



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation

*Measuring Results, Sharing Lessons*

[FINAL, 28/02/2014]

## TERMS OF REFERENCE

### OPERATION EVALUATION

#### ZIMBABWE PROTRACTED RELIEF AND RECOVERY OPERATION 200453 “RESPONDING TO HUMANITARIAN NEEDS AND STRENGTHENING RESILIENCE TO FOOD INSECURITY”

### TABLE OF CONTENTS

<b>1. Introduction .....</b>	<b>2</b>
<b>2. Reasons for the Evaluation .....</b>	<b>2</b>
2.1. Rationale.....	2
2.2. Objectives .....	2
2.3. Stakeholders and Users .....	3
<b>3. Subject of the Evaluation.....</b>	<b>4</b>
<b>4. Evaluation Approach .....</b>	<b>7</b>
4.1. Scope .....	7
4.2. Evaluation Questions.....	7
4.3 Evaluability Assessment .....	8
4.4. Methodology.....	9
4.5. Quality Assurance.....	9
<b>5. Phases and deliverables .....</b>	<b>10</b>
<b>6. Organization of the Evaluation .....</b>	<b>11</b>
6.1 Outsourced approach.....	11
6.2 Evaluation Management.....	11
6.3 Evaluation Conduct .....	12
<b>7. Roles and Responsibilities of WFP Stakeholders .....</b>	<b>13</b>
<b>8. Communication and budget .....</b>	<b>14</b>
8.1. Communication .....	14
8.2. Budget.....	14
<b>Annex 1: Map .....</b>	<b>14</b>
<b>Acronyms .....</b>	<b>16</b>

## 1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of the Zimbabwe protracted relief and recovery operation (PRRO) 200453 “Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity”. This evaluation is commissioned by the WFP Office of Evaluation (OEV) and will take place from March to August 2014. In line with WFP’s outsourced approach for operations evaluations (OpEvs), the evaluation will be managed and conducted by an external evaluation company amongst those having a long-term agreement with WFP for operations evaluations.
2. These TOR were prepared by the OEV focal point based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold: 1) to provide key information to the company selected for the evaluation and to guide the company’s evaluation manager and Team throughout the evaluation process; and 2) to provide key information to stakeholders about the proposed evaluation.
3. The TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the TOR.

## 2. Reasons for the Evaluation

### 2.1. Rationale

4. In the context of renewed corporate emphasis on providing evidence and accountability for results, WFP has committed to increase evaluation coverage of operations and mandated OEV to commission 12 Operations Evaluations (OpEvs) in 2013; 24 in 2014 and up to 30 in 2015.
5. Operations to be evaluated are selected based on utility and risk criteria.<sup>1</sup> From a shortlist of operations meeting these criteria prepared by OEV, the Regional Bureau (RB) has selected, in consultation with the Country Office (CO) the Zimbabwe PRRO 200453 “Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity” for an independent evaluation. In particular, the evaluation has been timed to ensure that findings can feed into future decisions on programme design, notably a follow-up PRRO and a possible development project.
6. The external evaluation will provide valuable insights on a number of innovative programmatic changes that the Zimbabwe CO has been recently implementing, including the gradual scale-up of market-based transfer modalities and the shift from unconditional to conditional assistance. As such, the evaluation will enhance internal learning especially.

### 2.2. Objectives

7. This evaluation 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 operation. A management response to the evaluation recommendations will be prepared.
  - **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.

---

<sup>1</sup> The utility criteria looked both at the timeliness of the evaluation given the operation’s cycle and the coverage of recent/planned evaluations. The risk criterion was based on a classification and risk ranking of WFP COs taking into consideration a wide range of risk factors, including operational and external factors as well as COs’ internal control self-assessments.

## 2.3. Stakeholders and Users

8. **Stakeholders.** A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and many of these will be asked to play a role in the evaluation process. Table one below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team in the inception package.

**Table 1: Preliminary stakeholders' analysis**

<b>Stakeholders</b>	<b>Interest in the evaluation</b>
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO)</b>	Responsible for the country level planning and operations implementation, the CO is the primary stakeholder of this evaluation. 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, partners for the performance and results of its operation.
<b>Regional Bureau (RB) in Johannesburg</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
<b>Office of Evaluation (OEV)</b>	OEV is responsible for commissioning OpEvs over 2013-2015. As these evaluations follow a new outsourced approach, OEV has a stake in ensuring that this approach is effective in delivering quality, useful and credible evaluations.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings will feed into an annual synthesis of all OpEvs, which will be presented to the EB at its November session.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
<b>Government</b>	The Government 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. Various ministries including the Ministry of Agriculture, Mechanisation and Irrigation Development, Ministry of Public Service, Labour and Social Welfare, Ministry of Health and Child Care, Ministry of Labour and Social Services, are partners in the design and implementation of WFP activities.
<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 operation is effective in contributing to the UN concerted efforts. Various agencies, including FAO, UNICEF, WHO, are also direct partners of WFP at policy and activity level.
<b>NGOs</b>	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. See table 2 (Main partners) for more details.
<b>Donors</b>	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. See table 2 (Top five donors) for more details.
<b>Private sector</b>	Under a voucher pilot project for the health and nutrition activities, WFP has

	contracted a service provider responsible for retailer management and voucher redemption in urban areas. The results of the evaluation might influence future implementation modalities for voucher-based interventions.
--	--

