

Terms of Reference

**Evaluation of an innovative pilot activity on
aflatoxin reduction and smallholder farmers market
integration and income generation in Rwanda
from January 2021 to August 2021
WFP Regional Bureau of Nairobi**



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Terms of Reference
EVALUATION of
Evaluation of a pilot in Rwanda from January 2021 to August 2021
WFP

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of an innovative pilot activity on aflatoxin reduction and smallholder farmers market integration and income generation in Rwanda. This evaluation is commissioned by Regional Bureau of Nairobi, in collaboration with Food to Market Alliance¹ (FtMA) and Rwanda Country Office.
2. To address the agricultural and health challenge caused by the presence of aflatoxin in maize, FtMA, WFP Rwanda, Bühler² and Kumwe³ are introducing the use of new technology, the Lumovision to reduce the presence of aflatoxin in the maize value-chain and to enhance smallholder farmers economic livelihood through the value-chain market access.
3. The evaluation will focus on the pilot activities implemented during the agricultural seasons from January 2021 to August 2021. The total number of planned beneficiaries for 2021 is 10,000 farmers, of which 49% are women.
4. These TOR were prepared by the WFP RBN Evaluation team based 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 Evaluation

The reasons for the evaluation being commissioned are presented below.

2.1 Rationale

5. The evaluation of this pilot activity is being commissioned by the Regional Bureau of Nairobi (RBN), in collaboration with FtMA and WFP Rwanda Country Office. Through a real-time evaluation of the implementation of this new technology, the evaluation is commissioned to provide evidence-based, independent assessment and learning perspectives to ^{better} understand what works, where and under what circumstances. Gender considerations and analysis will be fully mainstreamed into this evaluation and the evidence will primarily be used by the primary stakeholders (Rwanda Country Office, FtMA, RBN, Bühler, Kumwe) for decision making about replication, upscaling or closing of the activities piloted.
6. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.

1 Farm to Market Alliance (FtMA) is a public-private sector consortium of six agri-focused organizations formed to make markets work better for farmers. FtMA's demand-led holistic value chain solution "PATH" supports African farming families to transition to commercial agriculture by addressing the major challenges that smallholder farmers face. FtMA empowers smallholders to become reliable market players through access to four integrated pathways: predictable markets, affordable finance, technologies and quality inputs, and handling and storage solutions.

2 Bühler. Leading processes solutions and sustainable value chains, Bühler has three business pillars: Grains & Food solutions ensure safe and healthy food and feed. Consumer Foods solutions create culinary delights. Advanced Materials contributes to the production of energy-efficient vehicles and buildings. <https://www.buhlergroup.com/content/buhlergroup/global/en/about-us.html>

3 Kumwe is a post-harvest handling and logistics company combining lean operations with smart technology to drive efficiency and minimize losses in agricultural value chains. We are the bridge between African farmers and high-value agri-processors, providing easy access to high-quality agricultural produce at competitive prices whilst supporting the movement of farmers from subsistence to prosperity. Founded in 2016, Kumwe has quickly grown to Rwanda's largest aggregator of premium maize and domestic freight broker. <https://www.kumwe.com/>

- **Accountability** – The evaluation will assess and report on the performance and results of this new technology for Aflatoxin Control
 - **Learning** – The pilot 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.
7. Since this is an evaluation for a pilot activity, more weight will be given to the learning objectives to ensure that the evaluation will provide information and evidence for future scalability possibilities.

2.3 Stakeholders and Users

8. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
9. 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 (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.
10. Participants’ feedback processes will be integrated to gather real-time information on smallholder farmers’ views, perspectives, and priorities. A particular focus will be on women and most vulnerable farmers. This participatory process will contribute, per example, to improve the implementation activity between the seasons.

Table 1: Preliminary Stakeholders’ analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Rwanda Country Office (CO)	Responsible for the planning and implementation of WP interventions at country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of this innovative pilot activity.
Regional Bureau (RB) in 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 evaluation findings to apply this learning and potential replication to other country offices. The Regional Evaluation Officers supports CO/RB management to ensure quality, credible and useful decentralized evaluations.
WFP HQ, FtMA, Partnership Unit	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units should be consulted

	<p>from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p> <p>With a strong interest in post-harvest issues, the pro-smallholder farmer and Food Systems programme team and the Supply Chain Food Safety and Quality team will benefit from these findings from a regional perspective. The Partnership team will be also interesting on the findings of this innovative activity for potential scale up and replication funding.</p>
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 programmes. This evaluation will not be presented to the Board but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries, Smallholder farmers, men and women, and their cooperatives	Smallholder farmers, particularly access and use of technology for women, and their cooperatives can benefit from the findings as it will outline a potentially additional marketing avenue for them to access higher value markets, and thus enhance incomes. 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.
Ministry of Agriculture and animal resources (MINAGRI), Rwanda Agriculture Board	<p>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.</p> <p>The government of Rwanda has prioritized post-harvest issues, with specific focus on aflatoxin reduction, as part of its actions for 2021. There is strong interest in appraising the viability of technologically innovative solutions in addressing the issue at various stages of the value chain, including pre-sale.</p>
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
Buhler, Kumwe and local NGOs	<p>Kumwe is the operational arm and WFP's partner for the implementation of this pilot activity. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.</p> <p>Given the number of NGOs engaged in supporting smallholder farmers in Rwanda, there is a strong interest in the findings to further expand understanding around the various marketing channels available to smallholder farmers for premium, high value markets.</p>
Pilot activity funding by WFP HQ and WFP RBN	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.

	On the longer term, as aflatoxins are a public health issue, the outcomes of the use of this technology could be interesting to multiple donors from a variety of sectors, including nutrition, agriculture and health.
Private companies involved in agro-processors and maize trade, such as Buhler	Private companies involved in agro-processors and in maize trade, including Buhler, might be interested in the findings, given that one of the focuses would be to assess the cost-benefit of deploying such machinery in the future.

