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Evaluation for evidence-based decision making **|** WFP Office of Evaluation

Evaluation Quality Assurance System (EQAS)

)

**TEMPLATE**

**Evaluation Manager**

**[Evaluation Title]**

**Terms of Reference**

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| ***Who is this Template for?*** *This template is for the development of a Terms of Reference for the Evaluation Manager’s role. It is intended for use by RB, CO or HQ management in contracting an external evaluation manager, in line with* [WFP’s Decentralized Evaluation Quality Assurance System (DEQAS) Process Guide](https://www.wfp.org/publications/deqas-decentralized-evaluation-quality-assurance-system-guidance-materials-0).  ***What is the purpose of this template?*** *This template provides a suggested structure and guidance on content, to set out WFP’s expectations of skills and capabilities to manage a decentralized evaluation.*  ***How should this Template be used?*** *This template should be used alongside the DEQAS process guide**to ensure that all the key roles and responsibilities of the evaluation manager are included in the TOR.*  ***How is this Template structured?*** *Within this Template:*   * *A box containing guidance is provided at the start of each section, where necessary. These should be removed once the TOR is completed.* * *Text in* standard format *is the suggested content and can be edited as appropriate* * *Text in* [highlighted square brackets] *indicates that this part should be completed by the user and provides guidance for the template user* |

1. **Job title, type of contract, location and duration of assignment**

* **Job Title:** Evaluation Manager (EM)
* **Type of Contract:** Consultant [to be adjusted if template is used to request for TDY from another CO]. [State whether it is a When Actually Employed (WAE) or Regular consultant]
* **Duty Station (City, Country):** [indicate the location of the assignment. Also specify if the assignment is home-based and the consultant will work remotely, and if the consultant is expected to travel to the CO/RB/ sub-offices]
* **Start Date:** [indicate the date consultant is expected to start, informed by the evaluation timeline. Note that the consultant may not always be hired at the very start of the process].
* **Duration of assignment (number of days)**: [state the number of days if it is a WAE consultant or months if it is a regular consultant]. The total number of days will vary based on the scope and complexity of the evaluation as well as the timing of the EM contracting. Based on previous experience, this can be estimated to be minimum 7 days for the preparation phase, 11 for the inception phase, 5 for the data collection phase, 12 for the analysis and reporting phase, and 5 for the dissemination and follow-up phase; but the level of effort may increase up to 1/3 of a staff time for one year.]

**2. Introduction to the Evaluation Subject**

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| *Indicate the purpose of the TOR; the title of the evaluation subject (i.e. activity/ thematic area/ transfer modality/ pilot activity being evaluated); and include a brief description of the subject of the evaluation.* |

These Terms of Reference (TOR) are for the contracting of an external evaluation manager (EM) for the evaluation of [evaluation subject] in [geographic area]. This evaluation is commissioned by [name of Commissioning Office] and will cover the period from [month/year] to [month/year].

These TOR were prepared by the [commissioning team/office] in consultation with [name stakeholders as/if applicable] and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the consultant on the subject of evaluation. Secondly, it describes the scope of the work to be undertaken, key duties and responsibilities and the required skills and capabilities.

The evaluation is being commissioned for the following reasons: [Describe the reasons why the evaluation is needed at this time].

The evaluation will have the following uses for the [WFP Commissioning Office] and [other stakeholders as applicable]: [Brief statement of how the evaluation will be used].

[Provide any additional information that is relevant to the evaluation].