9. **Users.** The primary users of this evaluation will be:

- The CO and its partners in decision-making related notably to programme implementation and/or design, country strategy and partnerships.
- Given RB’s core functions of strategic guidance, programme support and oversight, the RB is also expected to use the evaluation findings as well as the office responsible for support to RBs under the Chief Operating Officer.
- OEV will use the evaluation findings to feed into an annual synthesis report of all OpEvs and will reflect upon the evaluation process to refine its OpEv approach, as required.

### **3. Subject of the Evaluation**

10. Zimbabwe is a low-income, food-deficit country ranked as one of the world's 15 least developed countries at 172 out of 186 on the 2012 UNDP Human Development Index. Approximately 72 percent of Zimbabwe's 12.9 million citizens live below the poverty line on less than US\$1 a day. In recent years, food production in Zimbabwe has been devastated by a number of factors including natural disasters and economic and political instability. Recurrent drought, a series of poor harvests, high unemployment (estimated at more than 60%), restructuring of the agriculture sector and a high HIV/AIDS prevalence rate – at 14.7 per cent, the fifth highest in the world - have all contributed to increasing levels of vulnerability and acute food insecurity since 2001. This situation has necessitated large-scale humanitarian food relief operations in the country.
11. According to the 2013 Zimbabwe Vulnerability Assessment Committee (ZimVAC) rural livelihoods report, 2.2 million people will be unable to access sufficient food during the peak hunger period, January – March 2014. This is the highest level of food insecurity since 2009. WFP is responding with a Disaster Risk reduction (DRR) -Seasonal Targeted Assistance programme to help food-insecure households in the worst-affected areas. The rising food insecurity levels are due to a combination of factors, including weather conditions, the high cost or lack of availability of fertilisers and seeds, and rising food prices due to another poor harvest.
12. Meanwhile, WFP continues to implement its year-round Health and Nutrition programme which supports malnourished HIV/AIDS and TB patients and their households; pregnant and nursing mothers; and children under five. WFP is also implementing Food Assistance for Assets (FFA) whereby community members receive food or cash while creating assets – water source development, dip tanks; nutrition gardens, rehabilitation of agriculture and grazing land; solar boreholes - that help their ability to cope with recurrent drought and other such shocks.
13. In support of the PRRO’s long-term handover strategy, WFP also aims to enhance the Government of Zimbabwe’s ability to assess, plan and coordinate resilience-building programmes for food security and nutrition. Examples of capacity development efforts include the support of the Government in implementing a National Food and Nutrition Policy as well as the provision of a training for local authorities in livelihood-based programming.
14. The project document including the project logframe, related amendments (Budget revisions) and the latest resource situation are available by clicking [here](#).<sup>2</sup> The key characteristics of the operation are outlined in table two below:

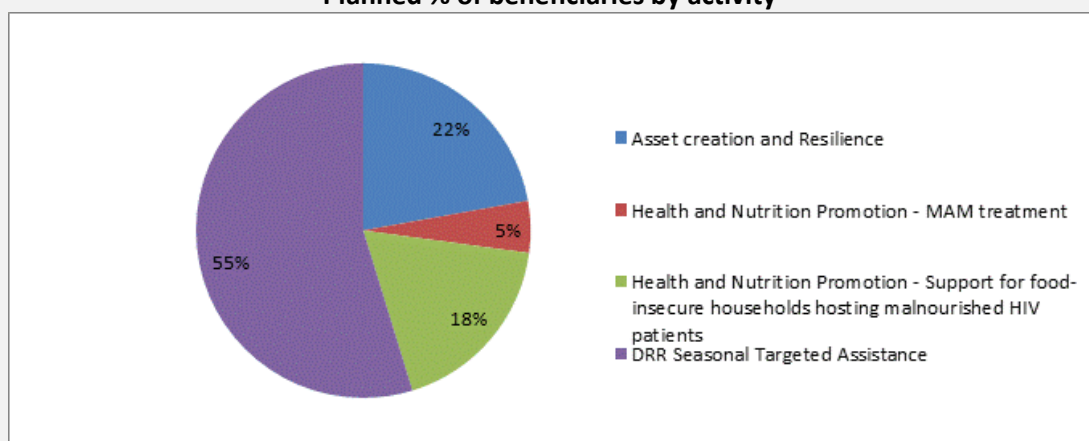
---

<sup>2</sup> From WFP.org – Countries – Zimbabwe – Operations.