11. The primary users of this evaluation will be:

- FBN, FtMA, WFP Rwanda Country Office, Buher, Kumwe, as well as MINAGRI seek to gather the necessary evidence to either replicate, scale-up, or closing the uptake of this ground-breaking technology.
- Given the core functions of the Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight, especially related to nurturing and scaling up new innovation projects.
- WFP HQ may use evaluations for wider organizational learning and accountability.
- OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

3. Context and subject of the Evaluation

3.1. Context

12. Rwanda is a land-locked country with more than 11 million inhabitants and a population density of 448 persons per km². The majority of Rwandans (84%) live in rural areas; although the country's urban population is growing faster than many other African countries. Rwanda's population is generally young, with 43.4% of all Rwandans under the age of 15. Over the last decade, the country registered an annual economic growth rate of approximately 8% while poverty reduced overall by 5.8% with extreme poverty reducing by 7.8% between 2010 and 2014. The agriculture sector continues to dominate the domestic production landscape contributing to 33% of the total Gross Domestic Product (GDP). National economic growth is projected to continue increasing based on a stable macro-economic framework and the implementation of priority policies, including those in the agriculture sector.⁴
13. Access to food is determined mainly by seasonal patterns, commodity prices and people's purchasing power and is influenced by socio-economic norms and structural inequalities. Forty percent of the population is food-secure and likely to reside in urban areas, 40 percent is marginally food-secure, 17 percent is moderately food-insecure and 3 percent is severely food-insecure; this last group is typically rural households dependent on daily agricultural labour. Among households, 50 percent had difficulties with access to food at some point in the previous year - 26 percent reported seasonal difficulties, especially during the biannual lean seasons, 16 percent reported acute difficulties and 7 percent reported chronic difficulties.⁵
14. Concerning smallholder productivity and incomes, national agricultural output has increased steadily over the last decade, but its share of gross domestic product declined from 37 percent in 2000 to 33 percent in 2017 as a result of strong comparative growth in other sectors. Low crop yields and animal productivity are hampering food security improvements, especially among

⁴ Ministry of Gender and Family Promotion. Rwanda Country Strategic Review of Food and Nutrition Security. Kigali, June 2018.

⁵ WFP, Rwanda Country Strategic Plan 2019 – 2023.

subsistence farmers.⁶ Successful implementation of national agricultural programmes for increasing the productivity of smallholder farmers through approaches such as crop intensification, dairy promotion, erosion control, land husbandry and post-harvest handling and storage have contributed to impressive progress in making food available to citizens. Achieving stability in the food supply throughout the year, however, remains a significant challenge given the risk of climate-related disasters, population pressures, unsustainable use of natural resources, inefficiencies in value and supply chains for food, knowledge gaps in climate-smart agricultural practices and limited community resilience to climate-related shocks.⁷ The restrictions and lockdown strategy imposed by the government to contain COVID-19 outbreak have affected the smallholder farmers. Among the impacts direct reported, blocked access to the business sites and to services, considerable post-harvest losses, disrupted business planning, and reduced labour demand are the most direct.⁸

15. Women, who account for 80 percent of the smallholder workforce, remain key players in the agriculture sector, producing food for domestic consumption and for markets. Today, due to the Succession Law of 1999, the 2004 Land Policy and 2013 land law (2013), as well as other related legal and policy reforms, women now have equal rights to inheritance and all aspects of land acquisition, registration and management. However, due to patriarchal power and cultural beliefs, the control of resources and high -value assets, including land, remains challenging. Married women under community of property matrimonial regimes, are joint owners of property, and are the first successors to the share of joint property when their spouses die. However, they still experience discrimination as a result of social norms and power imbalances that undermine, for instance, their land rights and access to financial, extension and other services. This in turn tends to prevent women from contributing to their own livelihoods and national production. Women farmers are more vulnerable to climate change and land degradation because of, for example, their restricted access to and use of agricultural inputs, farming tools and credit. The 2015–2016 drought revealed the need for more effective, equitable and efficient disaster risk management systems and climate adaptation strategies for improving resilience.⁹
16. Concerning food safety, Rwandan maize is particularly affected by aflatoxin, a potent carcinogen produced by molds common to various crops and grains. The crop is harvested by smallholder farmers with limited handling infrastructure - drying and storage - during the rainy season. Maize typically remains wet/ undried for long periods of time – often in polypropylene sacks/ hermetic storage – creating the moist, damp conditions conducive to rapid mold and aflatoxin development. The resulting uncontrolled spread of aflatoxin prevents farmers from selling their harvests to premium domestic buyers adhering to aflatoxin regulations: of an estimated 350-450,000T of annual maize grown, less than 15,000T passes the premium buyers’ gates. The premium buyers – producing flours and animal feeds – must then import most of their demand (exceeding 100,000T) at higher cost. Critically, the farmers must then sell their contaminated maize crops at significant price discounts to informal networks with systemically low prices. This perpetuates the farmer cycle of low returns, low incentives to invest in inputs, and continued low productivity that keeps them at a level of only subsistence. It also endangers the health of people consuming the contaminated maize.
17. Existing measures to control aflatoxin are focused on prevention, largely through improved post-harvest practices or biological controls. Preventative approaches are critical, but as do not sufficiently mitigate the pervasive presence of aflatoxin contamination in Rwandan maize. Unfortunately, to-date there has been no industrial-scale process to remove aflatoxins from

⁶ Idib.

⁷ Idib.

⁸ <http://www.fao.org/rural-employment/work-areas/youth-employment/ica-programme/rwanda/en/>

⁹ Idib.

already-infected maize that is also safe for human consumption and long term prevention has been difficult to implement in informal trading markets. Maize that is of good quality is purchased farm-gate by premium buyers, with the remaining going to informal markets where quality is largely sub-standard. In other word, aflatoxin preventative measures so far are mainly benefiting premium buyers and premium products. Lacking real means of large-scale aflatoxin control in the value chain, the heavy Government promotion of aflatoxin reduction measures, stringent regulations on aflatoxin levels in food, and combined private/public efforts have not contained the problem.

