

Terms of Reference
IMPACT EVALUATION of
WFP's USDA Local Regional Procurement Project in Rwanda 2017 - 2019
WFP Rwanda Country Office
Table of Contents

1. Introduction	1
2. Reasons for the Exercise.....	1
2.1 Rationale.....	1
2.2 Objectives.....	1
2.3 Stakeholders and Users	2
3. Context and subject of the evaluation	3
3.1 Context	3
3.2 Subject of the evaluation and activities undertaken by the LRP program	5
4. Evaluation Approach	6
4.1 Scope.....	6
4.2 Evaluation Questions and Criteria	7
4.3 Data Availability	9
4.4 Methodology	9
4.5 Quality Assurance and Quality Assessment	10
5 Structure of the evaluation.....	11
5.1 Baseline Assessment.....	11
5.2 Endline evaluation.....	13
6 Organization of the Evaluation.....	14
6.1 Evaluation Conduct	14
6.2 Team composition and competencies	14
6.3 Security Considerations.....	15
7 Roles and Responsibilities of Stakeholders.....	16
8 Communication and budget.....	17
8.1 Communication	17
8.2 Budget.....	18
Annex 1	19
Annex 2	20
Annex 3	21
Annex 4	23
Annex 5	32
Annex 6	1

1. Introduction

1. These Terms of Reference (TOR) are for **an evaluation (including an impact evaluation) of a World Food Programme's (WFP) Local and Regional Procurement (LRP) intervention**, funded by USDA. The project works through local WFP purchase commitments from small holder farmers within the Homegrown School Feeding (HGSF) program supported by USDA's McGovern - Dole Food for Education and International Child Nutrition Program (MGD). The program itself runs from April 2017 to March 2019, and it is intended that the evaluation would be undertaken between July 2017 and December 2019.
2. WFP Rwanda is seeking to appoint a contractor to conduct the evaluation of the Local and Regional Procurement program, including the design of the full evaluation and the impact evaluation component, collecting the baseline and end-line, where the endline will be conducted contingent on satisfactory completion of the baseline, as well as analysis and reporting. In order to guarantee the consistency of the approach and the quality and credibility of the data collection and the analysis, the contractor will need to document and record thoroughly the sampling strategy and data collection tools and instruments that will be employed at baseline and endline.
3. These TOR were prepared by the WFP Rwanda Country Office Monitoring and Evaluation team upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

2. Reasons for the Exercise

2.1 Rationale

4. The evaluation (including an impact evaluation) is being commissioned for the following reasons:
 - To develop a program evaluation design that will assess the overall results and impacts of the LRP program against standard performance and results indicators (Annex 3), measuring the changes in outcomes for the target populations (disaggregating results for sub-groups) and the reasons why;
 - To develop and measure custom livelihood and well-being indicators for the evaluation specific to this program;
 - To design and implement a rigorous quasi-experimental impact evaluation study design (including well-defined comparison groups, and appropriate sampling strategy) for parts of the program activities. This should be documented and repeated at end-line.
 - To provide a baseline assessment of the situation on the ground, and to provide baseline values to be used in the final evaluation.

2.2 Objectives

5. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. In the context of this evaluation, it is expected that both objectives are given equal importance.

- **Accountability** – Overall, the evaluation will assess and report on the performance and results of the Local Regional Procurement (LRP) project to help WFP present high-quality and credible evidence of actual impact to its donors.
- **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.

2.3 Stakeholders and Users

6. A number of stakeholders both inside and outside of WFP have interests in the results of the baseline evaluation and some of them will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team in the inception report.
7. Accountability to affected populations, is tied to WFP’s commitments to include beneficiaries as key stakeholders in WFP’s work. As such, WFP is committed to ensuring gender equality and women’s empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders’ analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Country Office (CO) Rwanda	Responsible for the country level planning and operations implementation, it has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.
Regional Bureau (RB) Nairobi	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the baseline findings to apply this learning to other country offices. The Regional Evaluation Officer supports CO/RB management to ensure quality, credible and useful decentralized evaluations.
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.
WFP Executive Board (EB)	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 may feed into annual syntheses and into corporate learning processes.
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 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. More specifically, smallholder farmers, farmers' organizations, teachers and parent-teacher associations should be considered as key stakeholders.
Government	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. Key audiences of project partners within the Ministry of Education, the Ministry of Agriculture and Animal Resources, the Ministry of Local Administration, and district officials will be informed of the evaluation results.
UN Country team (UNCT)	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 are also direct partners of WFP at policy and activity level, and particularly work together through the Rwanda OneUN family.
NGOs (Adventist Development Relief Agency (ADRA) and World Vision (WVI))	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 programs/projects design, future implementation modalities, strategic orientations and partnerships within local and regional procurement.
Donors (USDA)	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 programs. USDA is funding the LRP intervention. This evaluation will give USDA a better understanding of the results of their funding.

8. The primary users of this evaluation will be:

- The WFP Rwanda country office and its partners in decision-making, notably related to program implementation and/or design, Country Strategy and partnerships as well as further fundraising.
- This evaluation will contribute to the body of knowledge on the MGD program. USDA, as the funder of the evaluation, will use findings and lessons learned to inform program funding, design, and implementation decisions.
- Given the core functions of the Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance, program support, and oversight to other COs in the region.
- WFP HQ may use evaluations for wider organizational learning and accountability.
- Office of Evaluations (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

9. Rwanda is a low-income, developing country with a ranking of 161 out of 187 countries based on the 2016 United Nations Human Development Report. Rwanda has one of the highest population densities in Africa, with 416 people living per square kilometre. The total population of 11.5 million people is growing at an annual rate of 2.39 percent. Since the 1994 genocide, the country

has been rebuilding itself and improving the population's quality of life. Under the Vision 2020 program, Rwanda plans to increase its per capita income from USD 644 to USD 1,240 by 2020, and increase life expectancy to 66 years from 49 years in 2000. Rwanda has seen an impressive annual Gross Domestic Product (GDP) growth rate of 7.2 percent since 2010 alongside decreasing income inequality. Agriculture continues to play a key role in the economy, contributing 33 percent of the national GDP, generating 80 percent of export revenue, and accounting for more than 71.6 percent of the labour force. According to the World Bank, Rwanda has maintained steady economic growth recently, and is expected to continue doing so in the short term, with projections to exceed 2017 regional growth rates.