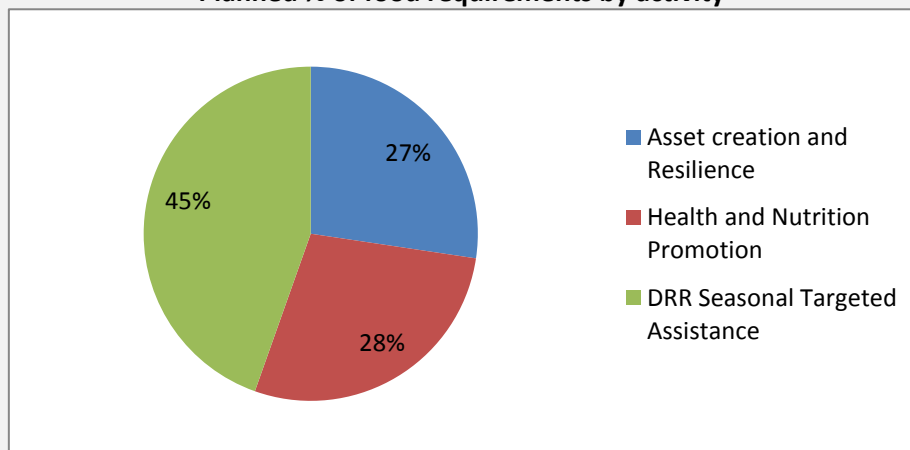
**Table 2: Key characteristics of the operation**

<b>Approval</b>	The operation was approved by the Executive Board in February 2013.	
<b>Duration</b>	Initial: 24 months (May 2013 – April 2015)	Revised: N/A
<b>Amendments</b>	<p>There have been 3 amendments to the initial project document.</p> <p>BR 1 (November 2013) resulted in an overall budget increase of US\$41.1 million.</p> <p>BR 2 was technical in nature and did not have any impact on the budget.</p> <p>BR3 (February 2014) resulted in a total budget increase of US\$2.1 million and aimed to i) increase the costs related to the delivery of C&amp;V transfers following the expansion of cash and voucher activities in rural areas; and ii) budget for new activities intended to enhance the Government's capacity to assess, plan and coordinate resilience- building programmes for food security and nutrition.</p> <p>A fourth revision is underway.</p>	
<b>Planned beneficiaries (yearly maximum)</b>	<u>Initial</u> : 1,230,000	<u>Revised</u> : 1,971,000
<b>Planned food requirements</b>	<u>Initial</u> : In-kind food: 144,021 mt of food commodities Cash and vouchers: US\$31.5 million	<u>Revised</u> : In-kind food: 175,769 mt of food commodities Cash and vouchers: US\$35.4 million

**Planned % of beneficiaries by activity\***



**Planned % of food requirements by activity\***



\* As per original project

<b>Main Partners</b>	<b>Government:</b> Civil Protection Unit Food and Nutrition Council Ministry of Agriculture, Mechanisation and Irrigation Development, Ministry of Public Service, Labour and Social Welfare, Ministry of Health and Child Care, ZimVAC Grain Marketing Board, Provincial and district drought-relief committees	<b>United Nations agencies:</b> FAO, UNAIDS, UNDP, UNFPA, UNICEF, WHO	<b>NGOs:</b> Famine Early-Warning System Network, Adventist Development and Relief Agency, Africare, CARE, Catholic Relief Services, Christian Care, the Organization of Rural Associations for Progress, Plan International, Save the Children, the United Methodist Committee on Relief, World Vision International, the International Federation of Red Cross and Crescent Societies (IFRC) and others.
<b>US\$ requirements</b>	<b>Initial:</b> US\$206.1 million	<b>Revised:</b> US\$249.3 million	
<b>Contribution level (by 12 Feb 2014)</b>	The operation received US\$78,546,375 i.e. 31.5% of the total project requirements.		
<b>Top five donors (by 12 Feb 2014)</b>	USA (36% of total contributions); United Kingdom (15%); Japan (5%); and the Central Emergency Response Fund (CERF) (3%); and Canada (2%).		

