

**Evaluation of  
WFP MASTERCARD FOUNDATION  
“STRENGTHENING FOOD SYSTEMS TO  
EMPOWER SMALLHOLDER FARMERS AND  
YOUNG PEOPLE” in Rwanda  
2022 to 2027**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

**May 2022**

## TABLE OF CONTENTS

<b>Table of Contents</b> .....	<b>2</b>
<b>1. Background</b> .....	<b>1</b>
1.1. INTRODUCTION.....	1
1.2. Context.....	1
<b>2. Reasons for the Evaluation</b> .....	<b>5</b>
2.1. Rationale .....	5
2.2. Objectives .....	5
2.3. Stakeholder Analysis.....	7
<b>3. Subject of the Evaluation</b> .....	<b>11</b>
3.1. Subject of the Evaluation.....	11
3.2. Scope of the Evaluation .....	13
<b>4. Evaluation Approach, Methodology and Ethical Considerations</b> .....	<b>13</b>
4.1. Evaluation Questions and Criteria.....	13
4.2. Evaluation Approach and Methodology .....	16
4.3. Evaluability assessment.....	18
4.4. Ethical Considerations.....	19
4.5. Quality Assurance.....	19
<b>5. Organization of the Evaluation</b> .....	<b>20</b>
5.1. Phases and Deliverables.....	20
5.2. Evaluation Team Composition .....	21
5.3. Roles and Responsibilities .....	22
5.4 Security Considerations.....	24
5.5. Communication.....	24
5.6. Budget.....	25
<b>Annex 1: Map</b> .....	<b>26</b>
<b>Annex 3: Role and Composition of the Evaluation Committee</b> .....	<b>29</b>
<b>Annex 4: Role and Composition of the Evaluation Reference Group</b> .....	<b>30</b>
<b>Annex 5: Communication and Knowledge Management Plan</b> .....	<b>32</b>
<b>Annex 6: Bibliography</b> .....	<b>33</b>
<b>Annex 7: Theory of Change</b> .....	<b>34</b>
<b>Annex 8: MCF Logframe</b> .....	<b>38</b>
<b>Annex 9: Data / Reports Available</b> .....	<b>39</b>
<b>Annex 10: Acronyms</b> .....	<b>40</b>

## 1. BACKGROUND

### 1.1. INTRODUCTION

1. These Terms of Reference (TOR) are for the three distinct evaluation processes that will take place over a five-year period. These activity evaluations are commissioned by the World Food Programme (WFP) Rwanda Country Office for the evaluations of the Mastercard Foundation (MCF) programme in Rwanda, “Strengthening food systems to empower smallholder farmers and young people,” covering the period from March 2022 to March 2027. Locally, the project will be known as *Shora Neza* and will be implemented in the four provinces of Rwanda and Kigali City, comprising all 30 districts in the country.<sup>1</sup>
2. The TOR covers three deliverables: a baseline assessment (August 2022), a mid-term evaluation (November 2024) and an endline evaluation (November 2026). The main objective of the MCF and WFP partnership is to create new and strengthen existing employment opportunities for 200,000 smallholder farmers. The project will ensure a minimum of 50 percent women participation and 600 youth-led micro, small and medium-sized enterprises (MSMEs) with 60 percent of these being women, while considering their different needs, through strengthened, interlinked, and efficient agricultural value chains. Transfer modality to achieve these targets extends beyond capacity-building to include the provision of in-kind business starter kits, organizing business-to-business sessions, and increasing access to finance. While WFP’s existing work in the maize and beans value chains will be leveraged, additional value chains will be engaged subject to value chain assessments and considering their market potential and capacity to increase jobs for women and youth.
3. The TOR outlines the evaluation requirements for the USD 15 million MCF grant supporting direct implementation of activities in the 30 districts in Rwanda. The evaluation TOR aims to provide key learning themes, programmatic scope and other key information to guide the evaluation team on conducting the evaluations. The TOR also seeks to facilitate early stakeholder engagement, inform progress, provide opportunities for input, and to secure their continued support and commitment.
4. This ToR was prepared by the WFP Rwanda Country Office based upon an initial document review and consultation with stakeholders. It follows a standard template and aims to provide key information to stakeholders about the evaluation, guide the evaluation team and to specify expectations throughout all phases of the evaluation.

### 1.2. CONTEXT

5. Rwanda is a land-locked country with more than 12.9 million people and a population density of 525 persons per km<sup>2</sup>. The majority of Rwandans (83%) 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 39 percent of all Rwandans under the age of 15. Over the last decade, the country registered an annual economic growth rate of approximately 8 percent while poverty reduced overall by 5.8 percent with extreme poverty reducing by 7.2

---

<sup>1</sup> Gasabo, Kicukiro, Nyarugenge, Burera, Gakenke, Gicumbi, Musanze, Rulindo. Gisagara, Huye, Kamonyi, Muhanga, Nyamagabe, Nyanza, Nyaruguru, Ruhango, Bugesera, Gatsibo, Kayonza, Kirehe, Ngoma, Nyagatare, Rwamagana, Karongi, Ngororero, Nyabihu, Nyamasheke, Rubavu, Rusizi, and Rutsiro.

percent between 2009 and 2019. The agriculture sector continues to dominate the domestic production landscape contributing to 27 percent of the total Gross Domestic Product (GDP).<sup>2</sup> 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.

6. According to the Rwanda Common Country Analysis report, Rwanda performed well in eight SDGs (3, 5, 6, 7, 8, 9, 13, and 16). Poverty is one of the main determinants of food insecurity and malnutrition in Rwanda, along with other factors including high reliance on subsistence agriculture and undiversified livelihoods. Major challenges remain especially with several SDG 2 indicators. For example, the score for cereal yield per hectare of harvested land has been decreasing over recent years.
7. The Government of Rwanda places a strong emphasis on reducing poverty and food insecurity and has promoted policies and programmes explicitly targeting poverty reduction, nutrition, quality education and sustainable agriculture. The National Strategy for Transformation (NST1 2017 - 2024) promotes the acceleration in agriculture productivity and production. In support of the government priorities, the United Nations Sustainable Development Cooperation Framework (UNSDCF 2018 – June 2024), one of the goals under economic transformation is that smallholder farmers, especially youth, women and most vulnerable groups in target districts have acquired skills and knowledge for agribusiness and food processing and participate productively in selected value chains. The Rwanda WFP Country Strategic Plan (CSP) is aligned to both the NST1 and the UNSDCF.
8. One third of the Rwandan population (approximately 3.7 million people) are between the age of 15 and 34; and 75 percent of Rwanda's population works in the agricultural sector with youth representing 34 percent of the total county's population.<sup>3</sup> Agriculture continues to be seen as a vulnerable and low-performing sector which adversely affects the attractability of young Rwandans to a career of traditional farming. Notably, just one percent of youth employed in the sector possess a university degree.
9. Rainfed and subsistence agriculture remain the dominant agricultural systems and, in most cases, women largely predominate or take a significant responsibility for agricultural production. In Rwanda, women compose 71 percent of the agricultural labour force.<sup>4</sup> Challenges accessing finance disproportionately affect women smallholder farmers and consequently exacerbates rural gender inequality in a sector still perceived to be 'male dominated'.<sup>5</sup>
10. 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. According to the 2021 Comprehensive Food Security and Vulnerability Analysis (CFSVA), 79 percent of the population is food-secure, 38 percent is marginally food-secure, 19 percent is moderately food-insecure, and 2 percent is severely food-insecure; this last group is typically composed of rural household's dependent on daily agricultural labour. The Western province

---

<sup>2</sup> World Bank Development Indicators, 2020

<sup>3</sup> African Development Bank Group, 2021

<sup>4</sup> NISR, 2019

<sup>5</sup> FAO, 2022

of Rwanda has the highest prevalence of food insecure households (35%), followed by the Southern province (22%), Northern province (18.6%) and the Eastern province (14.6%). Economic vulnerability plays a major role in food insecurity, with 29 percent of the households spending more than 65 percent of their total expenditure on food.<sup>6</sup>

11. 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. The restrictions and lockdown strategy imposed by the government to contain the COVID-19 outbreak have also affected smallholder farmers. Among the direct impacts 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. Despite these challenges, WFP was quick to adapt to ensure coordination and aggregation activities can continue due to minimum disruption. Capacities exist to harness technological resources to continue monitoring and information dissemination in close collaboration with district authorities.
12. 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 subsistence farmers. 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.<sup>7</sup>
13. 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 the 2013 Land Law, 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 these rights; examples include land rights, and access to financial, extension and other services. Consequently, this prevents women from contributing to their own livelihoods and national production.<sup>8</sup> Women farmers are more vulnerable to climate change and land degradation because of many factors such as restricted access to 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.

