

# **Decentralized Evaluation of PROMOTING SELF-RELIANCE WITH LIVELIHOOD, ASSET CREATION AND RESILIENCE INTERVENTIONS IN UGANDA**

**(2020 – mid 2023)**

Decentralized Evaluation Terms of Reference



January 2023

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# 1. Background

1. These are terms of reference (ToR) for the decentralized evaluation (DE) of Uganda Country Office interventions contributing to, Promoting Self-Reliance with Livelihood and resilience since January 2020 to July – 2023. The ToR were prepared by WFP Uganda Country Office (CO) based upon an initial document review and consultation with stakeholders and following a standardised template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation and to specify CO's expectations during the various phases of the evaluation.

## 1.1. INTRODUCTION

2. The Decentralized Evaluation (DE) is commissioned by the CO. It will examine the extent to which livelihood and resilience activities promote self-reliance of beneficiaries from 2020 to mid-2023 in Karamoja and Refugee Settlements. Specifically, to examine the extent to which WFP's portfolio of activities promote resilience and self-reliance of beneficiaries. The evidence from the DE will highlight results to date, what has worked and not worked, what needs to be done differently, what should be stopped, what could be adapted/scaled up and or replicated and lessons learned. Specifically, this DE will assess aspects of relevance, effectiveness, efficiency, and sustainability of the programme including:
  - Asset Creation interventions that aim to improve skills and community assets to reduce vulnerability through sustainable public works programmes that contribute to sustainable access to food. In addition are the *complementary activities* implemented under the strategic objective one of WFP UG CO interventions. The DE aims to understand how these interventions have contributed to the reduced vulnerability and resilience to climate shocks. Delivered through capacity strengthening and in-kind transfer of assets.
  - Financial Literacy Programme, the DE aims to examine how the various components of the activity (capacity strengthening, skills building, policy strengthening, equipment, and social behavior change communication) contribute towards the improvement of household savings levels. Delivered through capacity strengthening and in-kind transfer of assets.
  - Agricultural Market Systems Support (AMS) interventions that aim to improve resilient and diversified livelihoods among targeted smallholder farmers. The DE aims to identify innovations and complementarity with other programmes through capacity strengthening.
  - The DE aims to ascertain the extent to which the use of Cash Based Transfer while promoting digital financial inclusion enables women's increased access to and use of digital and financial products/services and magnitude of influence towards their Economic Empowerment.
  - WFP social protection and Emergency Preparedness Response (EPR) systems strengthening work that aims to increase people's access to national systems that safeguard and foster their ability to meet their food security, nutrition and associated essential needs, and to manage the risks and shocks they face.

The results of the DE will also inform the WFP UG CO Resilience and Livelihood Strategy as well as related aspects in the next Country Strategic Plan (CSP 2026– 2030).

The DE will therefore significantly contribute towards strategy design anticipated contribute towards the SDG Goal 2 i.e., to *end hunger, achieve food security and improved nutrition and promote sustainable agriculture and achieved through SFG Goal 17 to strengthen the means of implementation and revitalize the Global partnership including national for sustainable development.*

## 1.2. CONTEXT

3. Uganda is a landlocked low-income country bordered by Kenya, Tanzania, Burundi, and the Democratic Republic of the Congo. Between 1990 and 2021, Uganda's Human Development Index (HDI) value improved from 0.329 to 0.525 representing an increase of 59.6 percent. However, Uganda's HDI value for 2021 is still at 0.525 putting the country in the low human development category and positioning

Uganda at 166 out of 191 countries and territories<sup>1</sup>. It is ranked 105th of 119 in the 2018 Global Hunger Index<sup>2</sup>. Uganda was ranked 126th out of 160 countries on the UNDP's Gender Inequality Index for 2017.<sup>3</sup>