18. Worse, this affected maize flows into the general food supply as maize flour and porridge, as well as through animal products contaminated via animal feed. While limitations of aflatoxin are 5ppb (parts per billion), a 2019 study of nine flours in local Rwandan markets found mean aflatoxin levels of over 60ppb, with two samples reaching even 294ppb and 229 ppb.¹⁰

3.2. Subject of the evaluation

19. To address the agricultural and health challenge, FtMA, WFP Rwanda, Buhler and Kumwe are introducing the use of a new technology, the Lumovision to reduce the presence of aflatoxin in maize value-chain and to enhance smallholder farmers economic livelihood through the value-chain market access.
20. Called *Lumovision*, the equipment uses flourescence light to detect markers of the aflatoxin-causing mold (kojic acid) in batches of dry grain. These glow a bright greenish-yellow colour under UV light. The machines rapidly sorting out any infected kernels by cleaning with classifiers, aspiration and optical sorting. Processing 5T-20T of maize per hour, the equipment has so far been shown to reduce aflatoxin levels by up to 90% with minimal volume losses (<5%). By enabling large-scale "cleaning" of aflatoxin-affected maize, Lumovision has the potential for far-reaching development impact. This includes increasing the quality of the food supply and the related impact on nutrition, stunting, and cancer. In addition, this will enable local producers to source maize through the formal markets, increasing the value of the maize which ultimately benefits the majority of smallholder farmers selling through those channels.
21. Lumovision is undergoing trials with maize in different markets and under different conditions to validate the full potential and best contextual settings for aflatoxin reduction. The current figures from Buhler show that the maize is at 95% accepted as Grade 1 after passing through the machine. However, this is based on trials in Asia. But no trials have yet been carried out in Rwanda, East Africa, or the African continent and those figures will need to be confirmed. The results from the pilot will also inform the economics of the model, as Kumwe is interested to test the percentage of loss, for both Kumwe and for the user (farmers/ traders). Kumwe is anticipating that the scale of this pilot initiative will approximately be 10,000 T over a 1 or 2 year period.
22. The technology at Buhler is primarily intended for in-house factory use, built within a line of a large processor. However, this limits its uses as processors will already have undertaken a quality test on incoming maize, rejecting or accepting aflatoxin, relying on the technology only as a 'back-up'. In contract, we will test this cutting edge LumoVision technology a stage before: combining it with strategic market operations. Using the technology in the large trading markets where most contaminated maize passes, providing cleaning services to provide the greatest number of actors (traders, and smallholders) with access to the technology. This will drive efficiency and economies of scale with limited operations cost.

¹⁰ Grosshagauer, S, Milani, P, Kraemer, K, et al. Inadequacy of nutrients and contaminants found in porridge-type complementary foods in Rwanda. *Matern Child Nutr.* 2020; 16:e12856. <https://doi.org/10.1111/mcn.12856>

- a. This will provide a channel for affected maize to premium markets, with an immediate impact on aflatoxin reduction.
 - b. With new access to premium markets, farmers will fetch higher prices and therefore higher incomes. This can in turn be re-invested into inputs, and higher yield production.
 - c. For processors, there will be increased supply of quality local maize, reducing dependence on costly imports and increasing local spend (to potentially the millions of dollars) and economic development as a result.
23. While the operating location is to be confirmed, the MINAGRI seed processing plant is the likeliest candidate pending government approval. The WFP will liaise with MINAGRI on this site that lies close to the country's largest maize grain market, Mulindi, and is equipped with equipment complementary to Lumovision.
24. In addition to the installation of the machine and its operations, supplemental activities implemented by FtMA and WFP related to brokering and facilitating relationships between farmers and market actors, as well as general outreach and sensitization will be realized.
25. For this pilot activity, WFP Rwanda is partnering with Kumwe, who address long-standing quality issues in Rwanda's maize value chain. Kumwe is responsible for raising funds to cover the operational budget, Buhler will contribute to costs associated to establish the machine in country, and WFP FtMA is covering costs and raising funds related to the pilot evaluation. Kumwe are separately accepted into the WFP bootcamp¹¹ which will be used to test and progress sustainable business models for the long-term implementation of the operation, for which this evaluation will contribute. The business models being tested are (a) a service model for which farmers / traders pay for the cleaning service through the machine, considered very affordable given the price gain farmers/traders make through the machine and fetching a Grade 1 price as a result, (b) a service model for which buyers/processors pay Kumwe as a preliminary step before purchase of maize from farmers/traders, or (c) a trading model in which Kumwe buys and sells grain from farmers, passes it through the machine, and sells on to buyers. The most recent business model, including the cost disaggregation analysis, as well as the money raised by Kumwe via WFP Bootcamp will be confirmed during the inception phase.
26. Buher is leading, both financially and logistically, the import of the Lumovision equipment in Rwanda. The equipment should be set up by the end of January 2021. Acknowledging that there are some risks of getting delayed in the transit process, the timeline of the evaluation will have to be adjusted accordingly.
27. The total number of planned beneficiaries for 2021 is 10,000 farmers, of which 49% are women. The targeted farmers are part of the network of Farmer Service Centres (FSCs), which are farmers cooperatives supported by FtMA. The exact location of the beneficiaries will be confirmed during the inception phase.
28. The data that will be collected will be disaggregated by location, gender and age.
29. The evaluation will focus on the pilot activities implemented during the agricultural seasons from January 2021 to August 2021. The seasonal agriculture calendar can be consulted in Annex 4.
30. Although no specific gender analysis has been made to develop this pilot initiative, the evaluation should mainstream gender perspectives and considerations through all stages of the evaluation

¹¹ WFP innovation bootcamp will take place end of November 2020 together with the Innovation Accelerator in Munich. Key objectives include a) support COs to develop and test new innovative approaches b) position WFP COs as driving forces behind innovative approaches, modernization & local ecosystem empowerment.

and making sure that the most vulnerable women and women smallholder farmers would be considered adequately. For example, the evaluation team will have to make specific gender analysis on the business model to assess the potential gender outcomes and provide specific recommendations on gender considerations, and gender-sensitive business models.

31. No formal logic framework or theory of change has informed this pilot project. However, this pilot project will be part of the Innovation Hub bootcamp organized by RBN in Nairobi in December 2020. Following the bootcamp, some of the assumptions and expected outcomes may be reviewed, informing a more holistic theory of change. The final version of the expected outcomes and results will be shared with the evaluation team during the inception phase.
32. The Impact Evaluation of Rwanda Projects, Global Agriculture and Food Security Program Private Sector Window (GAFSP PrSW) MIDLINE ASSESSMENT, can be a useful source of information for this pilot evaluation.
33. The project documents are listed in Annex 5.
34. Please refer to Annex 1 for a country map. Additional programmatic details will be made available at the inception stage of the evaluation.