---

<sup>6</sup> WFP Comprehensive Food Security and Vulnerability Assessment, 2021

<sup>7</sup> Country Strategic Plan, Rwanda, 2019-2023

<sup>8</sup> Gender Monitoring Office, 2017

14. The Government of Rwanda (GoR) has developed an agriculture gender mainstreaming strategy<sup>9</sup> to guide the integration of gender in agriculture sector. Despite the representation of women in the agriculture sector, the fact that women are still engaged in the production part of the value chain and less in agro-processing, marketing, and export remain a challenge.
15. Despite the relatively small (24,264 square kilometres) geographical area of Rwanda, many smallholder farmers cannot access commercial markets because they are simply 'invisible' to them. Smallholder farmers generally conduct agricultural activities on subsistence plots of approximately 0.6 hectares and rely on rain-fed production. Quality requirements of big processors are not well understood by farmers, especially in relation to aflatoxin levels in maize, which is due to a limited understanding of basic post-harvest handling and storage practices. The national definition for youth is anyone between the age of 14 and 35 years old. For the purpose of this intervention and to not promote underage employment, targeted youth will be between the ages of 18 and 35 years old.
16. Access to commercial finance remains a significant barrier for Rwandan farmers. Loans for agriculture are characterized by rigid collateral requirements, as well as inflexible loan repayment terms and high interest rates (up to 24 percent per year for Savings Credit and Cooperative Societies (SACCOs) that continue to stifle agribusiness expansion in the country. This is a particular barrier to youth financial access. It is therefore crucial that financial products are not only assessable, but also offer flexibility and conditions tailored to meet the needs of Rwandan entrepreneurs.
17. Approximately 87 percent of Rwandan adults have access to a mobile phone (84 percent of women and 90 percent of men); 56 percent of women and 68 percent of male have mobile money accounts; 37 percent of Rwandan women use their phones to transfer and receive funds through mobile money, a catalyst in doing business considering societal gender roles.<sup>10</sup>
18. The promotion of gender equality and women's empowerment is backed by strong political commitment. Rwanda ranks nine out of 153 countries (and first in Africa) on the Global Gender Gap Report 2020 from the World Economic Forum. Since 2020, Rwanda's policy and programming has been guided by the Vision 2020 framework, which is aligned with the national gender policy. On the international stage, Rwanda participates in over ten international conventions and protocols on gender equality including Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Following the 2018 national elections, political representation of women in Rwanda became among the highest among the world at 62 percent. However, food and nutrition security policies, strategies and programmes have historically lacked the coordination mechanisms required to influence interventions that incorporate considerations for gender and age, especially for women of reproductive age, and disability status.
19. In Rwanda, the Farm to Market Alliance (FtMA) work is aligned with the Ministry of Agriculture's Strategic Plan for Agriculture Transformation (PSTA4, 2018-2024). The primary FtMA value chains, maize and beans, are among the priority crops identified by the government for support in the strategy for agricultural transformation due to their contribution to both food security and commercial potential. Maize plays an important role in food security and apart

---

<sup>9</sup> <https://www.minagri.gov.rw/index.php?eID=dumpFile&t=f&f=26822&token=b3f4c2d4d30825efb4d83aabc9c002fcb17e353e>

<sup>10</sup> NISR, 2020

from human consumption as it is utilized in the production of animal, poultry and fish feed. Enhancing the maize value chain, therefore, represents a tangible pathway in improving the livelihoods of farmers.

## 2. REASONS FOR THE EVALUATION

### 2.1. RATIONALE

20. WFP Rwanda Country Office (RWCO) is commissioning a baseline assessment, a mid-term evaluation and an endline evaluation for the Mastercard Foundation grant in support of Strategic Outcome 4 (Smallholder Agricultural Market Support) activities, to be evaluated between 2022 and 2027. The evaluation exercises aim to critically and objectively assess the intervention performance linked to the programme for the purposes of accountability and learning.
21. The evaluation will be used by the RWCO to gather the necessary evidence to inform and learn from project implementation as well as demonstrate accountability and impact. Given the core functions of the Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance and programme support. The findings of those evaluations will also be useful to other interventions within the Eastern Africa region. WFP Headquarters (HQ) may use evaluations for wider organizational learning and accountability. The Office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board (EB).

### 2.2. OBJECTIVES

22. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning. These activity evaluations are conducted for accountability purposes to the MCF while carrying a learning purpose for WFP, partners (including government and other stakeholders) to inform future programme design. Considerations relating to gender equality and the empowerment of women will be mainstreamed across the two objectives.
  - **Accountability** – The evaluation will assess and report on the performance and results of the Mastercard Foundation-funded project “Strengthening food systems to empower smallholder farmers and young people.” For accountability, the evaluations will assess whether targeted beneficiaries have received services as expected, if the programme is on track to meet the stated goals, objectives and targets, and aligned with the results frameworks and Theory of Change (ToC) assumptions.
  - **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. The evaluations will also 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.
23. The partnership between WFP and MCF represents an opportunity for WFP Rwanda to expand its interventions with young people and better invest in confronting the challenges that thwart their engagement in the national food system. The three evaluations will include strong learning components to provide information and evidence for future scalability possibilities.

To compliment studies, research publications will be produced to complement the evaluation in providing evidence-based decisions and programming.

24. In accordance with WFP's Evaluation policy (2022), the baseline will inform project implementation and provide relevant context necessary for the mid-term and endline evaluation. The mid-term evaluation will: assess the project's relevance, coherence, effectiveness and efficiency, impact and sustainability; collect performance indicator data for strategic objectives and higher-level results; assess whether the project is on track to meet the results and targets; review the results frameworks and theory of change; and identify any necessary mid-course corrections and operational lessons. The final evaluation will build upon the baseline and mid-term evaluations to assess the project's success and impact as stated in the project document.

25. The **baseline evaluation** will serve the following objectives:

- Confirm indicator selection and targets and establish baseline values for all performance indicators included in the proposal and logic framework. The baseline will also be used to revisit project targets considering baseline findings where relevant and review the results framework and the theory of change;
- Provide a situational analysis before the project begins and confirm the full evaluation design as prepared during the inception period. This analysis will inform project implementation and will provide important context necessary for the mid-term and final evaluations to assess the project's relevance, coherence, effectiveness, efficiency, sustainability, and impact; and
- Include data collection for indicators that are suitable for both monitoring and evaluation. The baseline evaluation will also include draft evaluation questions, so that the indicators and data collection will support future evaluations. The baseline evaluation will also include a gender lens to assess whether the programme design and activities are gender transformative and that gender dynamics are considered. The baseline will also establish if activities will use participatory processes that transform roles, norms and inequalities.

26. The **mid-term evaluation** will assess the programme implementation and provide an evidence-based, independent assessment of the performance. WFP will monitor early signals toward progress of the programme intervention so that WFP and its project partners can adjust course as necessary for the remainder of the project term. The mid-term exercise will build upon the baseline and will provide greater focus on programme learning than accountability. WFP envisions that the mid-term evaluation will be conducted approximately halfway through project implementation. The mid-term evaluation's inception report will set out the detailed evaluation questions the evaluation will address and specify how the Learning Agenda research questions will be addressed. Specifically, it will:

- Review the programme relevance, effectiveness and efficiency, coherence, impact and sustainability;
- Collect performance indicator data for strategic objectives;
- Assess whether the project is on track to meeting the results and targets;
- Review the results frameworks or theory of change; and



- Identify any necessary mid-course corrections and learning.
27. The **endline evaluation** will provide an evidence-based, independent assessment of performance of the programme to evaluate the project's success, ensure accountability, and generate lessons learned. The final evaluation will build upon the baseline and the mid-term evaluation to assess the project's intended success. Specifically, it will:
- Review the programme relevance, coherence, effectiveness and efficiency, and sustainability;
  - Collect performance indicator data for strategic objectives and high-level results;
  - Assess whether the project has succeeded in achieving results and targets; and
  - Investigate the projects overall impact and identify the benefits of the programme's likelihood to continue beyond WFP's intervention for the targeted beneficiaries and advise on improvements to be made to the programme in the future.
28. This partnership also observes the need to close the existing gaps for a viable and dynamic local market environment (including infrastructure, policies and commercial services) for post-harvest equipment, which represents an untapped market with lucrative potential for youth engagement in capacity building, distribution and marketing.
29. The project will also generate evidence (via case studies, assessments, etc.) on the role of rural women as adopters of innovative financial products and as active technology developers and traders. Three proposed formative research studies, in collaboration with International Food Policy Research Institute (IFPRI) have been planned. These studies will generate more evidence for the programme and influence future evaluations.
- Toward More Appropriate Post-Harvest Management in post-COVID-19 Rwanda (December 2023)
  - Innovating for Resilience: Agri-Businesses in Rwanda (December 2024)
  - Understanding the Multiplier Effect of Youth-led Post-Harvest Management Systems. (December 2026)

### 2.3. STAKEHOLDER ANALYSIS

30. The evaluation will consult and inform a diverse range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in considering their interest in the evaluation and relative power to influence the results of the programme subject to evaluation. Table 1 provides a preliminary stakeholder analysis, which will be expanded upon by the evaluation team as part of the inception phase of the baseline evaluation.
31. Accountability to affected populations is tied to WFP commitments to include beneficiaries as key stakeholders in WFP's work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and marginalised people).