10. Household food insecurity remains a major challenge, affecting 20 percent of Rwandan households according to the 2015 Comprehensive Food Security and Vulnerability Analysis (CFSVA). Household access to food is constrained by poverty, topography and scarcity of land, low productivity, inadequate employment opportunities, high food prices, recurrent climate-related shocks, and conflicts in the neighbouring countries. Food insecurity is most prevalent in rural areas bordering Lake Kivu and along the Congo Nile Crest, where soils are less fertile and land is more susceptible to erosion. Almost half the population are vulnerable to food insecurity caused by drought, particularly in eastern areas, while other areas of the country are vulnerable to flooding and landslides.
11. The McGovern Dole (MGD) funded Home Grown School Feeding (HGSF) program, launched in July 2016, aims to provide 15 million meals per year to 83,000 students in 104 primary schools over five years. In line with USDA and Government of Rwanda's (GoR) priorities, the most vulnerable and food insecure districts in Rwanda, namely Nyamagabe, Nyaraguru (southern province), and Rutsiro and Karongi (western province) are supported by the HGSF program. The project is designed to support the GoR's nascent school feeding program, financed and managed by the government, which envisages school meals based on local purchase of commodities with a view to eventual nationwide implementation without external support. The HGSF program uses a combination of both MGD in-kind resources and locally procured commodities.
12. To align with the MGD-funded HGSF program, USDA's 2016 Local and Regional Procurement (LRP) project will support students, smallholder farmers and communities from the most economically vulnerable sectors for two years where 1.36 million USD will be used to purchase food, 127,000 USD will be used for capacity augmentation, and 370,000 USD for direct support costs¹ This will undoubtedly be beneficial to the ongoing HGSF program, both in the provision of essential commodities, and in setting up a durable model to potentially supply schools with food from farmers based in the communities where the schools are located.
13. The main beneficiaries of the LRP project include vulnerable smallholder farmers (SHFs), most of whom will be located in the MGD-supported districts of Nyamagabe and Nyaruguru, which have some of the highest poverty levels in the country (64 percent and 77 percent).² The other beneficiaries are the students in the HGSF schools, who will be receiving meals made from ingredients bought from the smallholder farmers. By strengthening farmer's cooperatives, facilitating access to loans and markets, and enhancing their capacities to increase yields and limit commodity losses, the proposed project will not only allow for the effective provision of locally

¹ Food purchases will cost around \$1,368,326.40, capacity augmentation will cost \$127,000, and direct support costs \$373,831.60.

² MINAGRI, NISR and WFP. (2016). Comprehensive food security and vulnerability analysis. Kigali.

sourced commodities to the school feeding program and further contribute to its sustainability, it will also increase economic resilience and improve food security among target beneficiaries through a holistic mix of innovative approaches.

14. WFP has been supporting smallholder farmers and private sector development since 2009, through its Purchase for Progress (P4P) program, integral to the government's HGSF local purchase approach. Building upon successes of P4P, WFP Rwanda started another initiative to increase market access for smallholder farmers since late 2015 in closer collaboration with private-sector value chain stakeholders. Under the pilot project "Patient Procurement Platform (PPP)," WFP, in collaboration with the Alliance for Green Revolution for Africa (AGRA) and their local partners, facilitated smallholder farmer participation across the entire value chain. Today, PPP has become the Farm to Market Alliance (FTMA) that engages smallholder farmers through multi-year commitments in the form of 'patient' buyer contracts. WFP Rwanda, through the FTMA, provides access to markets, and finance and post-harvest handling services among other services. FTMA has so far linked 81 cooperatives composed of approx.. 22,000 farmers (49% women) to off-takers who agreed to pre-planting forward delivery contracts. Cooperatives have committed to supplying a total of 5,287 MT of maize during the post-harvest period of March-May 2017, up from the 2,700 MT delivered in the first harvest season from 2016. Through the P4P, PPP and MGD-funded HGSF programs, WFP already works closely with the Ministry of Agriculture (MINAGRI), Ministry of Education (MINEDUC), and Ministry of Local Government (MINALOC). Strong partnerships with the Ministries of Trade and Industry, Finance and Economic Planning, Gender and Family Promotion as well as the provincial governors, are also integrated into all aspects of programming. This ensures that the project is fully aligned with existing national development strategies. The collaboration between GoR and WFP will be essential to support the local production of the USDA-requested commodities and the development of robust national frameworks, further strengthened through the complementary LRP grant, enabling Rwanda to sustain the benefits of USDA support beyond the life of the projects.

3.2 Subject of the evaluation and activities undertaken by the LRP program

15. Under the LRP project, WFP will procure commodities from smallholder farmers for use in the WFP Rwanda's Homegrown School Feeding (HGSF) program. The funds will also be used to build capacity for smallholder farmers through trainings on how to reduce post-harvest losses, warehouse management, organizational structure and management, agricultural markets, business planning, microfinancing, and methods to increase the quality of production in order to meet food safety and quality standards.

16. Specifically, the USDA's LRP funds will be used by WFP to carry out five key activities: 1) Purchase Commodities from Smallholder Farmers; 2) Connect Smallholder Farmers (SHF) to New Markets; 3) Connect Farmers to the Patient Procurement Platform; 4) Build Capacity for Smallholder Farmers, and 5) Collaborate with the Government of Rwanda.

17. The first activity will enable WFP to buy beans and maize meal directly from smallholder farmers (SHFs) or pro-smallholder millers; the second activity will promote procurement from SHFs since WFP will be able to buy only from suppliers that hold 50% of grains procured from SHFs – where SHF has documentation proof of this in order to be readily evaluated by the evaluation team; the third activity will facilitate forward delivery contracts between private-sector off-takers and market-ready farmers' organizations; the fourth activity will offer training to four cooperatives on the procurement of raw materials, processing, business management and marketing and to other 16 cooperatives on post-harvest handling and storage, warehouse management and

organizational strengthening and the fifth activity will enable WFP to strongly advocate for the advancement of SHFs through their integration into the agricultural sector working group and other forums.

18. The LRP will support approximately 45,000 beneficiaries in 20 targeted cooperatives and 49 schools in the Southern and Eastern provinces. The grant will enable WFP to create synergies with other programming areas. As WFP uses the funds to purchase food commodities that are used in WFP Rwanda’s Homegrown School Feeding (HGSF) program local school students will also benefit, through access to the HGSF.

Table 2: Target Numbers per Year

	Student Beneficiaries		Farmer Beneficiaries		Total
	Females	Males	Females	Males	
Year One	20,855	19,251	1,568	1,632	43,306
Year Two	43,306		2,496	2,637	45,239

4. Evaluation Approach

4.1 Scope

19. The LRP evaluation will focus on the activities of the LRP program designed for purchasing food commodities used in the McGovern Dole-supported Homegrown School Feeding (HGSF) program, from smallholder farmers through WFP’s Purchase for Progress (P4P) program.