15. Table three below summarizes the operation's specific objectives and corresponding activities:

**Table 3: Objectives and activities**

	<b>Corporate Strategic objectives*</b>	<b>Operation specific objectives</b>	<b>Activities</b>
MDGs 1, 4, 5, and 6, UNDAF outcomes 2.3, 3.1, 5.1, 5.2, 5.3 and 6.2	Strategic Objective 1	Outcome 1: Improved food consumption over assistance period for seasonally-affected food-insecure households	<ul style="list-style-type: none"> <li>Seasonal targeted assistance</li> <li>Asset creation and resilience (food and cash for assets)</li> <li>Support to households hosting malnourished clients</li> <li>Treatment of moderate acute malnutrition (MAM) for malnourished pregnant and lactating women, ART/TB patients and children under 5</li> <li>Pilot school feeding project</li> </ul>
	Strategic Objective 2	Outcome 2.1: Adequate food consumption over assistance period for target households at risk of acute hunger	
		Outcome 2.2: hazard risk reduced at the community level in target communities	
	Strategic Objective 3	Outcome 3.1: Adequate food consumption over assistance period for households at risk of calling into acute hunger; malnourished members benefit from care and treatment programmes	
Outcome 3.2: Improved nutritional recovery of anti-retroviral therapy and TB patients			

\* While the operation's logframe was realigned to the new Strategic Plan (2014-2017) and new Strategic Results Framework in September 2013, reference is made to the Strategic Objectives as per the Strategic Plan (2008-2013) as the 2013 Standard Project Report mainly reported against the indicators presented in the original project document.

## 4. Evaluation Approach

### 4.1. Scope

16. **Scope.** The evaluation will cover PRRO 200453 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation is September 2012–March 2014, which captures the time from the development of the operation until the start of the evaluation.

### 4.2. Evaluation Questions

17. The evaluation will address the following three questions:

**Question 1: How appropriate is the operation?** Areas for analysis will include the extent to which the objectives, targeting, choice of activities and of transfer modalities:

- Are appropriate to the needs of the food insecure population, including the distinct needs of women, men, boys and girls from different groups, as applicable.
- Are coherent with relevant stated national policies, including sector policies and strategies and seek complementarity with the interventions of relevant humanitarian and development partners.
- Are coherent with WFP strategies, policies and normative guidance.

**Question 2: What are the results of the operation?** While ensuring that differences in benefits between women, men, boys and girls from different groups are considered, the evaluation will analyse:

- The level of attainment of the planned outputs (including the number of beneficiaries served disaggregated by women, girls, men and boys);
- The extent to which the outputs led to the realisation of the operation objectives (effectiveness) as well as to unintended effects highlighting, as applicable, differences for different groups, including women, girls, men and boys;
- How different activities of the operation dovetail and are synergetic among themselves and with what other actors are doing to contribute to the overriding WFP objective in the country; and
- The efficiency of the operation and the likelihood that the benefits will continue after the end of the operation.

**Question 3: Why and how has the operation produced the observed results?** The evaluation should generate insights into the main internal and external factors that caused the observed changes and affected how results were achieved. The inquiry is likely to focus, amongst others, on:

- Internally (factors within WFP's control): the processes, systems and tools in place to support the operation design, implementation (including delivery modalities particularly for cash, voucher and combined cash and in-kind transfers as well as implementing models through partners), monitoring/evaluation and reporting; the governance structure and institutional arrangements (including issues related to staffing, capacity and technical backstopping from RB/HQ); the partnership and coordination arrangements; etc.
- Externally (factors outside WFP's control): the external operating environment; the funding climate; external incentives and pressures; etc.

18. Throughout the evaluation and in making recommendations, the team should make forward considerations and identify best practices to inform the design of the next PRRO giving due consideration to: i) the integration of WFP's various interventions; ii) conditionality of assistance; iii) the increased focus in Zimbabwe and Southern Africa on designing interventions that contribute to communities' resilience-building; and gender and nutrition mainstreaming. The CO is particularly interested in assessing the appropriateness, efficiency and effectiveness of various innovative interventions and identifying the opportunities for scaling up some of those initiatives. Those include:
- Use of cash, voucher and combined food and cash transfers;
  - Planned shift from unconditional to conditional assistance;
  - Policy support and capacity development initiatives (local food fortification; food security analysis and implementation of Food and Nutrition Policy); and
  - Planned support to small-holder farmers through local purchase.

### **4.3 Evaluability Assessment**

19. Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. The below provides a preliminary evaluability assessment, which will be deepened by the evaluation team in the inception package. The team will critically assess data availability and take evaluability limitations into consideration in its choice of evaluation methods. In doing so, the team will also critically review the evaluability of the gender aspects of the operation, identify related challenges and mitigation measures.
20. In answering question one, the team will be able to rely on assessment reports, minutes from the project review committee, the project document and logframe, evaluations or reviews of ongoing and past operations,<sup>3</sup> as well as documents related to government and interventions from other actors. In addition, the team will review relevant WFP strategies, policies and normative guidance.
21. For question two the operation has been designed in line with the corporate strategic results framework (SRF) and selected outputs, outcomes and targets are recorded in the logframe. Monitoring reports as well as annual standard project reports (SPRs) detail achievement of outputs and outcomes thus making them evaluable against the stated objectives.
22. However, answering question two is likely to pose some challenges owing in part to: i) the absence of some baseline data for the activities, which will need to be reconstructed using findings from various assessment reports and ii) data gaps in relation to efficiency.
23. For question three, the team members will have access to some institutional planning documents and is likely to elicit further information from key informant interviews.
24. Another evaluability challenge is linked to changes in some of the outcome indicators during the course of the implementation of the PRRO as the operation's logframe was realigned to the new SRF (2014-2017) in September 2013.<sup>4</sup>