4. Evaluation Approach

4.1. Scope

35. The scope of this evaluation will target two primary agricultural seasons from January 2021 to August 2021. The first focal post-harvest/marketing period is between February and April, and the second focal time period associated with the second harvest season is June-July.
36. The pilot evaluation will specifically focus on three levels:
 - Lumovision technical efficiency, effectiveness, and acceptance: Through the pilot evaluation, WFP seeks to better understand the efficiency and effectiveness of the machine itself in reducing the prevalence of aflatoxin and determining volume loss rates and consistency of the technology through both dry and wet seasons in targeted areas in the local Rwandan context.
 - More specifically, to assess the effectiveness of the screening, the maize will be tested before entering the machine, and on leaving the machine giving a result of aflatoxin reduction. Kumwe will also measure the tonnage outcome to know the loss ratio. This will be recorded per batch through the machine throughout the year. Overall, this will provide good insight into the effectiveness of the machine in terms of aflatoxin removal and loss rates.
 - Additionally, WFP is interested in understanding the acceptance of the new technology by smallholder farmers and other market actors.
 - Determine the effectiveness of the introduction of this technology on the livelihoods of smallholder farmers: WFP seeks to determine the extent to which this new technology is economical for farmers to utilize (e.g. do price gains justify any farmer fees paid or losses incurred), and has an effect on smallholder farmer livelihoods, such as integration into and increased volume of sales into formal markets, incomes, and other aspects. In addition, WFP is interested in identifying differential outcomes (or emerging outcomes) between men and women smallholder farmers and traders.
 - Identify emerging outcomes or learning related to the wider market system: WFP seeks to better understand any emerging results within the wider market systems and maize value chain, such as effects on overall market prices, supply and demand, perceptions or behaviour

changes in market actors, potential impact on government policies related to aflatoxin standards and enforcement, or others.

37. The target groups for this evaluation are the smallholder's farmers (women and men) from the FtMA cooperatives.
38. Maize will be targeted from (a) the main local markets where significant volumes of maize from the informal maize trade pass, (b) from agroprocessors who operate with contaminated maize, and (c) from FtMA cooperatives whose maize has been rejected by the agroprocessors. The specific operating location will be confirmed during the inception phase.
39. In addition to sex-disaggregated data, the information collected should include a GEEW analysis. The evaluation findings should draw clear perspectives related to the different targeted groups, as well as pay attention to gender inequalities and specific gender vulnerabilities and concerns. Gender issues and gender dimensions will need to be clearly stated.

4.2. Evaluation Criteria and Questions

40. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of: Relevance, Efficiency, Effectiveness, Impact, Sustainability. Gender Equality and empowerment of women should be mainstreamed throughout. These criteria were chosen as they will provide pertinent and specific evidence to inform decision-making for the scaling and/or replication.
41. **Evaluation Questions** Aligned with the evaluation criteria, the evaluation will address the following key questions (Table 2), which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at providing credible evidence about the pilot in achieving specific outcomes of interest, in order to provide internal and external stakeholder groups information for decision making about replication, upscaling or closing of the activities piloted.
42. The evaluation team is expected to further develop the main evaluation questions in an evaluation matrix annexed to the inception report. The matrix will include: main evaluation question, sub-questions, data sources, and data collection methods.
43. The evaluation should analyse how GEEW objectives and GEEW mainstreaming principles were included in the intervention design, and whether the object has been guided by WFP and system-wide objectives on GEEW. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> • To what extent is the pilot activity appropriate for the realities and needs of the targeted beneficiaries, including smallholder farmers, specifically women, as well as other value-chain actors? • To what extent is the introduction and use of the technology accepted by key beneficiaries and stakeholders?

Efficiency	<ul style="list-style-type: none"> • Is this pilot activity cost-efficient in terms of operating costs for the machine and the overall business model? • Is this pilot activity cost-effective in terms of higher-level outcomes (# beneficiaries served, reduction in aflatoxin levels, increases in farmer incomes, etc.)?
Effectiveness	<ul style="list-style-type: none"> • To what extent have the objectives and assumptions behind the pilot design been realized in practice? • How well did the Lumovision technology perform in the local context? What factors influenced its effectiveness in achieving stated objectives? • To what extent were women farmers (especially those with very small holdings) informed about the Lumovision technology and able to access and benefit from it?
Impact	<ul style="list-style-type: none"> • To what extent did the introduction of the Lumovision machine and operational model lower the prevalence of aflatoxins in target maize products/value chain? • What effect, or emerging effects, have been realized for smallholder farmer livelihoods, especially for women, such as integration into and volume of sales into formal markets, incomes? Were there any differences, including any differential results across groups, especially for women? Why and how? What enabling or disabling factors are present? • What are the emerging outcomes within the wider market systems and maize value chain? What are the unintended positive/negative results?
Sustainability	<ul style="list-style-type: none"> • Is the pilot activity viable, and should it be scaled up? What could be scaled, how, and why? • Are there adequate local capacity and institutional arrangements to sustainably continue the operations? • Is the current business model financially viable? Why or why not?

4.3. Data Availability

44. The main sources of information available to the evaluation team, primary and secondary data, are presented in Annex 5.
45. As this is a pilot activity, the main limitation is that very few data are available. As a mitigation measure, the evaluation team will undertake baseline and endline data collection for the pilot. If collecting data baseline appears impossible due to the short implementation timeline, the evaluation team will have to adapt the methodology consequently. Moreover, high-quality primary and secondary data will be use, and community feedbacks and validation mechanisms will be planned.
46. There is no specific data on GEEW, but the evaluation team is expected to collect and ensure that sampling and data collection tools will be adapted to the context and the methods are gender-sensitive and that the voices of women, girls, men and boys are sufficiently heard and used.
47. Concerning the quality of data and information, the evaluation team should:
 - a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection process.
 - b. systematically check the accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

48. The evaluation team will be expected to develop a comprehensive but realistic evaluation approach. Considering the real-time approach for the data collection, a very pragmatic and flexible approach is required. The adoption of participatory and innovative approaches is highly encouraged.
49. To answer the evaluation questions, a mixed-methods approach is proposed:
 - Desk Review and Context Analysis: A careful analysis of existing data and information from secondary sources including policy documents, programme documents, etc.
 - Quantitative primary data collection: from a representative number of smallholder farmers through a carefully designed survey.
 - Qualitative primary data collection: through focus group discussions, key informative interviews, and/or other qualitative methods.
50. In light of COVID-19, the evaluation team needs to ensure that the evaluation approach is feasible and flexible, developing different scenarios (with a best-case scenario, and inclusion of potential scenarios based on whether international movements remain allowed).
51. The methodology will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria: Relevance, Efficiency, Effectiveness, Impact, Sustainability.
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.)
 - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
 - Ensure 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.