20. Twenty cooperatives will be targeted in Nyamagabe and Nyaruguru and other relevant districts. The selection of cooperatives considers to the extent possible the region where the schools that will be utilizing the food procured under this project are located, particularly in Nyamagabe and Nyaruguru Districts. However, farmer groups different from those under the McGovern-Dole will be supported to avoid concentration of assistance to same groups of beneficiaries for efficient use of USDA funds. Other cooperatives in the South and East are targeted according to their potential of production and commercialization of food commodities required by the project. Each farmer group will be assessed and additional assistance will take into account actual needs of the group in line with the expected results of the project.

21. The full evaluation will cover all five activities of the LRP program. It is expected that the quasi-experimental design can only cover activity 1 (Purchase Commodities from Smallholder Farmers) and 2 (Connect Smallholder Farmers to New Markets) of the LRP program due to the nature of the activities and timing (see list of activities in Annex 2). However, the evaluation team is expected to propose a detailed design at the inception stage.

22. The evaluation should start with an inception phase of 1-2 months, which will also enable familiarity to USDA LRP standard indicators, and development of data collection instruments. The baseline data collection should be undertaken in August 2017. The baseline data and analysis and report writing is expected to be concluded in November 2017. The endline data collection should take place between Augusts and September 2019.

23. A qualified, independent, third-party agency will be contracted to develop the full evaluation design, including a quasi-experimental component for some of the activities, and undertake a data collection, analysis and write a comprehensive baseline and endline reports. It is expected that the following are done in the different phases of the evaluation:

- a. During Inception, the evaluation team should:
 - i. confirm and define the evaluation questions and sub-questions.
 - ii. develop and thoroughly document the evaluation design (including how methods are mixed or combined), a sampling strategy, data collection tools and instruments, and code the units. The evaluation design should include a quasi-experimental component, and therefore the evaluation team should define an appropriate counterfactual and comparison groups.
 - iii. confirm which monitoring data is being collected by the WFP Rwanda office to avoid duplication.
 - iv. submit a full evaluation matrix (that links methods and data collection strategy to each of the evaluation questions) to WFP as part of the inception report.
- b. During Baseline phase, the evaluation team should establish indicator baseline information and to verify the targets established in the project as part of the baseline report.
- c. The final product of the evaluation is a comprehensive end-line report, which should analyse the end-line data against the baseline and respond to the specified evaluation questions, using the methods identified during inception.

4.2 Evaluation Questions and Criteria

24. The evaluation will address all five OECD-DAC criteria (relevance, effectiveness, efficiency, impact and sustainability), as per USDA Monitoring and Evaluation policy. 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 Local Regional Procurement (LRP) through WFP Rwanda, which could inform future strategic and operational decisions:

- a. Activity 1 (Purchase Commodities form Smallholder Farmers) and 2 (Connect Smallholder Farmers to New Markets): *"how does the LRP program affect smallholder farmers' behaviours (for example, long-term investments in productive assets, education, etc.) and households' well-being indicators (for example, assets, income, health and nutrition status)?"*
- b. Activity 3 (Connect Farmers to the Farm to Market Alliance) and 4 (Build Capacity of Smallholder Farmers): *"what are the effects of the project on the way the targeted cooperatives position themselves in their respective value-chain?"*

- c. Activity 5 (Collaborate with the Government of Rwanda): *“how did the changes in the institutional framework create a more favourable environment for smallholder farmers?”*

25. Corollary questions are:

- a. How and to what extent does the LRP program affect the cost-effectiveness of food assistance, procurement, delivery, and distribution?
- b. How and to what extent does the LRP program affect the timeliness of food assistance procurement, distribution, and delivery?
- c. How and to what extent does the LRP program contribute to improved utilization of nutritious and culturally acceptable food that meet quality standards?
- d. What internal and/or external factors affected the project’s achievement of intended results?
- e. Is there emerging evidence that the linkages between smallholder farmers and schools will endure?
- f. What is the level of participation of men and women? Are women well represented, including in leadership positions? What are the disaggregated impacts on women?

26. Table 3 below presents key evaluation criteria and corresponding questions:

Table 3 – evaluation criteria and questions

Criteria	Key question
Relevance	<ul style="list-style-type: none"> • To what extent was the design of the intervention relevant to wider context, and aligned with needs of the most vulnerable groups, the government and WFP partners?
Effectiveness	<ul style="list-style-type: none"> • How and to what extent does the LRP program contribute to improved utilization of nutritious and culturally acceptable food that meet quality standards? • What internal and/or external factors affected the project’s achievement of intended results? • What is the level of participation of men and women? Are women well represented, including in leadership positions? What are the disaggregated impacts on women? • how did the changes in the institutional framework create a more favourable environment for smallholder farmers?
Efficiency	<ul style="list-style-type: none"> • How and to what extent does the LRP program affect the cost-effectiveness of food assistance, procurement, delivery, and distribution? • How and to what extent does the LRP

	program affect the timeliness of food assistance procurement, distribution, and delivery?
Impact	<ul style="list-style-type: none"> • how does the LRP program affect smallholder farmers' behaviours (for example, long-term investments in productive assets, education, etc.) and households' well-being indicators (for example, assets, income, health and nutrition status)? • what are the effects of the project on the way the targeted cooperatives position themselves in their respective value-chain?
Sustainability	<ul style="list-style-type: none"> • Is there emerging evidence that the linkages between smallholder farmers and schools will endure?

4.3 Data Availability

27. There is limited secondary data available and it is expected that the evaluation team will develop comprehensive survey instruments to collect primary data for the baseline and end-line.
28. WFP Rwanda Country Office's M&E staff will routinely collect data on LRP standard indicators throughout the duration of the program. The data will be made available to the evaluation team for the endline assessment, and the team should clarify during inception which indicators are measured by the WFP Rwanda Office to avoid duplication.
29. The evaluation team should gather data from cooperatives and government institutions. The availability and quality of such data cannot be assured by WFP. The team is expected to formulate a strategy to collect such information and check its reliability, as such, a data quality assurance plan will be included as a deliverable. The strategy has to be documented for future reference.
30. Concerning the quality of data and information, the evaluation team should systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4 Methodology

31. The independent evaluation team is responsible for developing the full methodology during the inception phase. The team should identify potential risks of the approach and mitigation measures. The following should be considered and included by the evaluation team:
- Firstly, confirm and define specific evaluation questions that are answered, and record them in the WFP Evaluation Matrix.