---

<sup>3</sup> A country portfolio evaluation covering WFP operations in Zimbabwe between 2006 and 2010 was completed in May 2012.

<sup>4</sup> The following indicators were dropped with the realignment of the logframe to the Strategic Plan (2014-2017): Nutritional recovery rate for antiretroviral therapy and nutritional recovery rate for TB treatment. The following new indicators were introduced for the Health and Nutrition Promotion component: i) MAM treatment mortality rate; ii) Proportion of children consuming a minimum acceptable diet; iii) Proportion of target population who participate in an adequate number of distributions. A new indicator was introduced for the Asset Creation and Resilience component: Percentage of communities with increased asset score.

#### **4.4. Methodology**

25. The methodology will be designed by the evaluation team during the inception phase. It should:
- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), coverage, efficiency, effectiveness, impact, sustainability (or connectedness for emergency operations);
  - Use applicable standards (e.g. SPHERE standards);
  - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. In particular, the sampling technique to select field visit sites will need to demonstrate impartiality and participatory methods will be emphasised with the main stakeholders, including the CO.
  - Be geared towards addressing the key evaluation questions taking into account the evaluability challenges, the budget and timing constraints;
  - Be based on an analysis of the logic model of the operation and on a thorough stakeholders analysis;
  - Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
  - Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

#### **4.5. Quality Assurance**

26. OEV's Evaluation Quality Assurance System (EQAS) 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 the review thereof. It is based on the UNEG norms and standards and good practice of the international evaluation community (DAC and ALNAP) and aims to ensure that the evaluation process and products conform to best practice and meet OEV's quality standards. EQAS does not interfere with the views and independence of the evaluation team.
27. At the start of the evaluation, OEV will orient the evaluation manager on EQAS and share related documents. EQAS should be systematically applied to this evaluation and the evaluation manager will be responsible to ensure that the evaluation progresses in line with its process steps and to conduct a rigorous quality control of the evaluation products ahead of their submission to WFP. OEV will also share an Orientation Guide on WFP and its operations, which provides an overview of the organization.
28. The evaluation company is ultimately responsible for the quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the evaluation products to the required quality level.
29. OEV will also subject the evaluation report to an external post-hoc quality assurance review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards.

## 5. Phases and deliverables

30. Table four below highlights the main activities of the evaluation, which will unfold in five phases.

**Table 4: Activities, deliverables and timeline by evaluation phase**

Entity	Activities	Key dates
	<b>PHASE 1 – PREPARATION</b>	<b>February/March</b>
OEV	Desk review, consultation and preparation of TOR	07-17 Feb
CO / RB	Stakeholders comments on TOR	18-25 Feb
OEV	❖ <b>Final TOR</b>	28 Feb
OEV	Evaluation company selection and contracting	03-19 March
	<b>PHASE 2 – INCEPTION</b>	<b>March/April</b>
OEV	Management hand-over to the EM (including briefing on EQAS, expectations and requirements for the evaluation).	24 March-7 April
EM	Evaluation team briefing on EQAS, expectations and requirements for the evaluation.	
ET	Desk review, initial consultation with the CO/RB, drafting of the Inception Package (including methodology and evaluation mission planning)	08-21 April
EM	Quality Assurance of the Inception Package	22-26 April
EM	❖ <b>Final Inception Package</b>	<b>28 April</b>
	<b>PHASE 3 – EVALUATION MISSION</b>	<b>May/June</b>
CO	Preparation of the evaluation mission (including setting up meetings, arranging field visits, etc)	<b>04-18 May</b>
ET	Introductory briefing	<b>19 May</b>
ET	Interviews with key internal and external stakeholders, project site visits, etc	<b>19 May-06 June</b>
ET	Exit debriefing / workshop	09 June
ET	❖ <b>Aide memoire</b>	<b>09 June</b>
	<b>PHASE 4 – REPORTING</b>	<b>June/August</b>
ET	Evaluation Report drafting	10 June-14 July
EM	Quality Assurance of draft Evaluation Report	14-21 July
EM	❖ <b>Draft Evaluation Report</b>	<b>21 July</b>
CO/RB/OEV	Stakeholders comments on Evaluation Report	21 July – 4 August
EM	❖ <b>Final Evaluation Report + comments matrix</b>	5-19 August
	<b>PHASE 5 – FOLLOW-UP</b>	<b>Varies</b>
RB	Coordination of the preparation of the Management Response	
	❖ <b>Management Response</b>	
OEV	Post-hoc Quality Assurance	
OEV	Publication of findings and integration of findings into OEV's lessons learning tools.	
OEV	Preparation of annual synthesis of operations evaluations.	