**Table 1: Preliminary Stakeholder Analysis**

Stakeholders	Interest and involvement in the evaluation and likely use of evaluation report
<b>Internal (WFP) stakeholders</b>	
<p><b>WFP Country Office (RWCO) in Rwanda</b></p> <p><i>Smallholder Agricultural Market Support Unit (SAMS)</i></p> <p><i>Social Protection and Resilience Unit</i></p> <p><i>Monitoring and Evaluation (M&amp;E)/Vulnerability Analysis Mapping (VAM) Unit</i></p> <p><i>External Partnerships and Communications (EPC) Unit</i></p> <p><i>Supply Chain (SC) Unit</i></p> <p><i>Nutrition</i></p>	<p><b>Key Informant and Primary Stakeholder</b> - Responsible for the planning and implementation of WFP interventions at country level. The country office has a direct stake in the evaluation and 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 project. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme and partnerships.</p>
<p><b>WFP Field Offices Huye, Karongi and Kirehe</b></p>	<p><b>Key Informant and Primary Stakeholders</b> - Responsible for the operations implementation in close coordination with the SO4 team. WFP Rwanda field offices have a stake in ensuring planned activities are implemented timely and efficiently and in collecting the data for monitoring in a regular manner. They also have an interest in the findings and lessons coming from the evaluations as they will inform on how to serve beneficiaries more efficiently directly from an operational perspective.</p>

<p><b>Regional Bureau (RB) for Eastern Africa, Nairobi</b></p> <p><b>Food Systems Unit</b></p> <p><b>Evaluation Unit</b></p> <p><b>Private Partnerships &amp; Fundraising (PPF) Division</b></p> <p><b>Programme Unit</b></p>	<p><b>Key Informant and Primary Stakeholder</b> - 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.</p>
<p><b>WFP HQ</b></p> <p>Food System and Smallholder Farmers Support (PROR-F) Unit</p> <p>Private Partnerships &amp; Fundraising (PPF) Division.</p> <p>MCF Programme Governance and Coordination Structures, including</p> <p>Programme Steering Committee (PSC); Programme Coordination Team (CT)</p>	<p><b>Key Informant and Primary Stakeholders</b> - WFP headquarters divisions 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 headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.</p>
<p><b>WFP Office of Evaluation (OEV)</b></p>	<p><b>Primary Stakeholder</b> – 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 decentralized evaluation stakeholders as identified in the evaluation policy.</p>
<p><b>WFP Executive Board (EB)</b></p>	<p><b>Primary Stakeholder</b> – the EB provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the EB, but its</p>

	findings may feed into thematic and/or regional syntheses and corporate learning processes.
<b>External Stakeholders</b>	
<b>Beneficiaries</b> <i>Smallholder farmers, men, women, youth, individual micro, small and medium entrepreneurs and members of cooperatives/farmers service centres</i>	<b>Key Informants and Primary/Secondary Stakeholders</b> - As the ultimate recipients of project interventions, beneficiaries have a stake in WFP determining whether they are appropriate and effective. Smallholder farmers and leaders of agricultural MSMEs, particularly youth and women, can benefit from the findings as it will outline a potential 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.
<i>Government  Ministry of Agriculture and Animal Resources (MINAGRI), Ministry of Trade and Industry (MINICOM), Ministry of Information Communication Technology (MINICT), Ministry of Youth (MINIYOUTH), Ministry of Education (MINEDUC), Ministry of Local Government (MNALOC), Rwanda Youth in Agriculture Forum (RYAF)</i>	<b>Key Informants and Primary Stakeholder</b> - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners, and meet the expected results. The project will also link with government institutional buyers for food commodities for School Feeding. Government partnership is a priority for WFP to ensure knowledge and technology transfer as well as project ownership, alignment, and sustainability.
<b>United Nations Country Team (UNCT)</b>	<b>Secondary Stakeholder</b> - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
<b>Non-Governmental Organizations (NGOs)</b> [Rwarri, RDO, Cordaid]	<b>Key Informants and Primary Stakeholders</b> - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations, and partnerships. They will be involved in using evaluation findings for programme implementation.

<p><b>Principal Partner</b> Mastercard Foundation</p>	<p><b>Primary/Secondary Stakeholder</b> - Mastercard Foundation have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. This partnership aligns with MCF's "Young Africa Works strategy" and addresses the areas of support identified in the MCF Rwanda's agricultural sector diagnostic study including market access, post-harvest management and access to finance.</p>
<p><b>Private Companies and Other Partners</b></p>	<p><b>Primary/Secondary Stakeholders</b> - Private sector organizations include the primary beneficiaries of the blended finance facility (i.e., Agri-MSMEs to be identified as part of the project), as well as existing off-takers, buyers, agro-processors, agro-dealers, financial institutions, PHM (Post Harvest Management) companies, fintech, innovation incubators/accelerators, insurers among others.</p> <p>Given the project's strong emphasis on youth engagement, existing networks working with the youth will be involved to establish a framework for the provision of training and access to equipment, linked to post-harvest equipment suppliers and manufacturers. WFP will engage with networks representing the interests of Rwandan women and people living with disabilities (PLWD) to ensure project activities contribute to advancing their inclusion and empowerment.</p>

### 3. SUBJECT OF THE EVALUATION

#### 3.1. SUBJECT OF THE EVALUATION

32. The subject of the evaluation is the 5-year (2022-2027) Mastercard Foundation-funded "Strengthening food systems to empower smallholder farmers and young people" project, locally known as *Shora Neza*, that aims to expand the scope of engagement of WFP in Rwanda. By addressing the financing gap, reducing post-harvest losses and enhancing nutrition-sensitive agriculture and market access opportunities, WFP will be better positioned to confront the challenges preventing effective youth and women engagement in the national food system. This project relies heavily on multi-stakeholder engagement; while partners are still subject to confirmation, WFP will continue working with local NGOs, such as Rwanda Development Organization (RDO) and Rwanda Rural Rehabilitation Initiative (RWARRI). Continued collaboration with government ministries, particularly the Ministry of Agriculture and Animal Resources (MINAGRI) is also a priority. However, WFP will also harness new partnerships with local youth forums and the United Nations Capital Development Fund (UNCDF) to meet project-specific objectives related to youth engagement and access to finance, respectively.
33. Funded by the Mastercard Foundation, this programme was approved and commenced in March 2022, for a period of 5 years. Total funding allocation of USD 15 million will be distributed among country implementing partners for the different activities, no direct cash transfers will happen towards beneficiaries nor other private external stakeholders. This programme aims to achieve the following objectives:

- Increase smallholder farmer incomes by connecting them to premium public and private markets for sales at national and regional levels (USD 2.79 million allocated);
  - Improved quality and reduced post-harvest losses through the promotion of a vibrant, youth-led market for post-harvest (PH) equipment and services, which in turn will enable smallholder farmers access to better, premium markets (USD 2.06 million allocated) million; and
  - Increased investment in agricultural value chains through the creation of a Blended Finance Facility with a special focus on youth led MSMEs (USD 5.12 million allocated).
34. The project will be implemented in the four provinces of Rwanda and Kigali City, comprising all 30 districts in the country. Annexes 8 and 9 provide an overview of the Theory of Change and Logframe developed for the program. The evaluation team will be expected to revise and suggest improvement of the ToC during the Inception phase.
35. The total number of planned direct beneficiaries is 200,000 smallholder farmers, of which 50 percent are women and 80 percent youth, and 600 micro entrepreneurs, out of which 60 percent are women and 80 percent youth throughout all 30 districts in Rwanda. The targeted farmers are part of the network of Farmer Service Centres (FSCs) and of existing cooperatives supported by FtMA.<sup>11</sup> The exact location and sampling criteria of the beneficiaries will be confirmed during the inception phase of the baseline evaluation. The data that will be collected will be disaggregated by location, gender and age.
36. With 75 percent of the population in Rwanda engaged in agriculture, the majority of smallholder farmers are still using traditional production methods and have low levels of innovation. There is a lack of adequate financial products, digitalization and data recording in this sector. Limited access to finance remains a huge barrier to agricultural engagement which is the rationale for activities related to access to finance such as facilitating formal linkages for cooperative savings groups with financial institutions and the establishment of a blended finance facility to deploy concessional loans and working capital. This last one aims to target the 'missing middle'; those agribusinesses traditionally too small for formal financial institutions and too big for micro-finance who still struggle to comply with commercial loans conditions.
37. WFP aims to build on its national expertise to support the country in achieving a transformational, scalable, and market-based approach to reduce post-harvest losses and thus increase premium sales by smallholder farmers. This includes supporting local design and manufacturing capacity for developing and distributing durable and affordable post-harvest management equipment while creating synergies with the private sector.
38. Focus on increased youth employment is crucial as formal youth employment for men and women will be promoted through the different roles within agricultural value chains including as farmers, aggregators (youth-led village agent model) and, in particular, as service providers thorough Farm Service Centres (FSCs) activities include capacity building on 'farming as a business' through Business Development Centres (BDCs).

---

<sup>11</sup> 'Farm Service Centers' are expected to be decentralized and comprehensive providers for smallholder farmers productive needs (both services and inputs) to support their access to markets.

39. Existing evidence includes two studies which were completed in 2019 under the United Nations (UN) Joint Programme on Accelerating Progress Towards the Economic Empowerment of Rural Women (JP RWEE) Rural Women Economic Empowerment: Gender Analysis for the beans value chain and Gender Analysis and Women in Value Chain Finance. In the JP RWEE study, a gender-based value chain analysis (VCA) of beans in Rwanda was conducted in order to better understand the gender dynamics within the beans value chain, as well as ensure that any programmatic intervention aimed at commercializing this value chain are implemented in a gender transformative manner. The study indicated that existing agricultural policies, strategies and project documents still fail to clearly consider basic questions about the differences in the resources available to men and women, their roles and the constraints they face and how these differences might be relevant to the proposed intervention. As a result, it is often assumed that interventions in areas such as technology uptakes, extension, finances and market access would have the same impacts on men and women, when in fact they may not; considering the context. While this evaluation seeks to address gender and equity dimensions in a new programmatic context, the findings from these two publications will inform and guide gender transformative programmatic interventions in the value chain, as well as inform WFP's design of smallholder-facing programmes.
40. Annex 1 includes a country map for reference. Additional programmatic details in terms of activity design and implementation plan will be made available at the inception stage of the evaluation.

### **3.2. SCOPE OF THE EVALUATION**

41. The target groups for these evaluations are smallholder farmers (women and men) reached through the project, the micro entrepreneurs leading FSCs (women, men and youth) and other value chain actors reached by the project in addition to sex-disaggregated data, the information collected should include a GEWE Gender Equality and Women Empowerment (GEWE) analysis. The evaluation findings should draw clear perspectives related to the different targeted groups, including people with disabilities. Gender inequalities and specific gender vulnerabilities and concerns will be considered as gender issues and gender dimensions will need to be clearly stated.
42. The timing for the evaluation exercises will be synchronized as follow:
- Baseline Evaluation: August 2022
  - Mid-Term Evaluation: November 2024
  - Endline Evaluation: November 2026

## **4. EVALUATION APPROACH, METHODOLOGY AND ETHICAL CONSIDERATIONS**

### **4.1. EVALUATION QUESTIONS AND CRITERIA**

43. The evaluation will apply the international evaluation criteria of Relevance, Coherence, Efficiency, Effectiveness, Impact, Sustainability. Gender Equality and empowerment of women and youth will be mainstreamed throughout. These criteria were chosen as they will provide pertinent and specific evidence to inform decision-making, ensure accountability and enhance learning.

44. The evaluations will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the “Strengthening food systems to empower smallholder farmers and young people”, with a view to informing future strategic and operational decisions.
45. The evaluations should analyse how gender equality, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender equality and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

**Table 2: Evaluation Criteria and Questions**

Evaluation Questions	Evaluation Criteria
<ol style="list-style-type: none"> <li>1. To what extent are the programme’s strategic design, objectives and implementation addressing the needs and priorities of agri-entrepreneurs and smallholder farmers, especially youth and women?</li> <li>2. To what extent is the programme design and objectives aligned with the needs, priorities, and policies of the government (e.g., NST1/PSTAs), WFP, the United Nations Sustainable Development Cooperation Framework (UNSDCF), and other UN agencies?</li> </ol>	<b>Relevance</b>
<ol style="list-style-type: none"> <li>3. To what extent was WFP’s intervention coherent with the programmatic objectives and policies of other partners operating within the same context? (e.g., market access, post-harvest loss reduction, and access to finance, nutrition-sensitive agriculture)?</li> <li>4. To what extent are there synergies between the project and other WFP interventions? How well are these activities harmonized with other WFP interventions?</li> </ol>	<b>Coherence</b>
<ol style="list-style-type: none"> <li>5. To what extent has WFP’s facilitation role been successful in linking agri-entrepreneurs and smallholder farmers (especially women and youth) to formal food system actors for increased employment opportunities? To what extent these new jobs represent ‘improved’ opportunities in terms of longevity, dignifying, formality, etc.?</li> <li>6. <b>Market access:</b> To what extent and how has the program increased smallholder farmers’ incomes and access to premium markets through agri-entrepreneur-led Farmer Service Centres?</li> <li>7. <b>Post-harvest management:</b> To what extent has the program improved youth and women engagement in the provision of post-harvest management services (capacity, technology)?</li> </ol>	<b>Effectiveness</b>



<p>8. <b>Access to finance:</b> To what extent and how has the program supported the inclusion of smallholder farmers and agri-entrepreneurs, including youth and women, in formal food system financing? Has the programme been successful in fostering innovation in the sector?</p>	
<p>9. To what extent was the programme cost-effective and cost-efficient and what factors influencing the efficiency in achieving stated objectives?</p> <p>9.1 Was the intervention implemented in a timely way?</p> <p>9.2 Is the program cost-effective in the use of resources for achieving results?</p> <p>9.3 Is the programme cost-efficient?</p>	<p><b>Efficiency</b></p>
<p>10. To what extent did the intervention implementation consider and implement a sustainability strategy, such as capacity building of smallholder farmers, agri-preneurs, and other partners, such as private sectors involved into food systems, and communities?</p> <p>11. To what extent will intervention benefits continue after WFP's work cease?</p> <p>12. Has the project made any difference to GEWE relations?</p>	<p><b>Sustainability</b></p>
<p>13. Did the intervention contribute to long-term intended results? What, if any, unintended positive/negative results have been realized?</p> <p>13.1 To what extent was the program able to address agricultural financing gaps, reducing of post-harvest losses, enhancing nutrition-sensitive agriculture and enhancing market access opportunities effectively?</p> <p>14. What effects, intended and unintended, has the program had on food systems approaches and strategies in the country, especially for the empowerment of women and youth?</p> <p>15. Were there any differences, including any differential results across groups, especially for youth and women? Why and how? What enabling or disabling factors are present?</p> <p>16. Were there any gender-specific and transformative impacts? Did the intervention influence gender transformative context?</p> <p>17. Did the program have any effects (intended and unintended) on participants' lives, particularly for smallholder farmers, youth, and women?</p>	<p><b>Impact</b></p>