4. Uganda's economy is demonstrating recovery, having experienced significant slowdown during most part of the second National Development Plan (NDP II) 2015/16 – 2019/2020 period, and was projected to grow from 6.2 per cent in 2018/2019 to 6.3 per cent in 2019/2020, driven by expansion in the manufacturing and construction sectors. However, this earlier projected growth rate has been revised to 3–4 per cent in 2019/20 due to the outbreak of COVID-19 that is expected to have far-reaching negative impacts on the economy and people's livelihoods. Uganda's economy is rural based with 68.9 per cent of households engaged in the subsistence economy and in informal micro and small enterprises without contracts or legal protection. A large proportion of households (68.9 percent, Population Census Report, 2014) is still stuck in the subsistence economy. An estimated 41.6 million people in 2020, Uganda's population is expected to double (84 million) by 2040. This has resulted into an unfavourable age structure, where a significantly young population (0 – 14 years) constitute 49.3 percent, revealing a high dependency burden. The percentage of people living below the poverty line (1.00 USD per day) was 21.4 percent in FY2017/18. The credit available to the private sector is characterized by high interest rates and high collateral requirements among other dysfunctionalities.
5. While the poverty rate declined from 31 percent in 2005/2006 to 19.7 percent in 2012/2013, impetuous population growth has meant that the absolute number of poor people has not decreased. On average, nearly half of all Ugandans consume less calories than they need every day. Poverty still limits people's access to nutritious food, especially in the north and east of the country. A fast-growing population – expected to reach 100 million by 2050 – and the presence of the world's third largest refugee population pose further challenges to the country's ability to achieve [Sustainable Development Goal 2](#) on Zero Hunger. Should also be noted that the low investment in social protection systems has impacted on poverty and vulnerability levels across the entire population.
6. With higher prices and policy tightening, growth in real consumption slowed, possibly because of reduced purchasing power, limited credit growth, and job losses. Employment fell after the second lockdown in June 2021 and remained at the same level in June/July 2022. Half of the population was moderately food insecure. Households, in particular the poorest ones, felt a negative impact from increased prices, either by being unable to access food products or to buy them in desired amounts.
7. Poverty limits households' access to adequate and nutritious food, especially in Northern and Eastern regions, and there are concerns about urban areas. The poverty rate declined from 31 percent in 2005/6 to 20 percent in 2012/13, but rapid population growth prevents reduction of the number of people living in poverty. Many people move in and out of poverty each year: 50. percent live in households headed by women, and 41 percent in those headed by men. Women and children refugees face challenges in access to food.
8. **Sustainable food systems.** Uganda is East Africa's food basket and a major exporter of grains, but some areas suffer from food shortages and seasonal price fluctuations that affect poor households most severely. Sustainable land management is rare, especially among women farmers, which limits crop yields. Smallholder farmers lose up to 30 percent of their production after harvest because of pests, moisture, and mould. There is no strategic grain reserve, and most farmers sell their produce individually at harvest, when prices are lowest; 80 percent of food is sold in informal markets, where food safety standards are difficult to enforce. A myriad actors engage in and work towards more inclusive, sustainable food systems. As part of the Food Systems Summit in September 2021, organized by Secretary-General Antonio Guterres, national governments, UN agencies, member states, civil society, academia, private sector actors, and others are coming together with renewed energy and focus to discuss and lay out ambitious new actions, innovative solutions, and plans to transform the food systems. Following the Summit, Uganda held national dialogues on the subject, resulting in country specific food systems strategies. United Nations Common Country Analysis (CCA) report was prepared in 2020 based on an extensive desk review and analysis of relevant documents and data from various national and

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<sup>1</sup> <https://www.undp.org/uganda/press-releases/uganda-launch-2021/2022-human-development-report>

<sup>2</sup> <https://www.globalhungerindex.org/case-studies/2018-uganda.html>

<sup>3</sup> <https://www.isdb.org/sites/default/files/media/documents/2020-09/Uganda%20Gender.pdf>

international sources. It informs the United Nations Country (UNCT) on the preparation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021–2025.