31. **Deliverables.** The evaluation company will be responsible for producing as per the timeline presented in table 4 above the following deliverables in line with the EQAS guidance and following the required templates:

- **Inception package (IP)** – This package focuses on methodological and planning aspects and will be considered the operational plan of the evaluation. It will present a preliminary analysis of the context and of the operation and present the evaluation methodology articulated around a

deepened evaluability and stakeholders' analysis; an evaluation matrix; and the sampling technique and data collection tools. It will also present the division of tasks amongst team members as well as a detailed timeline for stakeholders' consultation.

- **Aide memoire** – This document (powerpoint presentation) will present the initial analysis from the data stemming from the desk review and evaluation mission and will support the exit-debriefing at the end of the evaluation phase.
- **Evaluation report (ER)** – The evaluation report will present the findings, conclusions and recommendations of the evaluation. Findings should be evidence-based and relevant to the evaluation questions. Data will be disaggregated by sex and the evaluation findings and conclusions will highlight differences in performance and results of the operation for different beneficiary groups as appropriate. There should be a logical flow from findings to conclusions and from conclusions to recommendations. Recommendations will be provided on what changes can be made to enhance the achievements of objectives. Recommendations will be limited in number, actionable and targeted to the relevant users. These will form the basis of the WFP management response to the evaluation.

32. These deliverables will be drafted in English.

33. The evaluation TOR, report and management response will be public and posted on the WFP External Website ([wfp.org/evaluation](http://wfp.org/evaluation)). The other evaluation products will be kept internal.

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

### **6.1 Outsourced approach**

34. Under the outsourced approach to OpEvs, the evaluation is commissioned by OEV but will be managed and conducted by an external evaluation company having a long-term agreement (LTA) with WFP for operations evaluation services.

35. The company will provide an evaluation manager (EM) and an independent evaluation team (ET) in line with the LTA. To ensure a rigorous review of evaluation deliverables, the evaluation manager should in no circumstances be part of the evaluation team.

36. The company, the evaluation manager and the evaluation team members will not have been involved in the design, implementation or M&E of the operation nor have other conflicts of interest or bias on the subject. They will act impartially and respect the [code of conduct of the profession](#).

37. Given the evaluation learning objective, the evaluation manager and team will promote stakeholders' participation throughout the evaluation process. Yet, to safeguard the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings with external stakeholders if the evaluation team deems that their presence could bias the responses.

### **6.2 Evaluation Management**

38. The evaluation will be managed by the company's evaluation manager for OpEvs (as per LTA). The EM will be responsible to manage within the given budget the evaluation process in line with EQAS and the expectations spelt out in these TOR and to deliver timely evaluation products meeting the OEV standards. In particular, the EM will:

- Mobilise and hire the evaluation team and provide administrative backstopping (contracts, visas, travel arrangements, consultants' payments, invoices to WFP, etc).
- Act as the main interlocutor between WFP stakeholders and the ET throughout the evaluation and generally facilitate communication and promote stakeholders' participation throughout the evaluation process.

- Support the evaluation team by orienting members on WFP, EQAS and the evaluation requirements; providing them with relevant documentation and generally advising on all aspects of the evaluation to ensure that the evaluation team is able to conduct its work.
- Ensure that the evaluation proceeds in line with EQAS, the norms and standards and code of conduct of the profession and that quality standards and deadlines are met.
- Ensure that a rigorous and objective quality check of all evaluation products is conducted ahead of submission to WFP. This quality check will be documented and an assessment of the extent to which quality standards are met will be provided to WFP.
- Provide feedback on the evaluation process as part of an evaluation feedback e-survey.

### **6.3 Evaluation Conduct**

39. The evaluation team will conduct the evaluation under the direction of the evaluation manager. The team will be hired by the company following agreement with OEV on its composition.

40. **Team composition.** The evaluation team is expected to include 3 to 4 members, including the team leader and 2-3 international and national evaluators. It should include women and men of mixed cultural backgrounds and at least one Zimbabwean(s). Past WFP experience would be an asset.

41. The estimated number of days is expected to be in the range of 45-55 for the team leader; 25-40 for the evaluators.

42. **Team competencies.** The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in:

- Disaster Risk Management and emergency response;
- Food security, Livelihood and resilience building
- Market-based delivery modalities (Cash and vouchers);
- Public health and nutrition (with a focus on nutrition support to PLHIV);
- Institutional support and capacity development; and
- Gender expertise / good knowledge of gender issues.