**3. Purpose of the assignment**

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| *The objectives are tied to specific deliverables expected from the evaluation manager and should be used to clarify how performance of the person hired will be assessed.* |

The purpose of this assignment is to manage the evaluation of [state the title and subject], commissioned by [indicate the name of the commissioning office] in line with [WFP’s Decentralized Evaluation Quality Assurance System (DEQAS)](https://www.wfp.org/publications/deqas-decentralized-evaluation-quality-assurance-system-guidance-materials-0). This entails managing the evaluation from [state the phase at which consultant is being hired] to [state the phase up to when the consultant will engaged], to ensure an independent, credible and useful process and products. Specific objectives[[1]](#footnote-1) are:

* + To draft the evaluation TOR using the DEQAS template and follow the process for review, quality assurance, finalization and approval
  + To recruit the evaluation team following WFP procedures and guidance
  + To manage the inception phase to ensure that the team delivers a high-quality inception report that responds to the evaluation TOR and meets WFP quality standards
  + To manage the field work and ensure sufficient stakeholder engagement in line with approved inception report
  + To manage the analysis and reporting phase to ensure that the evaluation team delivers a high-quality evaluation report that meets WFP quality standards
  + To support the [indicate the commissioning office] management and ensure that the management response sufficiently responds to the evaluation recommendations
  + To actively disseminate evaluation findings and results
  + [Add any other objectives, for example if you plan to have a dissemination workshop and want the evaluation manager to lead/be involved in that]

**Supervision:** The consultant will report to [indicate the name, title and unit/ division of the supervisor].

**4. Detailed accountabilities and responsibilities of the Evaluation Manager**

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| *The accountabilities and responsibilities should break down the objectives in a way that is logical and clear to an external candidate considering whether or not to take up the assignment.* |

To achieve the objectives of this assignment, the EM will manage the evaluation process through the phases outlined in section 3. S/he will[[2]](#footnote-2):

* + Manage a decentralized evaluation, in line with [WFP Evaluation Policy](https://www1.wfp.org/publications/wfp-evaluation-policy-2016-2021) and [Decentralized Evaluation Quality Assurance System (DEQAS)](https://www.wfp.org/publications/deqas-decentralized-evaluation-quality-assurance-system-guidance-materials-0) to ensure the production of independent and credible evidence that meets high professional standards in line with [UN Norms and Standards](http://www.unevaluation.org/document/detail/1914); the [Code of Conduct for Evaluation](http://www.unevaluation.org/document/detail/100) in the UN system; the [2020 Ethical Guidelines for Evaluation](http://www.unevaluation.org/document/download/3683), including the Pledge of Ethical Conduct; the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation](http://www.uneval.org/document/detail/980) as well as the [WFP technical note on integrating gender in evaluations](https://docs.wfp.org/api/documents/WFP-0000002691/download/#:~:text=The%20goal%20of%20the%20WFP,girls%20and%20boys%20are%20met%E2%80%9D.).
  + Manage the evaluation processes from preparation to completion.
  + Manage sourcing, hiring and supervising of the evaluation team.
  + Engage stakeholders appropriately in the evaluation process.
  + Develop and manage relevant communication and knowledge management plans as well as budgets.
  + Take responsibility for ensuring the integration of protection, gender and wider inclusion issues throughout the evaluation process.
  + Prepare the Terms of reference (TOR).
  + Prepare and present budget and team for CD/DCD approval.
  + Serve as the main contact point in WFP for the evaluation team throughout the evaluation process.
  + Convene on behalf of the chair, the evaluation reference group and evaluation committee and provide secretariat services.
  + Consolidate the library of information needed for the evaluation before the start of the inception phase.
  + Take responsibility for the administrative and logistical needs of the evaluation.
  + Ensure relevant logistical arrangement are in place, including liaising with units/authorities for ticketing, payments, transport, visa, authorisations as relevant.
  + Organise and facilitate an evaluation team and commissioning office in person or remote orientation meeting (if one is planned) prior to the inception phase and relevant inception meetings.
  + Coordinate with the evaluation team and staff of the commissioning office to prepare the field site visit agenda, in line with the requirements set out in the inception report.
  + Organize meetings (including the end of fieldwork debriefing) with key stakeholders and site visits.
  + Comment on and quality assure the evaluation products in compliance with DEQAS process guide.
  + Submit the draft ToR, inception and evaluation report to the DE Quality Support Service (DEQS) for feedback on the quality of the deliverables from an evaluation perspective; and participate in the DEQS follow-up calls.
  + Provide systematic and constructive feedback to the evaluation team leader on the basis of the review and the feedback from the DEQS.
  + Share the draft TOR, inception and evaluation report with the Evaluation Reference Group and relevant stakeholders for their review and comment.
  + Consolidate all comments received on draft ToR, inception and evaluation report in a comments matrix and follow-up to ensure that the evaluation team addresses all the comments or provides a rationale if any are not addressed.
  + Review final ToR, inception and evaluation report and comments matrices, and submit quality assured products to the evaluation committee chaired by the CD/DCD for approval.
* Support submission and publishing of the approved evaluation products and disseminate evaluation findings and results with all evaluation stakeholders.
* Facilitate/support the development of a management response.
* Support organisation and participate in an End of Evaluation Lessons Learned session with relevant stakeholders, to reflect on the evaluation process.
  + [Add any additional tasks as/if appropriate]