9. Uganda is highly **vulnerable to climate change and variability** – its economy and the wellbeing of its people are tightly bound to climate. Human induced climate change in the coming century has the potential to halt or reverse the country's development trajectory. Climate change is likely to mean increased food insecurity; shifts in the spread of diseases like malaria; soil erosion and land degradation; flood damage to infrastructure and settlements and shifts in the productivity of agricultural and natural resources. It will be the poor and vulnerable who feel these impacts the hardest, though climate change has serious implications for the nation's economy, with for example, a shift in the viability of coffee growing areas potentially wiping out US \$265.8 million or 40% of export revenue. Exacerbating poverty and triggering migration as well as heightened competition over strategic water resources, climate change could lead to regional insecurity.<sup>4</sup>
10. **Agriculture** accounts for 25 percent of gross domestic product and employs 77 percent of the adult population. Smallholder productivity is low because of limited access to agricultural services and credit and reliance on traditional production methods. Land cultivated by large-scale farmers has increased in area since the 1960s, but that cultivated by smallholders has not. Women constitute 82 percent of the agricultural workforce and produce 80 percent of food but generally do not participate in economic decisions. A significant portion of women have unmanageable workloads, which can compromise the care and welfare of children and other family members. Investment in land is limited: land title ownership is 20 percent nationally, with a significant gender imbalance. Ugandan smallholder farmers lack farming skills, handling techniques and access to services such as credit and insurance. Storage facilities are often inadequate to protect harvested crops from pests, moisture, and mould, which results in losses of up to 30 percent. In the northern and eastern regions, and particularly in Karamoja, rain scarcity can exacerbate food insecurity, forcing families to sell off their assets, take their children out of school or resort to environmentally harming practices to secure food.
11. **Food availability and access:** It is ranked 105th of 119 in the 2018 Global Hunger Index. Poverty limits households' access to adequate and nutritious food, especially in Northern and Eastern regions, and there are concerns about urban areas. The poverty rate declined from 31 percent in 2005/6 to 19.7 percent in 2012/13, but rapid population growth prevents reduction of the number of people living in poverty. Many people move in and out of poverty each year: 50 percent live in households headed by women, and 41 percent in those headed by men. Women and children refugees face challenges in access to food.
12. **Nutrition:** Stunting, underweight and wasting have declined in the past five years, but undernutrition rates remain high. Stunting is 27 percent nationally but 33 percent in West Nile, 35 percent in Karamoja and 41 percent in Tororo. Stunting affected 1.8 million children under 5 in 2015/16. Wasting is 4 percent at the national level, but in Karamoja prevalence is 10 percent with pockets exceeding emergency levels at 15 percent during lean seasons. The anemia rate is 53 percent nationally and 68 percent in Karamoja. The nutritional situation in refugee settlements varies stunting rates are between 7 percent and 40 percent, wasting between 2 percent and 14 percent, and anemia between 26 percent and 72 percent. Poor diets and inadequate sanitation and hygiene undermine health, especially among refugees, with differences among women, men, girls, and boys. There are significant differences in food and nutrition security among women, men, boys, and girls, the old and the young and in different regions. Lack of disaggregated data hinders identification of the underlying causes and the design of suitable interventions.
13. **Gender equality and women's empowerment:** Uganda was ranked 126th out of 160 countries on the UNDP's Gender Inequality Index for 2017. Gender equality is among the key principles in the development of public institutions in Uganda and is included in national policies and strategies, such as the 1995 Constitution and the National Gender Policy 1997 and 2007.<sup>5</sup> In addition, there are many

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<sup>4</sup> [Climate change in Uganda: Understanding the implications and appraising the response - Uganda | ReliefWeb](#)

<sup>5</sup> [Makerere University in Uganda pioneers the Gender Equality Seal for Public Institutions in the continent – Gender Equality Seal for Public Institutions \(gendersealpublicinstitutions.org\)](#)

barriers that hinder women's access to digital financial inclusion which affects Women's Economic Empowerment as illustrated in the Uganda National Financial Inclusion strategy.

14. **Migration, refugees, and internally displaced people:** Uganda hosts more refugees than any other country in Africa, including people who have fled from South Sudan, DRC and Burundi. The Government gives refugees plots of land to cultivate, to encourage their self-sufficiency. However, as the number of refugees – especially from South Sudan – grows, these plots become gradually smaller.
15. The Government provides land equitably for men and women refugees, most of whom were previously smallholder farmers; refugees have the right to move and work. Large numbers of refugees from South Sudan in 2016 and 2017 put pressure on this model, and smaller plot of land in less productive areas limit refugees' ability to grow their own food.
16. Conflict in Burundi, the Democratic Republic of the Congo and South Sudan poses challenges to the achievement of development priorities. By 2022 Uganda was the fifth largest refugee hosting country, with 1.5 million refugees living in settlements, most of whom are women and children. Urban areas are now home to 20 percent of the population; and the figure is expected to be 30 percent by 2035
17. The WFP beneficiaries as reported in 2021 that received in-kind food transfer were 806,603, CBT beneficiaries 824,442 and Capacity Strengthening were 127,633.
18. Due to resource limitation and funding shortfalls, led WFP to reduce food ration, and should be noted that the Uganda CO shall with effect from April 2023 begin the implementation of phase three prioritisation process that aims at providing the highest amount of possible GFA assistance to those most in need. This is happening at a time when Uganda in 2022 experienced an influx of over 165,000 refugees and asylum seekers fleeing war and persecution in South Sudan and the Democratic Republic of the Congo. This was coupled with continued increase in food prices as a result of the global economic crisis, thus affecting the purchasing power of beneficiaries who receive cash assistance as the transfer value. This happened at a time the populations and the country at large is still grappling with the effects of the Covid 19 outbreak and the then Ebola Virus Disease outbreak in selected parts of the country. Should be noted that no Ebola cases were reported within the settlements.