- Develop and agree an appropriate evaluation design, including appropriate counterfactual for some of the activities, so that there can be attribution of impacts to the LRP program.
- Identify an appropriate sample for the treatment and comparison group (estimated sample size: approx. 300 households per group). However, the evaluation team will be responsible for conducting sample size calculations and determining a sample size large enough to answer the primary evaluation questions.
- Design credible survey instruments to collect household survey data as part of the baseline and again repeated for the end-line. The survey design should take account of any seasonal variation (therefore needs to be collected during the same season), and incorporate a range of appropriate well-being and behavioral change indicators (including but are not limited to, income, asset accumulation/holding, education and health and nutrition status).
- Use mixed methods in the evaluation design and data collection (including quantitative and qualitative) to ensure a comprehensive design, and the reasons for the changes in indicators can be explained. This can include triangulation of information through a variety of means, or different evaluation questions being answered through different methods and types of data. The use of mixed methods should be documented in the inception report.
- WFP anticipates that the consultants will recommend a methodology and will likely include carrying out key informant interviews and focus group discussions. The qualitative data collection will gather information on gender equality, capacity of cooperatives and changes in the institutional context. However, bidding companies should also propose a wider variety of methods (including, but not limited to most significant change, outcome harvesting, etc.) whenever they feel these could be useful in enriching the evaluation products.
- Ensure the evaluation design takes into account ways to ensure that the voices of women, girls, men and boys are heard and documented;
- Ensure the methodology and evaluation implementation are ethical and conform to the UNEG Ethical Guidelines for Evaluation.

4.5 Quality Assurance and Quality Assessment

32. 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.

33. 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.

34. 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.

35. 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.
36. 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.
37. 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.
38. 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.
39. 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 Structure of the evaluation

40. The evaluation will be conducted in two stages: a baseline assessment to be conducted between June and November 2017 and an endline evaluation that will take place between August and December 2019. Although the two stages are interconnected steps of the same evaluative exercise, their objectives are slightly different as outlined in the following sections.

5.1 Baseline Assessment

41. The objectives of the baseline assessment are to establish the methodological approach for the entire evaluation, measure baseline values and provide a situational analysis before the start of the intervention.
42. The evaluation firm selected for this assignment will develop the methodological approach following the indications provided in *4.2 Evaluation Questions* and *4.4 Methodology*. The evaluators should also validate or revise the assumptions and risk analysis underlying the project design.
43. The main deliverables of the baseline assessment are the following:

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

- Inception report. It must be written following WFP recommended template. The evaluators must confirm the final evaluation questions, which approach and methods are chosen, and how they are going to be implemented in practice, and used to answer the IE questions. This means setting out a full study design including what data is being collected and for what purpose, how sampling is done (to be determined by the evaluation team), how the data is being analysed and triangulated. The inception report must also include how the data has been quality assured, and how the evaluators will manage and safeguard ethics during the life of the evaluation. Annexed to the inception report, the evaluation team should include a detailed work plan, including , timeline and activities.
- Baseline report, including a first draft, where the final approach, methodology and data collection tools are clearly recorded, including their limitations and mitigations measures. The report must record all standard and custom indicator baseline values.
- Clean data sets, including quantitative data sets in Excel, statistical software code, and transcripts and/or notes from focus group discussions and key informant interviews.

Table 4 - Baseline Report Outline:

<ol style="list-style-type: none"> 1. Executive Summary <ol style="list-style-type: none"> i. Methodology ii. Baseline values of key indicators 2. Introduction <ol style="list-style-type: none"> iii. Overview of the Evaluation Subject iv. Context v. Evaluation Methodology and Limitations 3. Situational Analysis 4. Baseline values <ol style="list-style-type: none"> vi. Relevance vii. Main Evaluation Question 1 viii. Main Evaluation Question 2 ix. Main Evaluation Question 3 x. Corollary Evaluation Questions 5. Additional findings 6. Conclusions and recommendations 7. Annexes

Table 5: Baseline Deliverables

Dates	Deliverables
July 2017	<ul style="list-style-type: none"> • Desk review of key project documents • Create a data quality assurance plan • Confirm and finalise evaluation questions and evaluation design and methodology (including sampling strategy), and draft an inception report for agreement

	<ul style="list-style-type: none"> • Finalize inception report with the inclusion of Evaluation Reference Group's comments • Data collection instruments • Arrange field visits
August – September 2017	<ul style="list-style-type: none"> • Conduct field visits • Conduct baseline survey • Conduct key stakeholder focus groups and key informant interviews and collect data with other suggested methods • Enter, clean, and analyze data
October 2017	<ul style="list-style-type: none"> • Draft baseline report • Seek Evaluation Reference Group's comments on the draft baseline report • Finalize baseline report • Present baseline findings

5.2 Endline evaluation

44. The objective of the final evaluation is to provide an evidence-based, independent assessment of the performance of the project in order to evaluate the project's success, ensure accountability, and generate lessons learned. Specifically, the final evaluation will: (1) use the same methodology developed for the baseline to measure key indicators, (2) analyse data to compare results between treatment and control groups where a quasi-experimental design is possible, (3) analyse data to compare results before and after the intervention for the activities where it is not possible to design a quasi-experimental design, and (4) identify meaningful lessons learned that WFP, USDA, and other relevant stakeholders can apply to future programming.

45. WFP anticipates carrying out the final evaluation during the final year of the USDA-LRP grant between August and November 2019.

46. The main deliverables of the endline are the following:

- Endline report, including a first draft, using WFP recommended template. It must set out a detailed methodology section, study design, and any limitations or where the study design was compromised. Should detail how data was collected, validated and analysed, and how conclusions were drawn. How different types of methods were brought together in the analysis. Annexes to the final report include but are not limited to a copy of the final ToR, bibliography, list of sampled farmer organizations, detailed sampling methodology, maps, a list of all meetings and participants, final survey instruments, transcripts from key informant interviews, focus group discussions, table of all standard and custom indicator with baseline and endline values, list of supported schools.
- Clean data sets, including quantitative data sets in Excel, statistical software code, and transcripts and/or notes from focus group discussions and key informant interviews.
- Powerpoint presentation of main findings and conclusions for de-briefing and dissemination purposes.
- 2-page brief containing min findings, conclusions and recommendations.