## 4.2. EVALUATION APPROACH AND METHODOLOGY

46. The evaluation team, in consultation with key stakeholders, will develop an appropriate evaluation design, sampling strategy and methodological approach at inception phase for the baseline and final evaluations, within the context of the overall MCF evaluation framework, with a clear evaluation matrix.
47. The baseline will focus on gathering data against the results framework indicators while the mid-term and endline evaluation should take a holistic perspective of the context and current situation related to project objectives and evaluation questions.
48. The methodology will take a theory-based approach based on the results framework. This will ensure that the baselines for all the indicators contained in the results framework are obtained and progress measured during mid-term review and the final evaluation. The methodology will consider inclusion and measurement of relevant project -specific nutrition and gender equality indicators. This will be discussed and agreed on with the Evaluation Committee (EC) at inception phase.
49. The evaluation team will be required to review the Theory of Change for the programme. The methodology should allow for testing whether assumptions made held true and assess the different causal pathways.
50. The methodology will be designed by the evaluation team during the inception phase. It should:
  - Employ the relevant evaluation criteria above.
  - Use mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
  - Use innovative and participatory approaches, including youth participation into the evaluation processes, is highly encouraged, such as innovative participatory photography and digital storytelling, especially by youth to participate in the course of the project by contributing to the evaluations and learnings, will be considered an asset.
  - Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints.
  - Ensure through the use of mixed methods that women, girls, men and boys, people with disability from different stakeholders' groups participate and that their different voices are heard and used.
  - Triangulation of information from different methods and sources to enhance the reliability of findings is required. Both qualitative and quantitative approaches will be used to collect data and information.
  - The methodology and action of the evaluation team will be guided by the international humanitarian principles.
51. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary

and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will consider any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

52. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible.
53. During the inception phase, the team will transparently present a detailed approach on how this mixed methods approach will be done to reflect stakeholder consideration. The evaluation team will be expected to devise a sampling strategy and develop an evaluation matrix in which the evaluation team will identify specific methods for collecting data to answer the evaluation questions. This will be detailed in the inception report. The methodology will be discussed and finalised, after the first draft of the inception report has been submitted, during a two-day evaluation design workshop to be attended by key technical stakeholders.
54. Looking for explicit consideration of gender equality and equity/inclusion 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 and equity-sensitive ways before fieldwork begins. The evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
55. The evaluation findings, conclusions and recommendations must reflect gender equality and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender equality and equity-responsive evaluations in the future.
56. The following mechanisms for independence and impartiality will be employed through the involvement of relevant stakeholders and robust quality assurance systems. Furthermore, an evaluation committee and an evaluation reference group have been established to contribute at different stages of the evaluations. All tools and products from the Evaluation team will be externally and independently quality assured (both by the Evaluation Reference Group and the Decentralized Evaluation Quality Assurance System (DEQAS); RB will provide the second level quality assurance of all evaluation products.
57. The following potential risks to the methodology have been identified. The evaluation team will need to reconsider these risks and where appropriate deepen mitigation measures in consultation with the evaluation manager.
58. The following potential risks to the methodology have been identified:
  - Partner participation in the evaluation process.
  - Political changes resulting in turn over in key high-level government positions.

- Respondent bias is an inherent risk in most evaluations. For example, respondents may wish to report in a way they think will favour them in terms of new or continued programme benefits or positive recognition.

59. As mitigation actions:

- The CO will use its long-term relationship with Government to establish means of reaching the key persons and ensure active engagement with partners, by providing regular project updates.
- The Evaluation Managers together with the chair of the EC will ensure that all stakeholders, especially government officials, holding permanent positions such as Director level are well sensitised and regularly given updates on the progress of the evaluation.
- The Evaluation team will solicit perspectives from a range of stakeholders and take anticipated biases into account during analysis; the team will seek a balance of perspectives. The methodology will rely on a cross-section of information sources (e.g., stakeholder groups, beneficiaries) and using a mixed-methods approach to ensure triangulation of information through a variety of means.

60. The evaluation team will need to expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report.

### **4.3. EVALUABILITY ASSESSMENT**

61. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information provided in Section 4.2. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

62. The TOR will serve as a master reference document for the duration of the evaluations and will be reviewed after each evaluation for relevance. The document library will be prepared, gathering all the relevant documents, reports, logical frameworks and data in an organized electronic file for use by the evaluation firm. The main sources of information available to the evaluation team, primary and secondary data, are presented in Annex 10.

63. The evaluation team will assess data reliability as part of the inception phase process. As mitigation measures, the team will conduct a detailed assessment of available data and identifying any gaps of data that can be collected during the field work in order to make a meaningful analysis.

64. There is no specific data on GEWE, 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 inclusive and that the voices of women, girls, men and boys and those living with disabilities are sufficiently heard and used.

#### 4.4. ETHICAL CONSIDERATIONS

65. The evaluation must conform to the United Nations Evaluation Group ([UNEG ethical guidelines for evaluation](#)). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.
66. The evaluation firm will be 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.
67. 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. Ethical considerations, particularly regarding data collection during the COVID pandemic (such as the use of remote data collection, when possible, should be well developed during the inception phase.
68. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP “Strengthening food systems to empower smallholder farmers and young people”, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

#### 4.5. QUALITY ASSURANCE

69. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The internal WFP quality assurance process will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. 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.
70. The WFP DEQAS 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. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
71. 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.

72. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP OEV reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
73. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),<sup>[1]</sup> a rationale should be provided for comments that the team does not take into account when finalizing the report.
74. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy, validity and timeliness) throughout the data collection, synthesis, analysis and reporting phases.
75. 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 the [WFP Directive CP2010/001](#) on information disclosure.
76. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
77. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.
78. 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](#), a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
79. The evaluation team is expected to have in place its internal QA mechanisms.

## 5. ORGANIZATION OF THE EVALUATION

### 5.1. PHASES AND DELIVERABLES

80. Table 3 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. **Annex 2** presents a more detailed timeline.

---

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

**Table 3: Summary timeline – key evaluation milestones [the below shows the dates for only the Baseline Evaluation. Similar timeframes will be followed at Mid-term and Endline Evaluations.]**

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	April – August 2022	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation Manager
2. Inception	September – October 2022	Inception mission Inception report Evaluation schedule Data collection tools Data analysis plan Communication and learning plan	Evaluation Team
3. Data Collection	November 2022	Fieldwork Debriefing presentation	Evaluation Team
4. Data Analysis	December 2022	Data analysis	Evaluation Team
5. Reporting	January 2023	Report drafting Comments process Additional consultations with stakeholders as needed. Evaluation report	Evaluation Team
6. Dissemination and follow-up	March 2023	Produce final evaluation report; Brief and PowerPoint slide decks. Dissemination Management response to recommendations.	Evaluation Team  Evaluation Manager & SO4 Team

## 5.2. EVALUATION TEAM COMPOSITION

81. The evaluation team is expected to include 2 to 4 members, including the team leader and evaluators who should be primarily based in Rwanda. To the extent possible, the evaluation will be conducted by a gender-balanced, culturally diverse team, and **integrate at least one emerging youth evaluator** with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToRs.

82. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical 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.
  - At least one team member to have a strong knowledge of Gender Equality and Empowerment of Women and Youth Empowerment in Rwanda.
  - At least one member of the evaluation team should fall under the youth age category or is an emerging evaluator.
  - All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments and familiarity with the food systems context in Rwanda and/or East Africa.
  - Strong oral and written language requirements in Kinyarwanda and English is expected within the team.
  - Good knowledge of gender equality, equity and wider inclusion and diversity.
83. The team leader will have at least 15 years of experiences and technical expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodologies and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. 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; and iv) drafting and revising, as required, the inception report, the end of field work (i.e., exit) debriefing presentation and evaluation report in line with DEQAS.
84. 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; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
85. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager at Rwanda CO. The team will be hired following agreement with WFP on its composition.

### 5.3. ROLES AND RESPONSIBILITIES

86. The WFP Rwanda Country Office management (**Deputy Country Director**) will take responsibility to:
- Assign an evaluation manager for the evaluation, Veronica RAMMALA, Head of VAM/M&E
  - Compose the internal evaluation committee and the evaluation reference group (see below)
  - Approve the final ToR, inception and evaluation reports
  - Approve the evaluation team selection



- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and 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
- Organize 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.

87. The **Evaluation Manager (EM)** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

88. An internal **Evaluation Committee (EC)** is formed to help ensure the independence and impartiality of the evaluation. The role and responsibility of committee members will be detailed in Annex 3. An internal evaluation committee chaired by the Deputy Country Director (DCD) will approve Terms of Reference, budget, evaluation team, inception and evaluation reports, which helps to maintain distance from influence by programme implementers. The evaluation committee will be consulted and will approve the products from all the processes.