- The sampling may need to be more opportunistic than in a normal evaluation, and the evaluation design will have to include not just adopters of the new technology but also 'non-adopters' or those farmers who for different reasons are unable to benefit.
 - Ensure to integrate community feedback and validation mechanism in the evaluation process.
52. The methodology should be GEEW-sensitive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Moreover, the evaluation methodology will need to include both those who are able to benefit from Lumovision, and those who cannot. The evaluation team must also include the most vulnerable people (both women & men) in the sample. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account.
53. Looking for explicit consideration of gender in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender-sensitive ways before fieldwork begins.
54. The evaluation findings must cover any unintended impacts of this technology on gender issues. The evaluation findings, conclusions and recommendations must reflect gender analysis. The following mechanisms for independence and impartiality will be employed, such as use of an Evaluation Committee and an Evaluation Reference Group.
55. As this is an evaluation of a pilot activity, the evaluation must provide key recommendations to confirm whether or not, and in what degree/where/for whom/how the pilot could and should be scaled up.
56. The following potential risks to the methodology have been identified:
- International consultants may face travel restrictions and quarantine measures to enter the country.
 - The evaluation team may be unable to conduct face-to-face data collection.
 - The timing of the evaluation can be affected if the import of the machine in Rwanda is delayed.
57. As mitigation measures, WFP RBN and COs team will:
- The methodological approach and the data collection methods will need to be realistic and flexible, given COVID-19 restrictions and the time constraints of the pilot.
 - National team members may need to lead on the primary data collection, supported by international team members remotely who will attend on-line interviews with WFP and key national stakeholders (United Nations, donors, Government officials, cooperating partners), where possible. The key informant guiding questions will be simplified to the extent possible ensuring they remain manageable.
 - Adoption of flexible approaches should be prioritized.

4.5. Quality Assurance and Quality Assessment

58. 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.

59. 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.
60. 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.
61. 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.
62. 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.
63. 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.
64. The evaluation team is expected to have in place its internal QA mechanisms.
65. 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.
66. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

5. Phases and Deliverables

67. The evaluation will proceed through the following phases. The evaluation team will have to undertake a baseline and endline data collection. The evaluation will proceed through the following phases. Annex 2 provides a more detailed timeline, that is consistent with the agricultural cycle (Annex 4).

Phase 1 – Preparation phase. Preparation will be done by WFP Country Office including preparation for the TOR selection of the evaluation team, and contracting of the evaluation company. (EM prepared the TOR).

Phase 2 – Inception. Based on an initial form distance inception mission by the evaluation team, an inception report will be produced.

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

Phase 3 – Fieldwork. Primary data collection is expected to be undertaken by the evaluation team in the targeted locations, for the **baseline and the endline**. (deliverables: fieldwork debriefings).

Phase 4 – Analyses and reporting. Based on the data collection and analysis, the desk review, and additional consultations with stakeholders as needed, including community feedback and validation, a draft and final **baseline and endline** evaluation report will be produced.

Phase 5 – Dissemination and follow-up. A **2-page brief**, including main findings, conclusions and recommendations and a **PowerPoint presentation** of main findings and conclusions for debriefing and dissemination purpose will be produced. Dissemination products should/will include gender-sensitive data. WFP Rwanda, FtMA, and RBN will disseminate the final evaluation report to key internal and external stakeholders.

6. Organization of the Evaluation & Ethics

6.1. Evaluation Conduct

68. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Gabrielle Tremblay, WFP evaluation manager. The EM was not involved in the project design or implementation.
69. The team will be hired following agreement with WFP on its composition.
70. 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

71. The evaluation team is expected to include from 2 to 4 members, including the team leader. Given current travel restrictions, there is a strong case for having at least two strong national or regional consultants in the team.
72. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.
73. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
 - Strong expertise in market analysis, value chain, commercial agriculture;
 - Agriculture, food systems, and smallholder farmers in East Africa, and ideally in Rwanda context;
 - Experience evaluating aflatoxin prevention measures (or similar expertise);
 - At least one team member to have a strong knowledge of GEEW in Rwanda;
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity with market analysis, and Rwanda and/or East Africa food systems context.
 - Strong oral and written language requirements in English is expected.
74. The Team leader will have more than 15 years of experiences and technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership,

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

75. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of fieldwork (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
76. 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.
77. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct fieldwork; 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

78. **Security clearance** where required is to be obtained from Rwanda country office.

- 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.

79. 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.

6.4 Ethics

80. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

81. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

82. If ethical approval from Rwandan authorities is required for this kind of evaluation, this information will be shared to the evaluation team at the beginning of the inception phase.

83. Ethical considerations, particularly with regard to data collection during the COVID pandemic (such as the use of remote data collection when possible, use of a local company with national enumerators, etc.) should be well developed during the inception phase.

7. Roles and Responsibilities of Stakeholders

84. The Regional Bureau of Nairobi, is WFP Commissioning Office:

a- The **Deputy Regional Director** will take responsibility to:

- Assign an Evaluation Manager for the evaluation: Gabrielle Tremblay
- 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 (see below and [TN on Independence and Impartiality](#)).
- 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

b- The **Evaluation Manager (EM)**:

- 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.
- Ensures close communication with the team leader throughout the entire evaluation. The evaluation team and the team leader will report directly to the EM, who will be the main focal point for this evaluation.
- Organizes security briefings for the evaluation team and provides any materials as required.
- Facilitates access to key documents, in collaboration with the internal stakeholders. Regular communications and meetings will be organized to facilitate information sharing and ensure the involvement of internal and external stakeholders.

c- An internal **Evaluation Committee (EC)** has been formed as part of ensuring the independence and impartiality of the evaluation. The evaluation committee will be consulted and will approve the products from all the processes.