Table 6: Final Evaluation Deliverables

Dates	Deliverables
August – September 2019	<ul style="list-style-type: none">• Updated methodology and sampling plan• Data collection instruments• Conduct field visits• Conduct endline survey• Conduct key stakeholder focus groups and key informant interviews and collect data with other suggested methods• Enter, clean, and analyze data
October 2019	<ul style="list-style-type: none">• Draft endline report• Seek Evaluation Reference Group’s comments on the draft endline report• Finalize endline report
November 2019	<ul style="list-style-type: none">• Share a powerpoint presentation and a 2-page brief with key stakeholders• Conduct workshop to share evaluation findings with key stakeholders

6 Organization of the Evaluation

6.1 Evaluation Conduct

47. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with WFP Rwanda M&E Officers, the Head of Programmes, and the Country Director. The team will be hired following agreement with WFP on its composition.

48. 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](#).

6.2 Team composition and competencies

49. The Team Leader should be a senior evaluator with at least 10 years of experience in research, evaluation and or baselines with demonstrated expertise in managing multidisciplinary and mixed quantitative and qualitative method evaluations, complemented with experience in implementing evaluations with a quasi-experimental designs and additional significant experience in other development and management positions. In addition, the team leader should also have prior experience evaluating school meals programs, or agricultural development programs.

50. The Team leader will also have expertise in designing methodology and data collection tools and demonstrated experience in leading similar baselines or evaluations. She/he will also have leadership and communication skills, including a track record of excellent writing and presentation skills. Her/his primary responsibilities will be: i) defining the baseline approach and methodology; ii) guiding and managing the team; iii) leading the baseline mission and representing the baseline team; iv) drafting and revising, as required, the inception report, the end of field work i.e. (exit) debriefing presentation and baseline report.

51. The team must include strong demonstrated knowledge of qualitative and quantitative data and statistical analysis will be required. It should include both women and men and at least one team member should be familiar with WFP's operations (preferably P4P or FTMA).

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

- Local purchase/procurement.
- Capacity development (focus on smallholder farmers).
- Post harvest handling and agriculture supply chains.
- Food security.
- Gender expertise / good knowledge of gender issues.
- All team members should have strong analytical and communication skills, evaluation experience and familiarity with Rwanda.
- The team should have knowledge of English, French and Kinyarwanda. The expected language of the evaluation report is English.

53. Team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.

54. 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

55. **Security clearance** where required is to be obtained from Rwanda's United Nations Department of Safety and Security (UNDSS) office in Kigali.

- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.³

56. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.

³ Field Courses: [Basic](#); [Advanced](#)

7 Roles and Responsibilities of Stakeholders

The Rwanda Country office:

57. The WFP Rwanda Country Office management (Director or Deputy Director) will take responsibility to:
- Assign an Evaluation Manager for the baseline.
 - 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.
58. 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
59. An Internal Evaluation Committee is ensuring the independence and impartiality of the exercise. The membership includes baseline manager, technical unit in charge of school feeding program, head of Local Procurement unit and Head of Programme. The key roles and responsibilities of this team, includes providing input to the evaluation process and commenting on evaluation products.
60. A baseline reference group with representation from USDA, WFP Regional Bureau and WFP Country office will review the evaluation products as further safeguard against bias and influence.
61. **Independent evaluation team:** under the leadership of the evaluation team leader, the evaluation team will be responsible for undertaking the evaluation, as per this TOR, **independently**. The evaluation team will select and interview staff from the Country Office. The team will also have contact with CO staff who are members of the ERG during inception and dissemination. The CO staff who are members of the ERG will be required to provide comments on the evaluation products. The responsibilities of the evaluation manager are clearly stated above and will, in addition to other provisions for impartiality already put in place, ensure the evaluation is implemented as per the WFP decentralized evaluation quality assurance system. Any support e.g. logistical support, that will be required from by the evaluation team from the CO will be discussed with baseline manager who will in turn follow up and organize with CO.

62. **United States Department of Agriculture (USDA):** In addition to participating in the baseline reference group, USDA will provide comment on the TOR, inception report, draft evaluation report and participate in a stakeholder interviews with the selected evaluation team prior to the start of fieldwork

63. The Regional Bureau: the RB will take responsibility to:

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

64. Other Stakeholders (Government, NGOs, and UN agencies) will be identified for interviews by the evaluation team, which will be based on the preliminary stakeholder analysis detailed as follows: the Ministry of Agriculture and Animal Resources, Ministry of Education, Ministry of Local Administration, district executive committees, and head teachers. The following stakeholders will be targeted for focus group discussions: Parent teacher associations (PTAs), farmers' groups, students, and community members.

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

8 Communication and budget

8.1 Communication

66. 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.

67. Communication with baseline team and stakeholders should go through the baseline manager.

68. WFP Rwanda Country Office will organize a workshop to discuss evaluation findings and recommendations, where the evaluation team will present the key findings.

69. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the report will be shared publicly on WFP’s website, and all external stakeholders will be notified of its availability.

8.2 Budget

70. For the purpose of this evaluation, the budget will be disbursed against the high quality and timely delivery of key products inception report, baseline report and end-line report.