89. **An Evaluation Reference Group (ERG)** is formed as an advisory body with representation from WFP CO, Regional Bureau, Government and private sector partners. Refer to Annex 4 where list of members is available. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

90. **The Regional Bureau:** the regional bureau 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 preparation of a management response to the evaluation and track the implementation of the recommendations.

91. While the regional evaluation officer [Gabrielle TREMBLAY, Regional Evaluation Specialist] will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
92. **Relevant WFP Headquarters divisions** will take responsibility to:
- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
  - Comment on the evaluation TOR, inception and evaluation reports, as required.
93. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner 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.
94. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk ([wfp.decentralizedevaluation@wfp.org](mailto:wfp.decentralizedevaluation@wfp.org)) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

#### 5.4 SECURITY CONSIDERATIONS

95. **Security clearance** where required is to be obtained from Rwanda country office, through UN Department of Safety & Security (UNDSS).
- As an “independent supplier”, the evaluation firm 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 (UNDSS system for UN personnel.
  - However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer in the country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including curfews (when applicable) and attending in-country briefings.

#### 5.5. COMMUNICATION

96. 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 by producing clear deliverables in written English and where appropriate in Kinyarwanda.

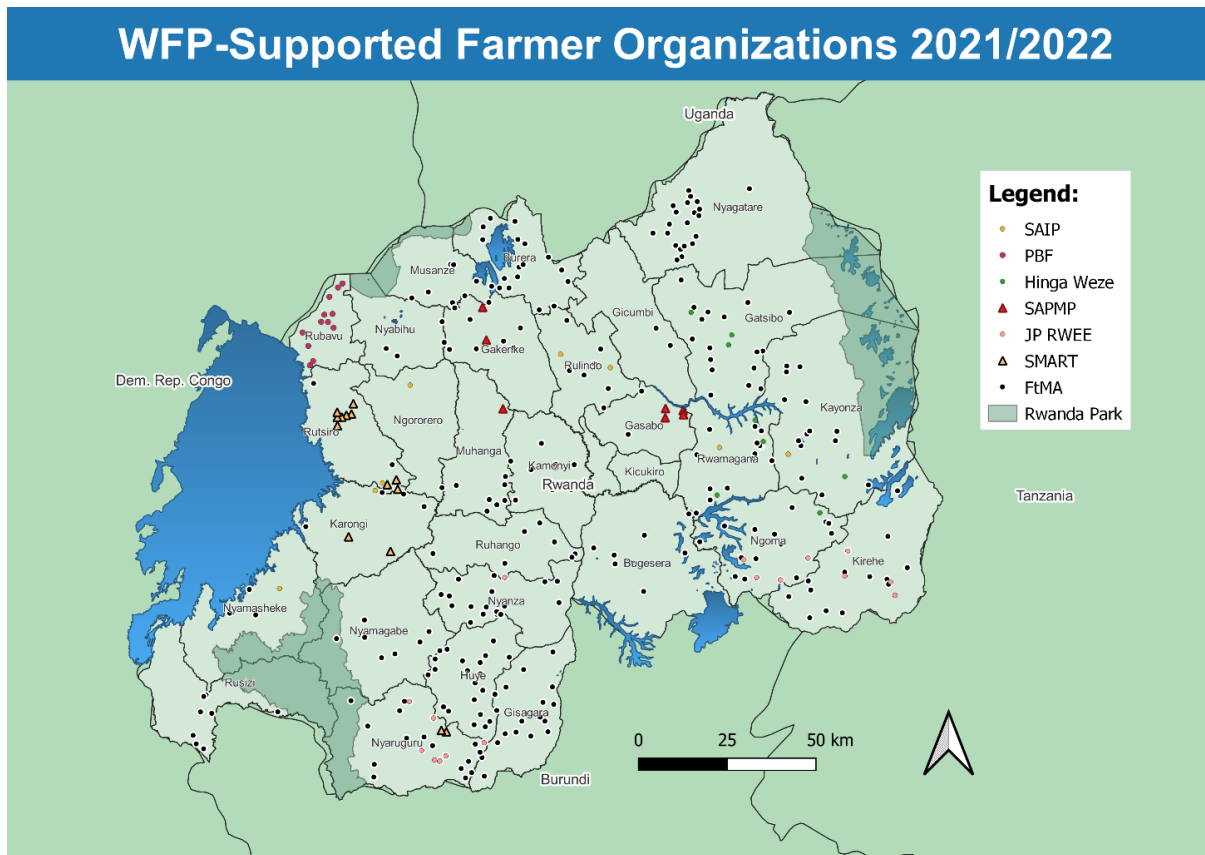
97. Should translators be required for fieldwork or other material, the evaluation firm will make arrangements and include the cost in the budget proposal.
98. Based on the stakeholder analysis, the communication and knowledge management plan (in Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
99. Feedback to beneficiary mechanisms should be considered and integrated into the communication and dissemination plan and the integration of innovative validation/feedback mechanisms, such as evaluation drawing, among others, will be considered as an asset while selecting the evaluation firm.
100. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the final approval of any of the three evaluation reports, a two or three-page summary report will be developed by the evaluation team to facilitate broader dissemination of the findings and recommendations by WFP. Other communication products may be discussed for each distinct output.

## 5.6. BUDGET

101. The baseline, mid-term and endline evaluations will be funded by the WFP Rwanda Country Office using the M&E Budget allocation in the Mastercard Foundation project fund. The total budget for the evaluation will be released in tranches against the high quality and timely delivery of specific key deliverables.
102. WFP will procure an evaluation firm through a bidding process (Request for Proposal). Bidding firms will have to submit their proposals for the baseline, mid-term and endline evaluation using the template for the provision of decentralized evaluation services by 22 August 2022. All the three evaluation exercises will preferably be undertaken in a single contract or assignment. WFP reserves the right to choose a different firm for each of the evaluations, based on the quality of the deliverables.
103. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc) should be inclusive of all travel, subsistence, and other expenses; including any workshops or communication products, and translation costs that need to be delivered. All relevant in-country data collection, hire and supervision of any technical and administrative assistance required should be included in the budget explicitly.
104. Please send any queries to the Evaluation Manager, Veronica RAMMALA, WFP Rwanda Country Office [veronica.rammala@wfp.org](mailto:veronica.rammala@wfp.org), copying Gabrielle Tremblay, Regional Evaluation Officer, [gabrielle.tremblay@wfp.org](mailto:gabrielle.tremblay@wfp.org).

# Annexes

## ANNEX 1: MAP



## Annex 2: Timeline

	Phases, deliverables, and timeline	Key dates
<b>Phase 1 - Preparation</b>		<b>Up to 9 weeks</b>
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO (Regional Evaluation Officer) using ToR QC	(2 weeks)
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	(3 days)
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	(3 days)
EM	Start identification of evaluation team	1 day
ERG	Review and comment on draft ToR	(2 weeks)
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	(1 week)
EC Chair	<b>Approve the final ToR and share with ERG and key stakeholders</b>	(1 week)
EM	Assess evaluation proposals and recommends team selection	(3 days)
EM	Evaluation team recruitment/contracting	(2 weeks)
EC Chair	<b>Approve evaluation team selection and recruitment of evaluation team</b>	(1 week)
<b>Phase 2 - Inception</b>		<b>Up to 7 weeks</b>
EM/TL	Brief core team	(1 day)
ET	Desk review of key documents	3 days
	Inception mission in the country (if applicable)	(1 week)
ET	Draft inception report	(1 week)
EM	Quality assurance of draft IR (Inception Report) by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	(1 week)
ET	Review draft IR based on feedback received by DEQS, EM and REO	(1 week)
EM	Share revised IR with ERG	
ERG	Review and comment on draft IR	(2 weeks)
EM	Consolidate comments	
ET	Review draft IR based on feedback received and submit final revised IR	(1 week)
EM	Review final IR and submit to the evaluation committee for approval	

<b>EC Chair</b>	<b>Approve final IR and share with ERG for information</b>	<b>(1 week)</b>
<b>Phase 3 – Data collection</b>		<b>Up to 7 weeks</b>
<b>EC Chair/ EM</b>	Brief the evaluation team at CO	(1 day)
<b>ET</b>	<b>Data collection</b>	(3 weeks)
<b>ET</b>	<b>Data analysis</b>	(3 weeks)
<b>ET</b>	<b>In-country debriefing(s)</b>	(1 day)
<b>Phase 4 - Reporting</b>		<b>Up to 11 weeks</b>
ET	Draft evaluation report	(3 weeks)
EM	Quality assurance of draft ER (Evaluation Report) by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	(1 week)
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	(1 week)
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	
ERG	Review and comment on draft ER	(2 weeks)
EM	Consolidate comments received	
ET	Review draft ER based on feedback received and submit final revised ER	(2 weeks)
EM	Review final revised ER and submit to the evaluation committee	
<b>EC Chair</b>	<b>Approve final evaluation report and share with key stakeholders for information</b>	
<b>Phase 5 - Dissemination and follow-up</b>		<b>Up to 4 weeks</b>
EC Chair	Prepare management response	(4 weeks)
<b>EM</b>	<b>Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call</b>	

### ANNEX 3: ROLE AND COMPOSITION OF THE EVALUATION COMMITTEE

**Purpose and role:** The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the DCD who will be the chair of the committee.