## REASONS FOR THE EVALUATION

### 2.1. RATIONALE

The evaluation is being commissioned to:

1. To inform the self-reliance and livelihood strategy by, providing robust evidence on what has worked well, what may need adjustment to ensure quality programming including suggestions on how to create self-reliance of the beneficiaries through resilience and livelihood interventions that will be implemented in the forthcoming CSP (2026–2030). The Evaluation will this suggest interventions that best serve beneficiaries aimed at strengthening their capacity to build resilience to the shocks.
2. Provide a robust evidence base to better understand emerging results aligned to the CSP outcomes and, outputs contributing to self-reliance and livelihoods of the intended beneficiaries. The evidence shall be referenced to inform decision making regarding design, programming, implementation, fund raising and advocacy.<sup>i</sup>
3. Identify lessons, best practices for replication, scale up and areas of synergy with the previous and existing government services such as the Parish development Model, Youth Livelihood programs and others related programs/interventions aimed improving incomes and welfare of all Ugandans at the household level. Recommendations shall be derived and included for consideration on lessons, what works, points of entire and synergies for inclusion in the WFP CO Livelihood strategy.

The Evaluation will be conducted and validated by partners at National level, local and international organisations such the World Vision Uganda, SNV, AVSI, CESVI as well as other UN Agencies such as UN Women, FAO, UNDP and UNHCR among others.

### 2.2. OBJECTIVES

19. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability** – The evaluation will assess and report on the performance and results of the interventions. This is intended to be done in a participatory and adaptive manner, culminating in a final assessment on performance and results in late 2023.
- **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. It 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 in the CO, RBN and HQ.

### Specific Objectives

Specifically, the Decentralized Evaluation shall achieve the following;

1. Provide robust evidence on what has worked well, what may need adjustment to ensure quality programming including suggestions on how resilience and livelihood interventions will be implemented in the forthcoming CSP (2026–2030) to best serve beneficiaries strengthening their capacity to build resilience to the shocks i.e., inform the self-reliance and livelihood strategy.
2. Understand the key impacts so far and key lessons learned is crucial to make smart programming choices going forward for maximum benefits to our clients. As WFP UG CO seeks to expand and or intensify the livelihood and resilience related interventions.
3. Provide evidence base to better understand emerging results of the interventions to inform decision making regarding design, programming, implementation, fund raising and advocacy.
4. Derive recommendations for consideration on lessons, what works, points of synergies for inclusion in the WFP CO Livelihood strategy
5. Identify lessons and areas of synergy with the previous and existing government services others aimed improving incomes and welfare of all Ugandans at the household level, such as the Parish development Model, Youth Livelihood programs and others.

The Decentralized Evaluation shall also take into consideration and document pertinent issues that ensure alignment to human rights and gender considerations and related policies, internationally that Uganda subscribes to and National policies. Additionally, to identify and document lessons and or align as much as possible to the ongoing government led programs for resilience and self-reliance.

### 2.3. STAKEHOLDER ANALYSIS

20. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. Several stakeholders will be asked to play a role in the evaluation process considering their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 2 provides a preliminary stakeholder analysis, which should be deepened by the evaluation as part of the inception phase.
21. Accountability to affected populations, is tied to WFP commitments to include beneficiaries as key stakeholders in WFP 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 persons with other diversities such as ethnic and linguistic).