71. Procurement using Long-term Agreements (sometimes called “service level agreement”), based on pre-agreed rates.

Table 7: Proposed Evaluation Budget

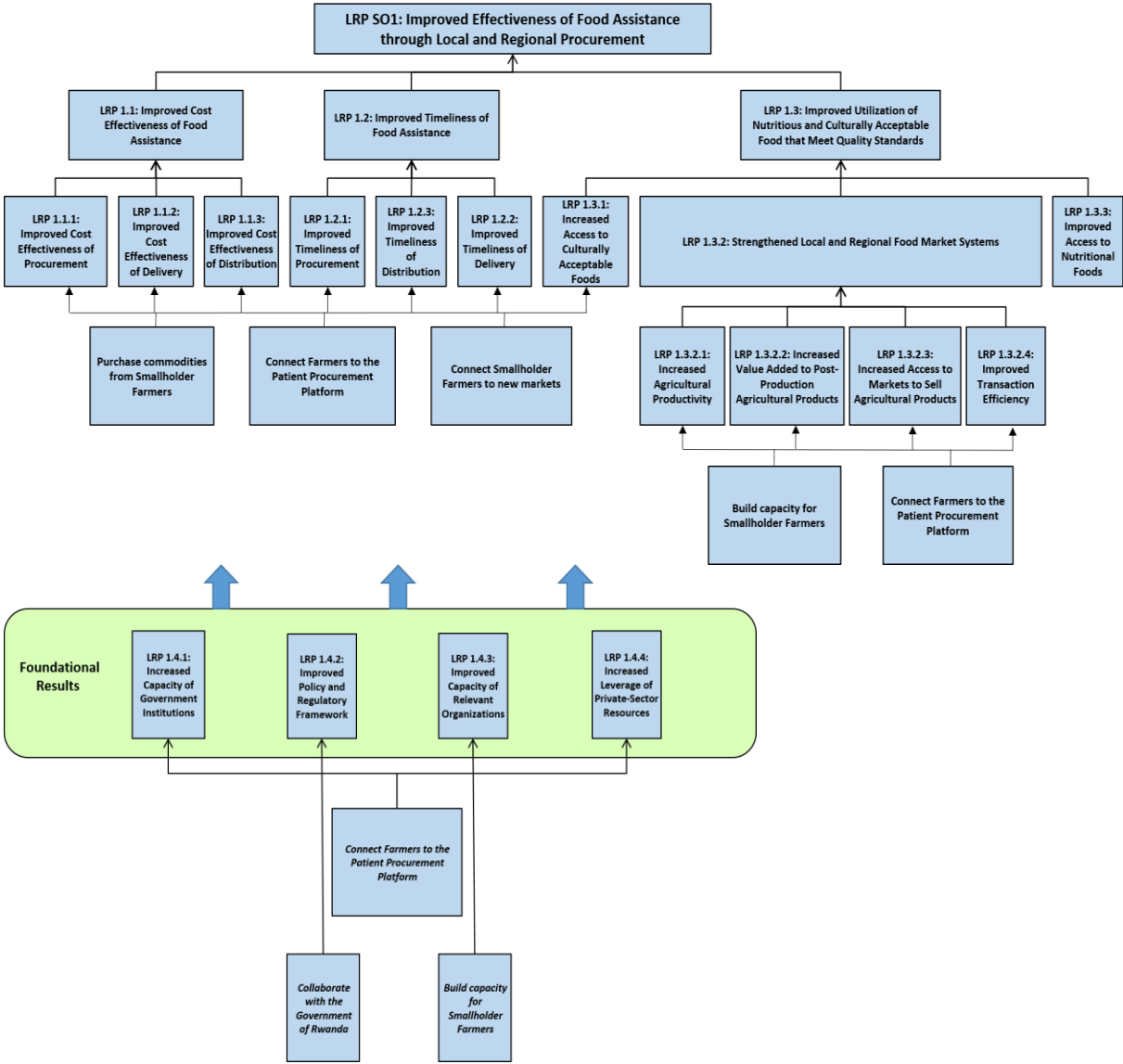
Evaluation Activity	Estimated Date	Approximate Cost
Impact Evaluation Contract	June 2017 – November 2019	USD 175,000

Annex 1 Acronyms

ADRA	Adventist Development Relief Agency
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CO	Country Office
DEQAS	Decentralized Evaluation Quality Assurance System
EAX	East Africa Exchange
EB	[WFP] Executive Bureau
ER	Evaluation report
ERG	Evaluation Reference Group
FAS	Foreign Agricultural Service
FTMA	Food to Market Alliance
GDP	Gross Domestic Product
GoR	Government of Rwanda
HGSF	Homegrown School Feeding
HQ	Headquarters
IE	Impact Evaluation
LRP	Local and Regional Procurement
MGD	McGovern Dole
MINAGRI	Ministry of Agriculture and Animal Resources
MINALUZ	Ministry of Local Government
MINEDUC	Ministry of Education
MT	Metric Tonne(s)
OEV	Office of Evaluation
PHHS	Post-Harvest Handling and Storage
PPP	Patient Procurement Platform
RB	Regional Bureau
RGCC	Rwanda Grain and Cereals Corporation
SHF	Smallholder farmers
TOR	Terms of Reference
UNCT	UN Country Team
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
USD	United States Dollars
USDA	United States Department of Agriculture
WFP	World Food Programme
WVI	World Vision

**Annex 2
Results Framework**

RWANDA FY2016 Local & Regional Procurement: *Results Framework*



Annex 3

List of Activities

The World Food Program (WFP) will use the locally-procured commodities and any funds provided by the Foreign Agricultural Service (FAS) to carry out the following project activities in Rwanda.

Purchase Commodities from Smallholder Farmers

WFP will use the pro-smallholder procurement modality to primarily buy beans from smallholder farmers to supply to the homegrown school feeding schools supported by the McGovern Dole Food for Education and Child Nutrition Program (MGD). WFP will take seasonal fluctuations in agricultural harvests into account and commodities will be procured from producers where it is available in better quality and quantity, and prices are reasonable whether within Rwanda or other regional markets such as Tanzania or Uganda.

Build Capacity for Smallholder Farmers

WFP will upgrade two milling units for two cooperatives being supported through the MGD-funded homegrown school feeding program with fortification capability. WFP will also equip four other cooperatives with milling units in the homegrown school feeding target districts of Karongi, Nyamagabe, Nyaruguru, and Rutsiro.

WFP will train four cooperatives on the procurement of raw materials, processing, and business management and marketing. WFP will facilitate trading and marketing relationships between milling cooperatives, factories and 16 other cooperatives for supplying raw materials. In addition, 11 of the supported cooperatives will receive training on post-harvest handling and storage, and warehouse management; organizational governance and management; agricultural markets; business planning, microfinancing; and methods to increase the quality of production to meet food safety and quality standards. The cooperatives that benefited from training in year one will receive coaching on business plan implementation in the second year.

Finally, WFP, with the support of the smallholder farmers, will build medium-sized storage facilities. WFP will also impart skills to the local communities to replicate similar facilities through targeted trainings. WFP will provide 1,000 smallholder farmers subsidized hermetic storage equipment and related training and technical field support to ensure effective use.

Connect Farmers to the Patient Procurement Platform

WFP will promote market access for smallholder farmers through facilitation of forward delivery contracts between private-sector off-takers and market-ready farmers' organizations. WFP will target cooperatives with a legal status and limited capacity, to be linked to existing value chain services concurrently with capacity building support. Absent such cooperatives WFP will work with other cooperatives with no legal status or with limited recognition at the lower level of the government structure. WFP will address food security concerns with basic grain handling training and storage at the household level along with support to increase marketable surplus.

Connect Smallholder Farmers to New Markets

In addition to purchasing directly from smallholder farmers, WFP will promote pro-smallholder procurement by purchasing maize meal and beans through suppliers such as MINIMEX (miller), EAX, SARURA and RGCC under the condition that at least 50 percent of their grains must be procured directly from smallholder farmers, while the remainder could be purchased from intermediary local traders. This aims to widen the market for and connect smallholder farmers to

buyers in Rwanda other than WFP. WFP will collaborate with its superintendent agencies for food inspection and quality testing to ensure regional and international quality standards are met.