**Composition:** The evaluation committee will be composed of the following staff:

- Ahmareen KARIM, Deputy Country Director (Chair), WFP RWCO (Rwanda Country Office)
- Veronica RAMMALA, Evaluation Manager (Secretary), WFP RWCO
- Inka HIMANEN, Head of Programme, WFP RWCO
- Gabrielle TREMBLAY, Regional Evaluation Officer, WFP RBN (Regional Bureau Nairobi)
- Ana Paula BEDOYA, Strategic Outcome 4 (SAMS), WFP RWCO
- Tiina HONKANEN, Strategic Outcome 2 Manager, WFP RWCO
- Alain KABORE, Head of Supply Chain, WFP RWCO

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

#### 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: ROLE AND COMPOSITION OF THE EVALUATION REFERENCE GROUP

**Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Participate in learning workshops to validate findings and discuss recommendations (if planned)
- Provide guidance on suggested communications products to disseminate learning from the evaluation.



## Evaluation Reference Group Composition

A) Core Members		
Name:	Position:	Organization:
Ahmareen KARIM	Deputy Country Director (Chair)	RWCO
Veronica RAMMALA	Head, M&E/VAM (Evaluation Manager)	RWCO
Inka HIMANEN	Head, Programme	RWCO
Ammar KAWASH	Head, SAMS Unit	RWCO
Vera Lugutuah KWARA	Head, Nutrition	RWCO
Alain KABORE	Head, Supply Chain	RWCO
Solange NYIRAMPETA	Head, Karongi Field Office	RWCO
Thacienne MUSHIMIYIMANA	Head, Huye Field Office	RWCO
Bosco MUYINDA	Head, Kirehe Field Office	RWCO
Adeline UWONKUNDA	Operational Information Management Performance Reporting Officer, SAMS	RWCO
Colette NYINAWUMUNTU	Gender & Protection Officer	RWCO
Geoffrey MUSINGUZI	Programme Partner, MSME	MCF
Shona BEZANSON	Head, Regional Programmes	MCF
Diana MUGWANEZA	FtMA Programme Manager	RDO
Fabiola UWASE	FtMA Programme Manager	RWARRI
Dative MUKANIYONZIMA	Industry Development Officer	MINICOM
Octave NSHIMIYIMANA	Director General, Value Chain Management and Trade	MINAGRI

B) Regional Bureau Support		
Name:	Position:	Organization:
Nikki ZIMMERMAN	Head, Regional Evaluation	RBN, Evaluation Unit
Gabrielle TREMBLAY	Regional Evaluation Specialist	RBN, Evaluation Unit
Zarrina KURBANOVA	Regional Monitoring Advisor	RBN, Research, Assessment and Monitoring Unit
TBC	Regional Gender Advisor	RBN, Gender Office
Meaza ABAWARI	Regional Market Systems Specialist	RBN, Programme Unit

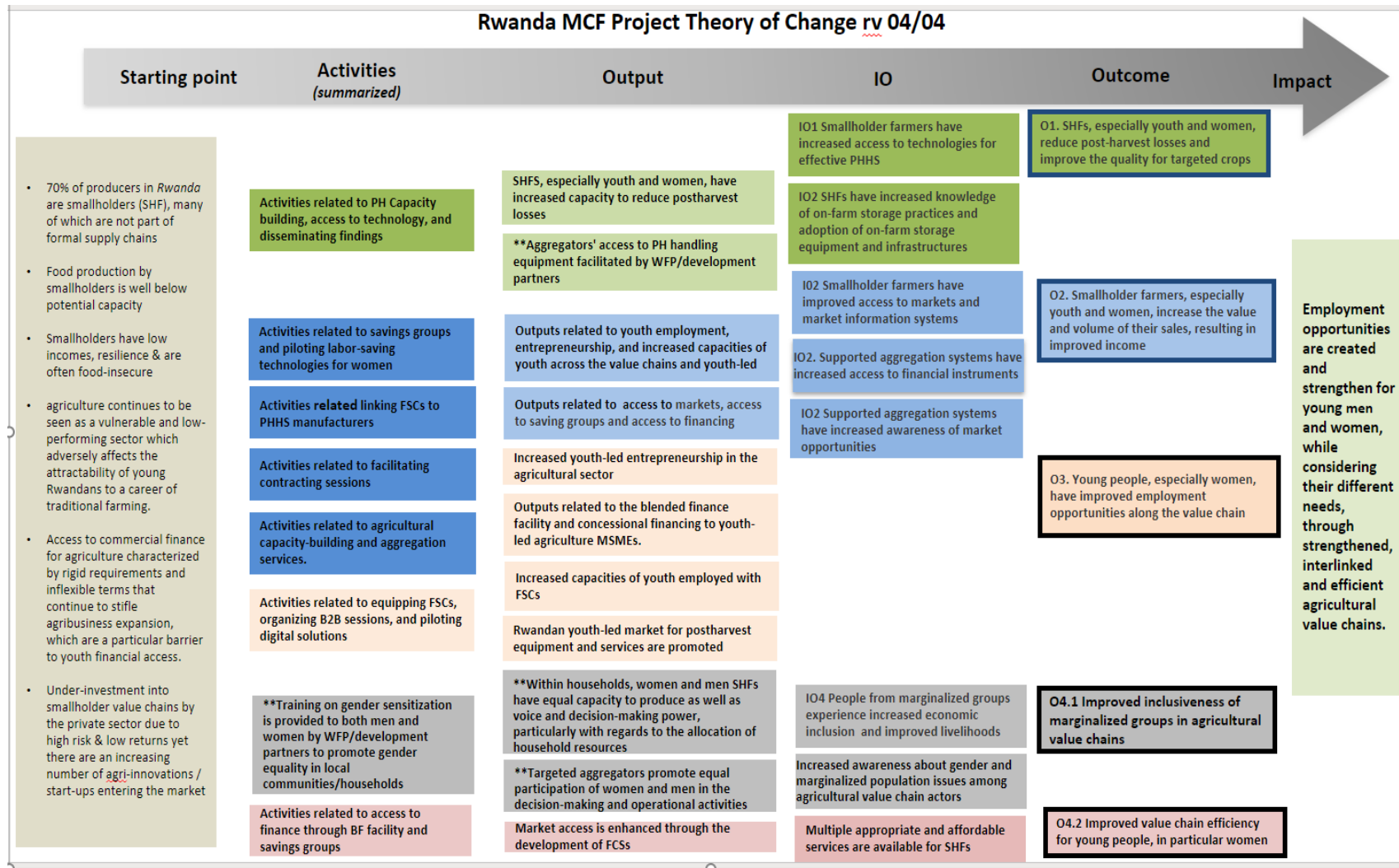
## ANNEX 5: COMMUNICATION AND KNOWLEDGE MANAGEMENT PLAN

- The Evaluation Manager, in consultation with the Evaluation Committee and support from the Regional Evaluation Officer, will develop a communication and learning plan, during the Inception phase, that will outline processes and channels of communication and learning activities. The Communication and Learning Plan should include a GEWE responsive dissemination strategy, indicating how findings including GEWE will be disseminated and how stakeholders interested or affected by GEWE issues will be engaged. This communication and learning plan with clear timelines will be elaborated at inception in consultation with the evaluation team to ensure that the results of this evaluation reach the relevant people and are used to inform decision making. Where appropriate the communication and learning plan should have a sufficient budget.
- 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 including beneficiaries. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
- 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, a stakeholder workshop will be conducted through which the evaluation findings and recommendations will be presented, and way forward will be discussed. The report will be published in WFP websites.