43. All team members should have strong analytical and communication skills; evaluation experience and familiarity with the country or region.

44. The team members need to be fluent in English, both orally and in writing.

45. **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 and communication skills, including a track record of excellent English writing and presentation skills.

46. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team during the evaluation process; iii) leading the evaluation mission and representing the evaluation team in meetings with stakeholders; iv) drafting and revising, as required, the inception package, aide memoire and evaluation report in line with EQAS; and v) provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

47. **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.

48. Team members will: i) contribute to the design of the evaluation 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) and v) provide feedback on the evaluation process as part of an evaluation feedback e-survey.

## 7. Roles and Responsibilities of WFP Stakeholders

49. **The Country Office.** The CO management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter. Andrew Odero, Head of Vulnerability Analysis Monitoring and Evaluation will be the CO focal point for this evaluation.
- Provide the evaluation manager and team with documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits and the exit briefing; provide logistic support during the fieldwork; and arrange for interpretation, if required.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the CO should participate in the evaluation team briefing and in various teleconferences with the evaluation manager and team on the evaluation products.
- Organise two separate debriefings at the end of the field mission - an internal one (possibly done in the form of a workshop) and a subsequent one with partners.
- Comment on the TORs and the evaluation report.
- Prepare a management response to the evaluation.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

50. **The Regional Bureau.** The RB management will be responsible to:

- Assign a focal point for the evaluation to liaise with the OEV focal point during the preparation phase and with the company evaluation manager thereafter, as required. Silvia Biondi, Regional M&E Adviser will be the RB focal point for this evaluation.
- Participate in a number of discussions with the evaluation team on the evaluation design and on the operation, its performance and results. In particular, the RB should participate in the evaluation team debriefing (possibly done in the form of a workshop) and in various teleconferences with the evaluation manager and team on the evaluation products.
- Provide comments on the TORs and the evaluation report.
- Coordinate the management response to the evaluation and track the implementation of the recommendations.
- Provide feedback to OEV on the evaluation process as part of an evaluation feedback e-survey.

51. **Headquarters.** Some HQ divisions might, as relevant, be asked to discuss WFP strategies, policies or systems in their area of responsibility and to comment on the evaluation TOR and report. These include: Operations Department (OS), Policy, Programme and Innovation Division (OSZ), Emergency Preparedness (OME), Procurement Division (OSP), Logistics Division (OSL), Government Partnerships Division (PGG).

52. **The Office of Evaluation.** OEV is responsible for commissioning the evaluation and Julie Thoulouzan, Evaluation Officer is the OEV focal point. OEV's responsibilities include to:

- Set up the evaluation including drafting the TOR in consultation with concerned stakeholders; select and contract the external evaluation company; and facilitate the initial communications between the WFP stakeholders and the external evaluation company.
- Enable the company to deliver a quality process and report by providing them with the EQAS documents including process guidance and quality checklists as well as orient the evaluation manager on WFP policies, strategies, processes and systems as they relate to the operation being evaluated.
- Comment on, and approve, the evaluation report.
- Submit the evaluation report to an external post-hoc quality assurance process to independently report on the quality, credibility and utility of the evaluation and provide feedback to the evaluation company accordingly.

- Publish the final evaluation report on the WFP public website and incorporate findings into an annual synthesis report, which will be presented to WFP’s Executive Board for consideration as well as in other lessons-learning platforms, as relevant.
- Conduct an evaluation feedback e-survey to gather perceptions about the evaluation process and the quality of the report to be used to revise the approach, as required.

## **8. Communication and budget**

### **8.1. Communication**

53. Issues related to language of the evaluation are noted in sections 6.3 and 5, which also specifies which evaluation products will be made public and how and provides the schedule of debriefing with key stakeholders. Section 7 paragraph 52 describes how findings will be disseminated.

54. To enhance the learning from this evaluation, the evaluation manager and team will also emphasize transparent and open communication with WFP stakeholders. Regular teleconferences and one-on-one telephone conversations between the evaluation manager, team and country office focal point will assist in discussing any arising issues and ensuring a participatory process.

### **8.2. Budget**

55. **Funding source:** The evaluation will be funded in line with the WFP special funding mechanism for Operations Evaluations (Executive Director memo dated October 2012). The cost to be borne by the CO, if applicable, will be established by the WFP Budget & Programming Division (RMB).