85. An **Evaluation Reference Group (ERG)** has been formed. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. External stakeholders will be involved in the ERG, including partner agencies, government, and implementing partners.

86. The **Regional Evaluation Officer at RBN** will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

- While the Regional Evaluation Officer Nikki Zimmerman 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.
87. **Other Stakeholders (Government, NGOs, UN agencies)** will be expected to collaborate and participate by providing key documents and information to the evaluation team if required. Some of them will also be invited to be part of the ERG.
88. **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

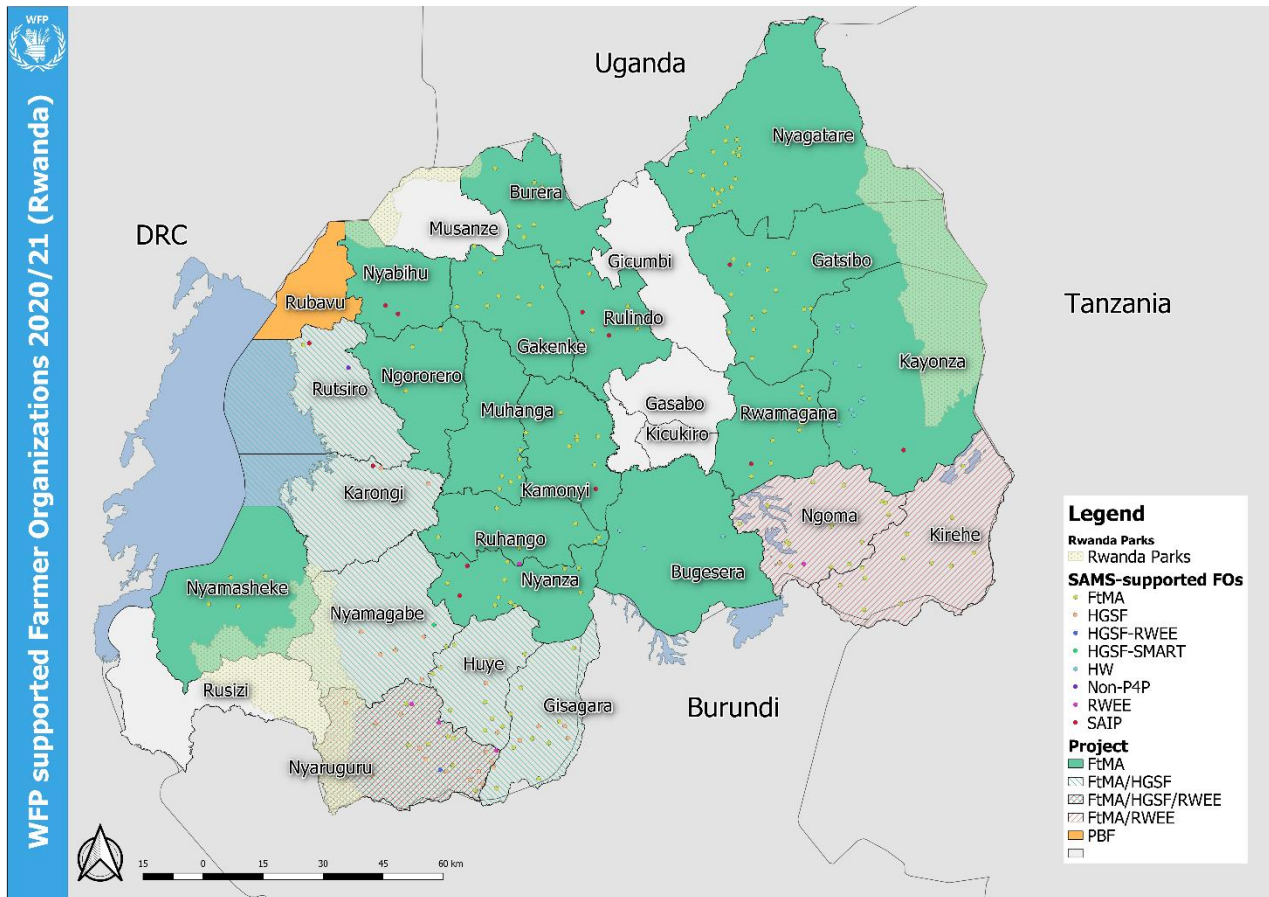
89. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
90. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
91. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available.
92. A communication plan, aligned with the Evaluation Communication Strategy, will be developed and shared with the evaluation team during the inception phase.
93. The EM will develop a specific communication plan, that will be aligned with RBN Evaluation Communication Strategy. The plan will include and details specific communication methods as well as roles and responsibilities among the EC and ERG members. It will be shared with the evaluation team during the inception phase.

8.2. Budget

94. **Budget:** For the purpose of this evaluation, WFP will:
- For the purpose of this evaluation, WFP will procure an evaluation firm through Long-term Agreements (sometimes called 'service level agreement'). Bidding firms will have to submit their proposals using the template for the provision of decentralized evaluation services (document attached), by **December 3rd 2020**.
 - The total budget for the evaluation will be released in tranches against the high quality and timely delivery of specific key deliverables. The proposals will be assessed according to technical and financial criteria. Firms are encouraged to submit realistic, but competitive financial proposals. The budget is inclusive of all travel, subsistence and other expenses; including any workshops or communication products, and translation costs that need to be delivered.

- Please send any queries and submit proposals to Gabrielle Tremblay, Evaluation Manager, at gabrielle.tremblay@wfp.org, copying Nikki Zimmerman, Regional Evaluation Officer, nikki.zimmerman@wfp.org.

Annex 1. Map



Annex 2. Evaluation Plan and Schedule

Phase 1 – Preparation phase. Preparation will be done by WFP Country Office including preparation for the TOR selection of the evaluation team, and contracting of the evaluation company. This is done in collaboration with WFP’s regional and headquarter evaluation offices. The TOR is used for competitive tendering for an evaluation team through the WFP RBN procurement function.