## ANNEX 6: BIBLIOGRAPHY

1. "Analysis Of Gender And Youth Employment In Rwanda", AfdB.Org, 2022  
[https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rwanda - Analysis of Gender and Youth Employment.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rwanda_-_Analysis_of_Gender_and_Youth_Employment.pdf) [accessed 26 May 2022]
2. Gender Monitoring Office. 2017. Gender and agriculture.  
[http://gmo.gov.rw/rw/fileadmin/user\\_upload/profiles/Gender\\_Profile\\_in\\_Agriculture\\_GMO\\_March\\_2017.pdf](http://gmo.gov.rw/rw/fileadmin/user_upload/profiles/Gender_Profile_in_Agriculture_GMO_March_2017.pdf)
3. ICCO EN. 2022. Women's Participation in the Maize and Bean Value Chains in Rwanda  
<https://www.icco-cooperation.org/en/news/womens-participation-in-the-maize-and-bean-value-chains-in-rwanda>
4. National Institute of Statistics of Rwanda (NISR), Rwanda Poverty Profile Report, 2013/14, August 2015.
5. National Institute of Statistics of Rwanda. 2018. Labour Force Survey Trends, February 2018. Retrieved from <https://www.statistics.gov.rw/file/6579/download?token=N41vboN7>
6. "Rwanda At A Glance | FAO In Rwanda | Food And Agriculture Organization Of The United Nations", Fao.Org, 2022 <https://www.fao.org/rwanda/our-office-in-rwanda/rwanda-at-a-glance/en/> [accessed 26 May 2022]
7. Rwanda Country Strategic Plan (2019–2023) (Kigali, Rwanda, 2019)  
[https://docs.wfp.org/api/documents/53e2deb348c64401aeebda0cd5525df4/download/?\\_ga=2.243254210.1542564703.1653555444-1125340548.1631181036](https://docs.wfp.org/api/documents/53e2deb348c64401aeebda0cd5525df4/download/?_ga=2.243254210.1542564703.1653555444-1125340548.1631181036) [accessed 26 May 2022]
8. "World Development Indicators | Databank", Databank.Worldbank.Org, 2022  
<https://databank.worldbank.org/reports.aspx?source=world-development-indicators#> [accessed 26 May 2022]
9. Wfp.org. 2022. Joint programme on accelerating progress towards the economic empowerment of rural women (2014-2020): joint evaluation | world food programme. [online] available at: <https://www.wfp.org/publications/joint-programme-accelerating-progress-towards-economic-empowerment-rural-women-2014> [accessed 30 May 2022].

## ANNEX 7: Theory of Change



## Theory of Change: Risks and Assumptions

### Outcome 1: Smallholder farmers, especially youth and women, reduce post-harvest losses and improve the quality for targeted crops

#### Risks

- Post-harvest equipment is mismanaged and not maintained;
- Shortcomings in equipment provision cascade model;
- Post-harvest capacity-building is not well understood;
- Technology provision excludes SHFs (smallholder farmers) as they do not meet the minimum output/professionalism required; and
- Low return of investment and high investment costs
- Low awareness on post-harvest losses causes and cost and quality management

#### Assumptions

- Post-Harvest equipment is available, accessible, and affordable;
- Farmers have the willingness to learn and adopt post-harvest technologies;
- Equipment is user-friendly and considers the needs of women;
- Private sector support fosters local availability of machinery; and
- FSCs have the right technical knowledge of equipment use
- SHFs have enough knowledge on the effect of post-harvest losses and are able to manage the quality of the produce.

### Outcome 2: Smallholder farmers, especially youth and women, increase the value and volume of their sales, resulting in improved income

#### Risks

- Changes to the governmental subsidy system inhibit sales;
- Climate change adversely affects yields;
- Side-selling limits availability;
- Lack of storage infrastructure exacerbates post-harvest loss;
- Volume does not meet pickup requirements; and
- Several youths dominate the FSC (Farm Service Centres) market

### **Assumptions**

- Access to appropriate qualities and quantities of inputs;
- Farmers have access to appropriate financing;
- Farmers understand the market value of their produce and can identify fair markets; and
- Climate change risks mitigation services are available
- Improved farmers knowledge in climate change adaptation and mitigations strategies and techniques
- Farmers capable to establish the seasonal plans adapted to the climate conditions

### **Outcome 3: Young people, especially women, have improved employment opportunities along the value chain**

#### **Risks**

- FSCs are mismanaged;
- The wrong candidates are chosen as FSCs;
- There is low interest in the private sector supporting FSCs;
- Low return on investment for FSCs;
- Youth are not interested in the FSC model; and
- FSCs are not decentralized enough

#### **Assumptions**

- Employment opportunities are appropriate for women and youth;
- High interest translates into profitability;
- Digital solutions are well received;
- Private sector invests in post-harvest opportunities;
- The FSC model fosters a multiplier effect;
- FSCs become viable business entities; and
- Private sector is engaged in the provision PH equipment
- Mini FSCs availability where FSCs are not possible
- FSCs management capacitated

### **Outcome 4.1: Improved inclusiveness of marginalized groups in agricultural value chains**

**Risks**

- Programmatic interventions are not inclusive and did not consider the needs of everyone; and
- There are limitations because of traditional beliefs

**Assumptions**

- Inclusivity activities will be well received
- Behaviours change is fostered through messages dissemination
- Gender needs mainstreamed

**Outcome 4.2: Improved value chain efficiency for young people, in particular women****Risks**

- Limitations due to a lack of financial literacy; and
- Lack of products for agribusinesses; and
- Improved value chain efficiencies do not reach targeted groups

**Assumptions**

- There is an interest in loans and working capital for business growth; and
- There is an appetite for financial services

## **ANNEX 8: MCF LOGFRAME**

[Link to Log frame in WFP SharePoint.](#)



## ANNEX 9: DATA / REPORTS AVAILABLE

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

1. WFP Rwanda Country Strategic Plan 2019-2023
2. Comprehensive Food Security and Vulnerability Assessment, 2021
3. WFP Rwanda Country Strategic Plan, Mid-term Review
4. Strategic Plan for Agriculture Transformation, 2018 – 2024
5. National Strategy for Transformation (NST1), 2017-2024
6. Rwanda Labour Force Survey (LFS) 2020
7. WFP Gender Policy, 2022
8. Joint Rural Women Economic Empowerment Programme, Endline Evaluation, 2021.
9. FtMA Annual Report
10. FtMA Project Documents
11. Strategy for WFP Smallholder Support
12. Smallholder Agricultural Market Support (SAMS) Community
13. Smallholder Farmer's Marketing Choices
14. mVAM surveys on post-harvest handling
15. WFP: Connecting Smallholder Farmers to Markets, 2016
16. Gender-Based Value Chain Analysis for Beans in Rwanda, 2019

## ANNEX 10: ACRONYMS

<b>B2B</b>	Business-to-Business
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CO</b>	Country Office
<b>DCD</b>	Deputy Country Director
<b>DEQAS</b>	Decentralised Evaluation Quality Assurance System
<b>EB</b>	Executive Board
<b>EC</b>	Evaluation Committee
<b>EQAS</b>	Evaluation Quality Assurance System
<b>EM</b>	Evaluation Manger
<b>ER</b>	Evaluation Report
<b>ERG</b>	Evaluation Reference Group
<b>FSC</b>	Farmer Service Centre
<b>FtMA</b>	Food to Market Alliance
<b>GEWE</b>	Gender Equality and Women’s Empowerment
<b>IR</b>	Inception Report
<b>MCF</b>	Mastercard Foundation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MINAGRI</b>	Ministry of Agriculture
<b>MSME</b>	Micro, Small and Medium Enterprise
<b>mVAM</b>	Mobile Vulnerability Analysis Mapping
<b>NGOs</b>	Non-Governmental Organisation
<b>OEV</b>	Office of Evaluation
<b>P4P</b>	Purchase for Progress
<b>PHQA</b>	Post-Hoc Quality Assessment
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNEG</b>	United Nations Evaluation Group
<b>QS</b>	Quality Support
<b>RB</b>	Regional Bureau

<b>RBN</b>	Regional Bureau in Nairobi
<b>RDO</b>	Rwanda Development Organization
<b>PLWD</b>	People Living with Disabilities
<b>RWARRI</b>	Rwanda Rural Rehabilitation Initiative
<b>SACCOs</b>	Savings and Credit Cooperative Society
<b>SAMS</b>	Smallholder Agricultural Market Support
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>UNCDC</b>	United Nations Capital Development Fund
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>WFP</b>	World Food Programme

**WFP Rwanda Country Office**

<https://www.wfp.org/countries/rwanda>

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org