Collaborate with the Government of Rwanda

WFP will advocate, through the agricultural sector working group and other forums, to advance the cause of smallholder farmer integration. WFP will work with the Ministry of Agriculture and Animal Resources and the Rwanda Agriculture Board to advance markets for smallholder farmers in general and by institutional procurement in particular. WFP will draft a strategy for sustainable market access for smallholder farmers to increase procurement by national traders and institutional suppliers.

**Annex 4
Performance Monitoring Plan**

Project Title: LRP - World Food Programme - Rwanda									
Indicators									
Performance Indicator and Activity output indicator	Definition	Unit of Measurement	Indicator Level	Data Source	Disaggregation	Data Collection		Data Analysis, Use and Reporting	
						When	Who	Why	Who
Results									
Number of individuals benefiting directly from USDA-funded intervention	This is an output indicator measuring the number of individuals directly participating in USDA-funded interventions. The individuals must be engaged with a project activity or come into direct contact with a set of interventions (goods or services) provided by the project. This may include, for example, farmers and others receiving training, inputs, or students benefiting from food procured and school meals provided by the project.	Individuals	Output	CP reports Training attendance records Goods receipt notes	<p>Students Male: 19,251 Female: 20,855 New: 40,106 (Y1); 6,684 (Y2) Continuing: 33,422</p> <p>Farmers Male: 1,632 (Y1); 2,637 (Y2) Female: 1,568 (Y1); 2,496 (Y2) New: 3,200 (Y1); 1,933 (Y2) Continuing: 3,200</p>	Monthly for students Upon delivery/training	WFP Suppliers	To know number and locations of direct beneficiaries.	CO Program, P4P, FTMA and M&E

Number of individuals benefiting indirectly from USDA-funded intervention	This is an output indicator measuring the number of individuals indirectly benefitting from USDA-funded interventions. The individuals will not be directly engaged with a project activity or come into direct contact with a set of interventions (goods or services) provided by the project. This include a family members of farmers trained.	Individuals	Output	Beneficiary HH multiplier	None	Monthly for students Upon delivery/training	WFP	To know number and locations of indirect beneficiaries.	CO Program, P4P, FTMA and M&E
Value of sales by project beneficiaries	This indicator will collect the value (in US dollars) of sales of commodities by all project beneficiaries procured through USDA LRP program. This includes all sales by direct project beneficiaries of commodity(ies), not just farm-gate sales.	U.S. Dollar	Outcome	Procurement records	Commodity Type	Upon delivery	WFP Suppliers	To know the change of sales due to LRP training intervention.	CO Program, P4P, FTMA and M&E
Volume of commodities (metric tons) sold by project beneficiaries	This indicator will collect the volume (as calculated in gross metric tons (MT)) of sales of commodities by project beneficiaries procured through USDA LRP program. This includes the volume of all sales of commodity(ies), not just the volume of farm-gate sales.	Metric Tons	Outcome	Procurement records	Commodity Type	Upon delivery	WFP Suppliers	To know the change of sales due to LRP training intervention.	CO Program, P4P, FTMA and M&E

<p>Number of public-private partnerships formed as a result of USDA assistance</p>	<p>The number of public-private partnerships in agriculture or nutrition formed during the reporting year due to USDA intervention. This will involve WFP, Government partners and smallholder farmer groups.</p>	<p>Number: Partnerships</p>	<p>Output</p>	<p>Procurement records Training agreements</p>	<p>Multi-focus</p>	<p>Upon delivery/training</p>	<p>WFP Suppliers</p>	<p>Establishing linkage from local farmers to market will generate wealth among the villagers and might enable sustainability of School Feeding.</p>	<p>CO Program, P4P, FTMA and M&E</p>
<p>Value of public and private sector investments leveraged as a result of USDA assistance</p>	<p>Investment is defined as any use of public or private sector resources intended to increase future production output or income, to improve the sustainable use of agricultural-related natural resources (soil, water, etc.), to improve water or land management, or anywhere along the food, feed and fiber system and natural resources management.</p>	<p>U.S. Dollar</p>	<p>Output</p>		<p>Public Private</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

Total increase in installed storage capacity (dry or cold storage) as a result of USDA Assistance	This indicator measures total increase in functioning (refurbished and new) cubic meters of storage capacity that have been installed through USDA programming and leverage during the reporting year. Installed storage capacity is an aggregate amount that encompasses on-farm and off-farm storage, dry goods and cold chain storage. Both newly installed and refurbished storage should be counted here.	Total Cubic Meters	Output		Type of storage: bags, metal silos, plastic silos	Quarterly	WFP	Tracking change in types of storage and their effect on reduction in post-harvest losses.	CO Program, P4P, FTMA and M&E
Number of policies, regulations and/or administrative procedures in each of the following stages of development as a result of USDA assistance	Number of enabling environment strategies that underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with stakeholders on the proposed new or revised policy/regulation/administrative procedure.	Number: strategy and supplementary narrative	Stages 1 & 2: Output		Stage 2	n/a	n/a	n/a	n/a
Quantity of commodity procured (MT) as a result of USDA assistance (by commodity and source country)	This indicator will collect the quantity of commodities procured (in metric tons (MT) through USDA local and regional procurement program. This includes the quantity of all procured	Metric Tons	Stages 1 & 2: Output Stages 3, 4 & 5: Outcome	Procurement records	Source Country: Country where the commodity was procured.	Upon delivery	WFP	To identify cost efficiencies of local/regional	CO Program, P4P, FTMA and M&E