Phase 2 – Inception. Based on an initial form distance inception mission by the evaluation team, an inception report will be produced. The inception report, following WFP DEQAS guidance, will detail how the team intends to conduct the evaluation with an emphasis on methodological and planning aspects including evaluation matrix. (deliverables: inception report).

Phase 3 – Fieldwork. Primary data collection is expected to be undertaken by the evaluation team in the targeted locations and secondary data analysis forming the majority of the work. (deliverables: fieldwork debriefing).

Due to COVID-19 global pandemic, scenarios for both in person and remote data collection should be planned, in order to address last minute changes in international travel and in county restrictions.

Phase 4 – Analyses and reporting. Based on the data collection and analysis, the desk review, and additional consultations with stakeholders as needed, a draft and final evaluation report will be produced. The draft report is to be circulated by the evaluation manager for comments and thereafter comments considered by the evaluation team in the final evaluation report. (deliverables: draft and final baseline and evaluation reports).

Phase 5 – Dissemination and follow-up. WFP Rwanda will disseminate the final evaluation report to key internal and external stakeholders. In addition, the recommendations from the evaluation team will be considered in future programming decisions (deliverables: Brief, PowerPoint presentation).

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	Up to 5 weeks
	Desk review, draft of TOR and quality assurance (QA) using ToR QC	(1 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 (list key stakeholders)	(3 days)
	Review draft ToR based on comments received	(3 week)
	Submits the final TOR to the internal evaluation committee for approval	
	Sharing final TOR with key stakeholders	
	Selection and recruitment of evaluation team	(2 weeks)
	Phase 2 - Inception	Up to 7 weeks

	Briefing core team	(1 day)
	Desk review of key documents by evaluation team	3 days
	Inception mission in the country (if applicable)	(1 week)
	Draft inception report	(1 week)
	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	(1 week)
	Revise draft IR based on feedback received by DE QS and EM	(1 week)
	Submission of revised IR based on DE QS and EM QA	
	Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	(2 weeks)
	Consolidate comments	
	Revise draft IR based on stakeholder comments received	(1 week)
	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, Baseline and endline		Up to 4 weeks
	Briefing evaluation team at CO	(1 day)
	Data collection baseline, endline	(3 weeks)
	In-country Debriefing (s)	(2 days)
Phase 4 - Analyze data and report		Up to 11 weeks
	Draft baseline and evaluation report	(3 weeks)
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	(1 week)
	Revise draft ER based on feedback received by DE QS and EM QA	(1 week)
	Submission of revised ER based on DE QS and EM QA	
	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	(2 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 - Dissemination and follow-up		Up to 4 weeks

	Prepare management response	(4 weeks)
	Share final evaluation report and management response with OEV for publication	

Annex 3. Membership of the Evaluation Committee

Purpose: The overall purpose of the EC is to ensure a credible, transparent, and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the EM through the process, reviewing evaluation deliverables (TOR, inception report and evaluation reports) and submitting them for approval to the Chair of the Committee.

The composition of the Evaluation Committee:

- WFP Country Director or delegated to the Deputy Country Director (Chair)
- WFP EM (Secretary)
- WFP Head of Programme or Deputy Head of Programme
- RBN Regional Evaluation Officer
- WFP FtMA Country Coordinator

Responsibilities of the Evaluation Committee: the EC is responsible for approving the TOR, inception report, baseline and endline report of the evaluation.

Input by Phase and Estimated time per EC member (excluding the Evaluation manager) – (1/2 day)

Phase 1: Planning

- Nominates an EM
- Decides the evaluation budget
- Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation

Phase 2: Preparation (½ to 1 day)

- Reviews the TOR on the basis of:
 - The external Quality Support advisory service feedback;
 - ERG comments;
 - The EM responses documented in the comments matrix;
- Approves the final TOR.

Phase 3: Inception (2 days)

- Briefs the evaluation team including an overview of the subject of the evaluation.
- Informs the design of the evaluation during the inception phase as key stakeholders of the evaluation.
- Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team noting that the EC should not influence which sites are selected.
- Reviews the draft IR on the basis of the external Quality Support advisory service feedback

Phase 4: Data Collection and Analysis (2 days)

- Are key informants during the data collection
- Act as sources of contextual information and facilitating data access as per the needs of the evaluation.
- Attend the validation/debriefing meeting, and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage.
- Facilitate access to stakeholders and information as appropriate
- Attend debriefing meeting with Evaluation Team.

Phase 5: Report (2 days)

- Review the draft ER on the basis of:
 - The external Quality Support advisory service feedback
 - ERG comments
 - The Evaluation team responses documented in the comments matrix
- Approve the final ER.

Phase 6: Disseminate and Follow-up Phase (1 day)

- Facilitate preparation of the management response to the evaluation recommendations
- Approve the Management Response
- Disseminate evaluation results
- Make the report publicly available
- Is finally responsible to ensure periodic follow up and updating of the status of the implementation of the recommendations.

Procedures of Engagement

- The Chair of the Committee will appoint members of the evaluation committee
- The EM will notify the members of the time, location and agenda of meetings at least one week before the meeting, and share any background materials for preparation.
- Approval can be made via email on the basis of submission to the EC chair after endorsement by all EC members
- EC meetings will be held face-to face and/or via electronic conference call/Skype and/or email depending on the need, the agenda and the context

Annex 4. Membership of the Evaluation Reference Group

Purpose: The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. ERG members review and comment on evaluation TOR and deliverables. The ERG members act as experts in an advisory capacity, without management responsibilities. Responsibility for approval of evaluation products rests with the Country Director/Deputy Country Director as Chair of the Evaluation Committee.

Composition of ERG:

- a. WFP Country Director or delegated to the Deputy Country Director (Chair)

- b. WFP Evaluation Manager
- c. WFP RBN Innovation representative
- d. WFP Head of Programme and Deputy Head of Programme
- e. RBN Regional Evaluation Officer
- f. WFP Rwanda M&E Officer
- g. WFP FTMA representative
- h. Representatives of other key stakeholders

Tasks: the ERG will review the evaluation products and provide comments to the evaluation team.

