

# Evaluation of Rwanda WFP Country Strategic Plan 2019-2024



## Summary Terms of Reference

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.*

### Subject and focus of the evaluation

#### Subject, focus and scope of the evaluation

WFP has been present in Rwanda since 1975. Its Country Strategic Plan (CSP) (2019-2024), subject of the evaluation, is being implemented with the purpose of achieving 5 Strategic Outcomes.

Under *Strategic Outcome 1*, WFP sustains its role in crisis response, which entails the continuation of direct assistance activities for refugees; as well as food or cash transfers for crisis-affected Rwandese populations. Under its *Strategic Outcome 2*, the CSP envisages an increasing focus on disaster mitigation and response; a gradual hand-over of school meal to national institutions; and supports through asset creation programmes.

The other strategic outcomes of the CSP reflect a shift in focus from the provision of direct assistance to the delivery of capacity strengthening activities. As such, nutrition-related capacity strengthening has been planned for under Strategic Outcome 3; and activities to achieve increased marketable surplus and access to agricultural markets for vulnerable smallholder farmers are intended to contribute to Strategic Outcome 4.

Furthermore, Strategic Outcome 5 comprises the provision of supply chain services and expertise to the Government of Rwanda and the humanitarian community at large. Finally, the CSP lays out the adoption by WFP and partners of an integrated, nutrition-sensitive and gender transformative approach in all interventions.

The evaluation will cover the CSP from its start in January 2019 up to the tentative end of data collection towards end May 2023, factoring in three approved budget revisions (BR). WFP has planned to assist 690,627 direct beneficiaries under the CSP. The CSP by early August 2022 had received a total of USD 134,514,957, equaling 48 percent of the revised total budget of USD 278,285,038.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at WFP's Annual Executive Board session in June 2024.

### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?** The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP considering the changing context, national capacities and needs.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in Rwanda?** The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDCF

and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?** The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

## Methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 1<sup>st</sup>, 2019 until May 26<sup>st</sup>, 2023 to assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place. The evaluation's data collection phase, tentatively planned for 9-26 May 2023, will be preceded by an inception phase. A final evaluation report is scheduled to become available in September of the same year.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, 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.

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Rwanda CSPE (i.e. food systems, social protection, refugee programming, home grown school feeding, nutrition, gender and climate change).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Jacqueline Flentge in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Michele Gerli, research analyst, will provide support to the evaluation team with collection and compilation of relevant WFP data and documentation not available in the public domain. Second level quality assurance will be provided by Aurelie Larmoyer, senior evaluation officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products. The Director of Evaluation will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in June 2023 to inform the new CSP design process. A country stakeholder workshop will be held in September 2023, to promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

**Inception Phase:** February – April 2023

**Data collection:** 9-26 May 2023

**Reports:** June-September 2023

**Stakeholder Workshop:** September 2023

**Executive Board:** June 2024