	commodity(ies) as a result of USDA investment during the reporting period.				Commodity Type: Commodity procured.			procure ment vis-à-vis international procure ment.	
Cost of commodity procured as a result of USDA assistance (by commodity and source country)	This indicator will collect the cost (in US dollars) of procured commodities by commodity type and source country.	U.S. Dollar	Output	Procurement records	Source Country: Country where the commodity was procured. Commodity Type: Commodity procured.	Upon delivery	WFP	To identify cost efficiencies of local/regional procurement vis-à-vis international procurement.	CO Program, P4P, FTMA and M&E
Number of people trained in disaster preparedness as a result of USDA assistance. Note: This indicator is required only if the project is designed to provide an emergency response to food crises and disasters	Not relevant (unless LRP is used for emergency purposes).	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Cost of transport, storage, and handling of commodity produced as a result of USDA assistance (by commodity)	This indicator will collect the cost (in US dollars) of transport, storage and handling for procured commodities by commodity type.	U.S. Dollar	Output	WFP assignment plan	Commodity Type: Commodity procured.	Upon delivery	WFP	To identify cost efficiencies of local/regional procurement vis-à-vis international procurement.	CO Program, P4P, FTMA and M&E
Number of social assistance beneficiaries participating in productive safety nets as a result of USDA assistance	The number of people participating in USDA-supported social assistance programming with productive components (provision of post-harvest equipment and milling machines to households or cooperatives) aimed at increasing community assets, household assets, or strengthening human capital.	Individuals	Output	Training attendance records, monthly progress reports	Male: 2,038 (Y1); 1,364 (Y2) Female: 1,976 (Y1); 1,372 (Y2) New: 4,014 (Y1); 2,736 (Y2) Continuing: 4,014	Quarterly	WFP and partner districts	To know number and locations of direct beneficiaries.	CO Program, P4P, FTMA and M&E
Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA	The number of individuals (smallholder farmers/members of community, cooperatives) to whom significant knowledge or skills have been imparted through interactions that are intentional, structured, and	Individuals	Output	Training attendance records, project implementation reports	Male: 480 (Y1); 480 (Y2) Female: 520 (Y1); 520 (Y2) New: 1,000 (Y1); 1,000 (Y2) Continuing:	Quarterly	WFP and partner districts	To know number and locations of direct beneficiaries.	CO Program, P4P, FTMA and M&E

assistance	purposed for imparting knowledge or skills should be counted as training, through formal or informal means.				1,000				
Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system	This outcome indicator measures the rate (%) of WFP contracts not fully delivered disaggregated by aggregation system and reasons of default. The indicator informs on the performance of the aggregator and is measured by the quantity delivered divided by the quantity contracted multiplied by 100.	Percentage	Outcome	WFP Procurement records	Reasons why smallholder farmers defaulted (TBD)	Seasonally (twice a year)	WFP	To evaluate the capacity of aggregators to fulfil commitments with buyers.	CO Program, P4P, FTMA and M&E
Number of USDA-supported aggregation systems that have access to credit from formal financial institutions	This indicator will collect information on connecting smallholder farmers to formal financial markets to support access to inputs (through input loans) or aggregation finance (through output loans).	Farmer organizations	Outcome	WFP Monitoring Records	None	Once a year	WFP	To evaluate the increased access to formal financial institutions for supported farmer organizations.	CO Program, P4P, FTMA and M&E

<p>Percentage of milling facility operators who demonstrate proper application of technologies and practices as a result of USDA assistance</p>	<p>This indicator will collect information about the percentage of milling facility operators who demonstrate the capacity to properly manage PHHS equipment provided as a result of USDA assistance for the benefit of aggregation center members.</p>	<p>Percentage</p>	<p>Outcome</p>	<p>WFP Monitoring Records</p>	<p>By sex</p>	<p>Once a year</p>	<p>WFP</p>	<p>To evaluate the effect of training and equipment and technology provided to aggregation centers for the benefit of members.</p>	<p>CO Program, P4P and M&E</p>
<p>Percent of farmers that apply improved post-harvest practices as a result of USDA assistance</p>	<p>This indicator will collect information on percentage of farmers who demonstrate elevated capacity as a result of post-harvest equipment and trainings provided with USDA assistance. This will be measured by counting the number of farmers having clean and dry commodities in their newly acquired storage units from a representative sample of beneficiary farmers. Definitions of 1. Dry: moisture content = or < 13.5% for</p>	<p>Percentage</p>	<p>Outcome</p>	<p>WFP Monitoring Records</p>	<p>By sex</p>	<p>Once a year</p>	<p>WFP</p>	<p>To evaluate the effect of training and equipment and technology provided on farmers' PHHS practices</p>	<p>CO Program, P4P and M&E</p>

maize; moisture content= or < 14% for beans; and 2. Clean maize/beans: % foreign matters = or < 0.5%.							and on the quality of produce.	
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Annex 5

Evaluation schedule

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	May-June 2017
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	(2 weeks)
	Sharing of draft ToR with outsourced quality support service (DE QS)	(3 days)
	Review draft ToR based on DE QS feedback	(3 days)
	Circulation of TOR for review and comments to ERG,RB and other stakeholders	(1 week)
	Review draft ToR based on comments received	(3 days)
	Submits the final TOR to the internal evaluation committee for approval	(1 day)
	Sharing final TOR with key stakeholders	
	Selection and recruitment of evaluation team	(2 weeks)
	Phase 2 - Inception	July 2017
	Briefing core team	(1 day)
	Inception mission in the country (if applicable)	(2 weeks)
	Circulate draft IR for review and comments to ERG,RB and other stakeholders	(10 days)
	Consolidate comments	(4 days)
	Revise draft IR based on stakeholder comments received	(5 days)
	Submission of final revised IR	
	Submits the final IR to the internal evaluation committee for approval	
	Sharing of final inception report with key stakeholders for information	
	Phase 3 - Data collection	August 2017
	Briefing evaluation team at CO	(1 day)
	Prepare Field visits	(1 week)
	Data collection	(3 weeks)
	In-country Debriefing (s)	(1 day)
	Phase 4 - Analyze data and report	September-October 2017
	Draft evaluation report	(2 weeks)
	Circulate draft ER for review and comments to ERG,RB and other stakeholders (list key stakeholders)	(2 weeks)
	Consolidate comments	

	Revise draft ER based on stakeholder comments received	(1 weeks)
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	Sharing of final evaluation report with key stakeholders for information	
Phase 5 - Endline data collection		August-September 2019
	Data collection	August 2019
	In-country Debriefing (s)	September 2019
Phase 6 - Analyze data and report		October -November 2019
	Draft endline evaluation report	
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	
	Revise draft ER based on feedback received by DE QS and EM	
	Circulate draft ER for review and comments to ERG,RB and other stakeholders (WFP Rwanda Country Office, the evaluation manager, the independent evaluation team, USDA, the Regional Bureau Nairobi, HGSP partners including government partners and NGOs, and the WFP Office of Evaluation)	
	Revise draft ER based on stakeholder comments received	
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	Sharing of final endline evaluation report with key stakeholders for information	
Phase 7 Dissemination and follow-up		November 2019
	Prepare management response	
	Hold a stakeholder dissemination workshop	
	Share final evaluation report and management response with OEV for publication	