**5. Expected Outputs of the Contract** *[adjust if consultant being hired after TOR are finalised]*

* Final approved Terms of Reference
* Final approved Inception Report
* Final approved Evaluation Report
* Evaluation Report and Management Response are publicly available and actively disseminated

**6. Qualifications and experience required**

**Education:**

* Advanced University degree in one of the following fields: social sciences, statistics, development economics, performance management, monitoring and evaluation or other related fields, of First University degree with additional years.

**Required Experience:**

* Minimum of [indicate the minimum years of experience required] years of relevant professional experience in evaluation, including strong experience using a variety of quantitative and qualitative analytical tools and methods
* Experience in management of evaluation systems and processes in diverse contexts, assessing national policies and programmes including subject areas relevant to WFP country, regional or global level
* Worked in a multi-cultural environment

**Knowledge and Skills:**

* Understanding of humanitarian and development actions in different contexts and knowledge of global geo-political issues and UN Reform
* In-depth knowledge of international norms and standards for evaluation and can apply them appropriately
* Demonstrates ethical behaviour at all times and communicates WFP’s expectation that all personnel act ethically in furtherance of the ideals of the UN and WFP’s mission
* Understands the specific implications of ethics in evaluation activities and is able to consistently ensure that appropriate actions are taken to safeguard ethics
* Ability to validate data quality and ensure that data collection and analysis have been conducted ethically
* Ability to select and apply high quality, credible, analytical approaches and qualitative and quantitative methods appropriately
* Knowledge of a range of evaluation methods, data collection and analysis methods and is able to define key methodological requirements and critically review the evaluation design proposed by evaluation teams
* Demonstrates active listening and conflict resolution skills to promote constructive engagement from stakeholders with diverse, complex, and high-stake interests and seek guidance and engagement from management where appropriate
* Demonstrates skills to communicate effectively key evidence from evaluations to a range of stakeholders
* Demonstrates communication skills with the ability to create clear, influential messages to senior audiences, using a variety of communication platforms (verbally and in writing)
* Fully computer-literate with excellent skills in Word, Excel, Power Point and database management
* Strong interpersonal skills with demonstrated ability to work effectively and sensitively in diverse teams
* Strong organizing skills and proven ability to produce results to deadlines
* Demonstrated skills in project management, ability to manage teams, conflicts and solve problems
* Understanding of the country/regional context

**Languages:**

* [Indicate the required language/s for this assignment. If the process will be in one language, and the products translated to other language/s, please indicate if the EM will be expected to manage the translation process]

1. **Conflict of Interest**

The consultant will not have been involved in the design, implementation or monitoring of the WFP [topic being evaluated], have no vested interest, nor have any other potential or perceived conflicts of interest. The consultant should not be involved in evaluations of subjects for which she/he has worked or had responsibility in the recent past, or in which she/he has been financially involved.

Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains. There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. To avoid conflicts of interest, particular care will be taken to ensure that independence and impartiality are maintained.

**Certified by Hiring Manager (name/title & signature):**

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**Accepted by Consultancy contract holder (name & signature):**

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1. *Should be adjusted depending the stage at which the consultant is being hired.* [↑](#footnote-ref-1)
2. *Should be adjusted depending the stage at which the consultant is being hired* [↑](#footnote-ref-2)