM	January week 2
	Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	January week 3
	Revise draft IR based on stakeholder comments received	January week 3
	Submits the final IR to the EC for approval	January week 3
	Sharing of final inception report with key stakeholders for information	January week 3
Phase 3 – Data collection		
	Briefing evaluation team at CO	January week 4
	Data collection	January week 4 to February week 2

	In-country Debriefing (s)	February week 12
Phase 4 - Analyze data and report		
	Analyze the collected data	February week 3 to March week 1
	Validation workshop	March week 1
	Draft evaluation report	March week 2-3
	Sharing of draft ER with EM and quality assurance of draft ER by EM using the QC	March week 4
	Revise draft ER based on feedback received by EM QA	April week 1
	Sharing of draft ER with outsourced quality support service (DE QS)	April week 2
	Revise draft ER based on feedback received by DE QS	April week 3
	Circulate draft ER for review and comments to ERG, RB and other stakeholders	April week 4
	Revise draft ER based on stakeholder comments received	May week 2
	Submits the final ER to the EC for approval	May week 3
	Sharing of final evaluation report with key stakeholders for information	May week 3
Phase 5 - Dissemination and follow-up		Up to 4 weeks
	Prepare management response	May week 4
	Hold dissemination workshop	June week 1
	Share final evaluation report and management response with OEV for publication	June week 2

Annex 3 Membership of the Evaluation Committee

Title	Role in EC	Name
County Director	Chair	Marcus Prior (OIC)
Monitoring & Evaluation Officer, Evaluation Manager	Secretary	Nant Hnin Nwe Nwe Chan
Deputy Head of Programme (SO1)	Member	Khin Saw Than
Regional Evaluation Officer	Member	Yumiko KANEMITSU
Programme Policy Officer	Member	Soi Lang Seng

Annex 4 Membership of the Evaluation Reference Group (may revise)

Title	Role in ERG	Name
County Director	Chair	Marcus Prior (OIC)
Monitoring & Evaluation Officer, Evaluation Manager	Secretary	Nant Hnin Nwe Nwe Chan
Deputy Head of Programme (SO1)	Member	Khin Saw Than
Regional Evaluation Officer	Member	Yumiko KANEMITSU
Deputy Head of Programme (SO2)	Member	Swe Swe Win
Programme Policy Officer (SO3)	Member	Melody MUCHIMWE
Gender and Protection officer	Member	Ni Ni Thaug
Head of field office (Lashio)	Member	Ti Wai KHAUNG
Head of field office (Myintkyina)	Member	Ja Seng
Project Manager (NGO, Karuna Mission Social Solidarity)	Member	Edwin Doss
Head of Office (Kachin UNOCHA)	Member	Cecil Dunne
Community representative	Member	Ms. Sumlut Lu Sam
CBT Officer/consultant, (RBB)	Member	Mulugeta HANDINO

Annex 5 Acronyms

AAP – Accountability to affected population

ACR – Annual Country Report

AHCT– Area Humanitarian Coordination Team

CBT – Cash-based transfers

CO – Country office

CP – Cooperating Partner

CSP – Country Strategic Plan

COMET – Country Office tools for Managing (programme operations) Effectively

DDM – Department of Disaster Management

DE – Decentralized Evaluation

DEQAS – Decentralized Evaluation Quality Assurance System

EC – Evaluation Committee

EM – Evaluation Manager

ERG – Evaluation Reference Group

FSIN – Food Security Information Network

GEWE – Gender Equality and Women Empowerment

GFD - General Food Distribution

HQ – Headquarter

ICRC– International Committee of the Red Cross

IRM – Integrated Roadmap

M&E – Monitoring and Evaluation

MoSWRR – Ministry of Social Welfare, Relief and Resettlement

NGO – Non-government Organization

NRC – Norwegian Refugee Council

PLW- Pregnant and Lactating Women

PRRO – Protracted Relief and Recovery Operation

QA – Quality Assurance

QC – Quality Checklist

QS – Quality Support

RB – Regional Bureau

TOR – Terms of Reference

UNDSS – UN Department of Safety and Security

UNCT – United Nations Country Team

UNHCR – United Nations High commissioner for Refugees

UNOCHA – United Nations Office for the Coordination of Humanitarian Affairs

WFP – United Nations World Food Programme

Annex 6 Myanmar CSP Logframe



Myanmar CSP
logframe .pdf

Annex 7 Myanmar PRRO logframe



Myanmar PRRO
logframe.pdf

Annex 8 Line of Sight



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