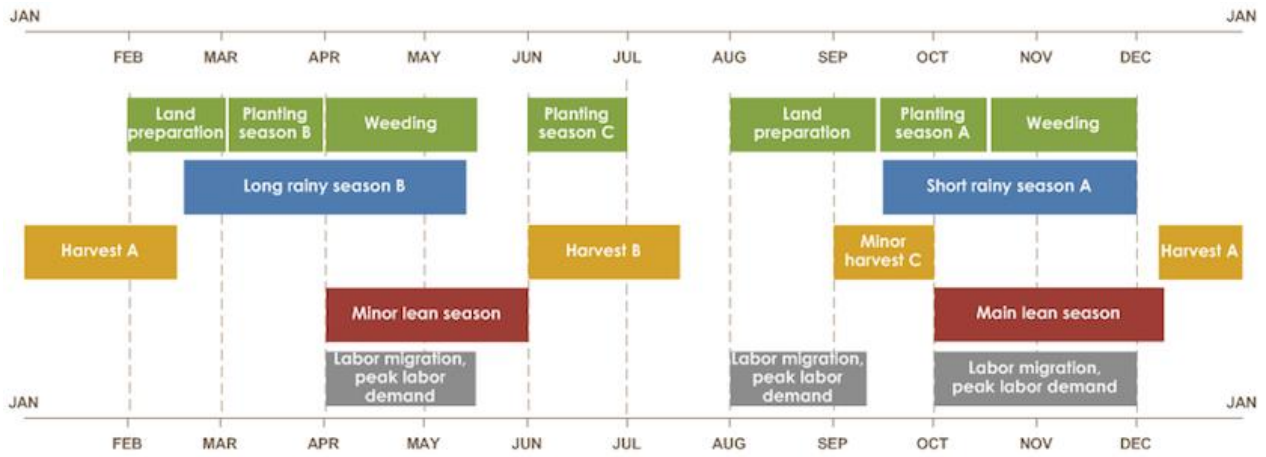
ERG members responsibilities by Evaluation - Phases	Estimated time required
<p>Phase 2: Preparation</p> <ul style="list-style-type: none"> • Review TOR and provide feedback ensuring that the TOR will lead to a useful evaluation output and provide any additional key background information to inform the finalization of the TOR. • Identify source documents useful to the evaluation team. • Attend ERG meeting/conference call etc. 	1 day
<p>Phase 3: Inception</p> <ul style="list-style-type: none"> • Meet with evaluation team (together and/or individual members). The ERG is a source of information for the evaluation, providing guidance on how the evaluation team can design a realistic/practical, relevant and useful evaluation. • Assist in identifying and contacting key stakeholders to be interviewed, identifying and accessing key documentation and data sources, and identifying appropriate field sites. This is important in their role of safeguarding against bias. • Review and comment on the draft Inception Report (see inception report Template, Quality Checklist, and Comments Matrix). 	1 day
<p>Phase 4: Data collection and analysis</p> <ul style="list-style-type: none"> • Act as key informant during the data collection stage. • Assist the evaluation team by providing sources of information and facilitating data access. • Attend the validation /debriefing meeting conducted by the evaluation team at the end of the fieldwork. 	1.5 days
<p>Phase 5: Report</p> <ul style="list-style-type: none"> • Review and comment on the draft evaluation report (see evaluation report Template, Quality Checklist, and Comments Matrix), specifically focusing on accuracy and on quality and comprehensiveness of evidence base against which the findings are presented, and conclusions and recommendations are made. <ul style="list-style-type: none"> o Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic and actionable. o The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been accepted. 	2+ days
<p>Phase 6: Disseminate and Follow-up</p>	2 days

<ul style="list-style-type: none"> • Disseminate final report internally and on websites of ERG members as relevant; • Share as relevant evaluation findings within respective units, organizations, networks and at key events; • Provide input to management response and its implementation (as appropriate). 	
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Procedures of Engagement:

- The EM will notify the ERG members the time, location and agenda of meeting at least one week before the meeting, and share any background materials for preparation
- ERG meetings will be held via electronic conference call/Skype.
- The ERG will meet at least once per quarter.
- ERG members, representing their organizations will also be interviewed by the evaluation team during the inception and data collection phases. This will be indicated in the evaluation schedule, and ideally confirmed prior to the commencement of the data collection phase.
- For each of the key evaluation products (Terms of Reference, Inception Report, Evaluation Reports), the ERG members will provide feedback electronically to the EM. For the Inception Report and Evaluation Report, the EM will consolidate all feedback for forwarding to the Evaluation Team and will ensure that these have been appropriately responded to by incorporating them in the reports or providing rationale where feedback is not incorporated.

Annex 4. Rwanda Agriculture Seasonal Calendar



Annex 5. List of available data

A preliminary list of documents is presented below. The evaluation team will receive a complete list of documents for the inception phase.

Primary data

- FtMA strategic planning
- FtMA annual report
- WFP Innovation Hub key documents
- Rwanda Country Strategic plan
- Strategy for WFP Smallholder Support
- Smallholder Agricultural Market Support (SAMS) Community
- Smallholder Farmers' Marketing Choices
- MVAM survey findings 2018-2020 on post-harvest and marketing behaviour
- WFP: Connecting Smallholder Farmers to Markets
- Kumwe and Buhler business plan, strategic vision
- Data collection by Buhler on aflatoxin reduction rates, volume losses, and operating costs.
- Impact Evaluation of Rwanda Projects, Global Agriculture and Food Security Program Private Sector Window (GAFSP PrSW) MIDLINE ASSESSMENT

Secondary data

- Rwanda Country Strategic review on Food
- Aflatoxin research in Rwanda
- LumoVision Technology documents

Annex 6. List of acronyms

CO	Country Office
DEQAS	Decentralized Evaluation Quality Assurance System
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ERG	Evaluation Reference Group
FSCs	Farmer Service Centres
FtMA	Food to Market Alliance
GEEW	Gender equality and women's empowerment
IR	Inception Report
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture
NGOs	Non-governmental Organisation
OEV	Office of Evaluation
P4P	Purchase for Progress
UNCT	UN Country Team
UNEG	United Nations Evaluation Group
UN	United Nations
QS	Quality Support
RB	Regional Bureau
RBN	Regional Bureau in Nairobi
SAMS	Smallholder Agricultural Market Support
TOC	Theory of Change
TOR	Term of References
WFP	World Food Programme