56. **Budget:** The budget will be prepared by the company (using the rates established in the LTA and the corresponding template) and approved by OEV. For the purpose of this evaluation the company will:

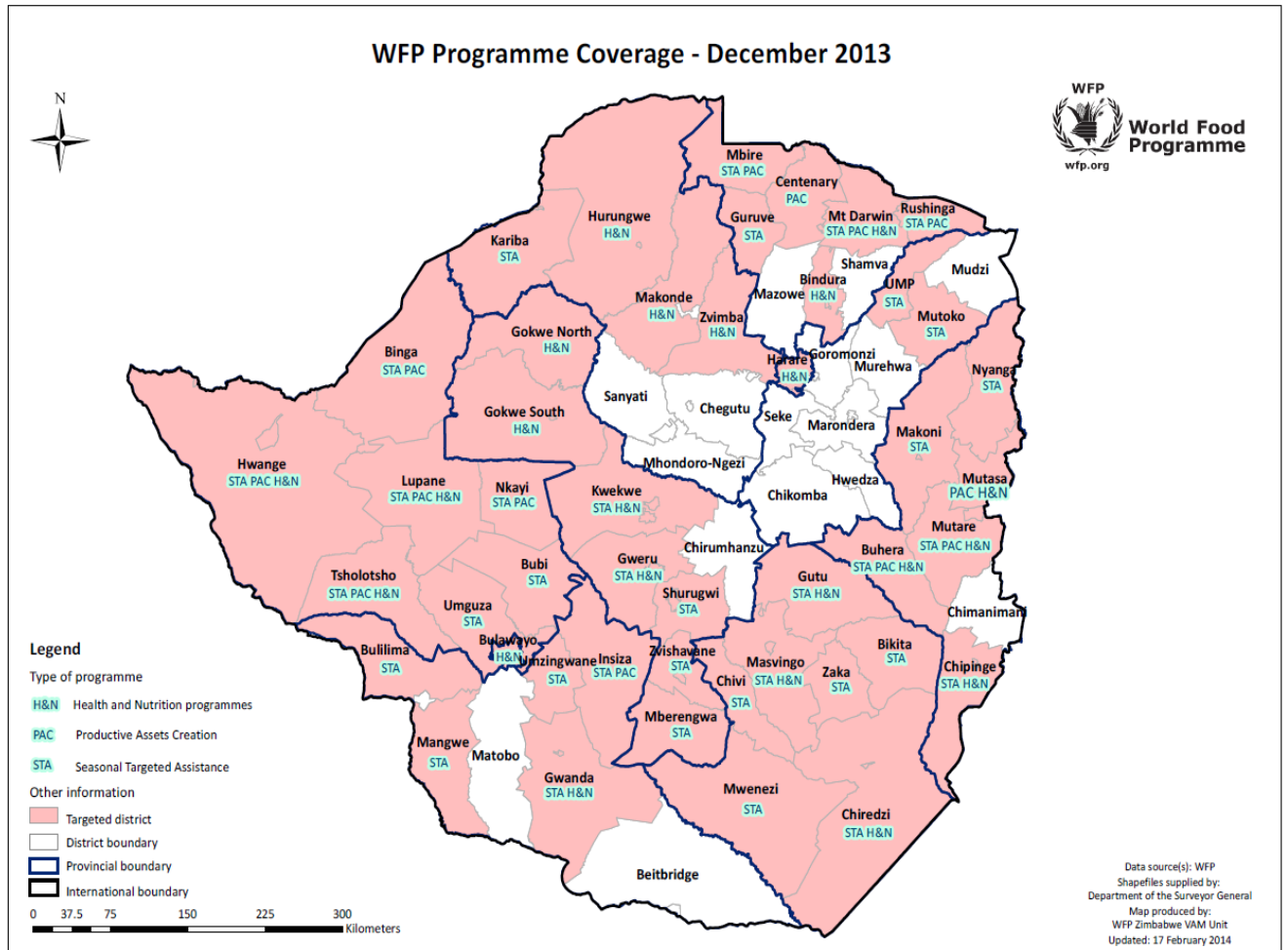
- Use the management fee corresponding to a medium operation.
- Take into account the planned number of days per function noted in section 6.3.
- not budget for domestic travel.

Please send queries to Julie Thoulouzan, Evaluation Officer:

Email: [Julie.thoulouzan@wfp.org](mailto:Julie.thoulouzan@wfp.org)

Phone number: + 39 06 65 13 35 04

# Annex 1: Map



## Acronyms

BR	Budget Revision
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CO	Country Office (WFP)
DAC	Development Assistance Committee
EB	(WFP's) Executive Board
EQAS	Evaluation Quality Assurance System
EM	Evaluation manager
ER	Evaluation Report
ET	Evaluation Team
HQ	Headquarters (WFP)
IP	Inception Package
LTA	Long-Term Agreement
NGO	Non-Governmental Organisation
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
Mt	Metric Ton
OEV	Office of Evaluation (WFP)
OpEv	Operation Evaluation
RB	Regional Bureau (WFP)
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
WFP	World Food Programme