**Table 2: Preliminary stakeholder matrix**

Stakeholders	Interest and involvement in the evaluation
<b>Internal (WFP) stakeholders</b>	
<b>WFP country office (CO)</b>	<b>Key informant and primary stakeholder</b> – Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmed. The country office will be involved in using evaluation findings to assess



Stakeholders	Interest and involvement in the evaluation
	the effects of the program and learnings from the intervention period and to design and recommend the continuing implementation strategy and plan.
<b>Regional bureau (RB) for Eastern Africa</b>	<p><b>Key informant and primary stakeholder</b> – Responsible for oversight of country offices, technical guidance and support, the regional bureau has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the continuing implementation of the Decentralized Evaluation thus it is expected to use the evaluation findings to provide strategic and operational guidance, programme support, and oversight. This evaluation is commissioned by the Uganda Country Office.</p> <p>The regional evaluation unit will support country office/regional bureau management to ensure quality, credible and useful decentralized evaluation.</p>
<b>WFP HQ divisions</b>	<p><b>Key informants and primary stakeholder</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 learnings from the evaluation to inform further policy and implementation guidance for the next mainstream phase of Livelihood, Asset Creation and Resilience Interventions and for wider organizational learning and accountability.</p>
<b>WFP Office of Evaluation (OEV)</b>	<p><b>Primary stakeholder</b> – The Office of Evaluation 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. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.</p>
<b>WFP Executive Board (EB)</b>	<p><b>Secondary stakeholder</b> – The Executive Board provides final oversight of and guidance to WFP 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 Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>
<b>External stakeholders</b>	
<b>Beneficiaries</b>	<p><b>Key informants and primary stakeholders</b> – In this evaluation, beneficiaries are the men and women retailers, trainees of Financial Literacy sessions, smallholder farmers, traders, recipients of food/cash assistance and other related actors. As the ultimate recipients of food assistance, beneficiaries should not be affected negatively by WFP's interest in the decentralized evaluation. Food assistance should still be delivered to the same standards of quality, relevance, and timeliness.</p>
<b>Private Sector (processing, wholesalers, traders, retailers, etc.)</b>	<p><b>Key Informants and primary stakeholder</b> – All key actors in the livelihood, asset creation and resilience Interventions are local and international organizations, government stakeholders at National and subnational levels, local leaders, the private sector, either individuals or corporations and Livelihood, asset creation and Resilience Interventions relies on engaging communities, beneficiaries, local leaders and government ministries, departments, and agencies. These actors will be interested to</p>

Stakeholders	Interest and involvement in the evaluation
	know the impact WFP's actions on livelihood, asset creation and resilience of the beneficiaries and the food system overall. They will be involved in using evaluation findings for programme implementation.
<b>Government of RBN COs</b>	<b>Key informants and secondary 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. A robust evidence-based Evaluation of the WFP led livelihood, asset creation and resilience will assist in engaging governments and facilitating both scale up and sustainability of livelihood, asset creation and resilience interventions.
<b>United Nations country (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>	<b>Key informants and secondary stakeholder</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.
<b>Donors</b>	<b>Primary stakeholders</b> – WFP interventions are voluntarily funded by a number of donors. They 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. Donors are particularly interested in this Decentralized Evaluation aimed at scaling up and deepening self-reliant and resilient especially now during as the role out of the phase 3 prioritization is underway. Additionally, the contribution this DE shall make towards building interventions and potentially increase the impact of their donations by increasing livelihoods and that self-reliance of the beneficiaries using needed food purchases to strengthen local food systems.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

22. WFP country strategic plan (CSP)<sup>6</sup> in Uganda (2018–2025) guides partnership in support of the Government’s work to achieve Sustainable Development Goals 2 and 17. WFP has maintained an emergency response capacity and support the Government in hosting the growing number of refugees, addressing the causes of food insecurity and malnutrition, and improving the social-protection system. The CSP focuses on the following strategic outcomes:
- Strategic outcome 1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis.
  - Strategic outcome 2: Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year.
  - Strategic outcome 4: Smallholder farmers, especially women, in targeted areas have enhanced and resilient livelihoods by 2030.
  - Strategic outcome 5: Institutions have increased capacity to coordinate and manage food security and nutrition programmes and respond to shocks by 2030; and
23. The UG CO CSP (2018– 2025) aims to enhance the self-reliance of refugees through food assistance and the development of livelihood opportunities, in line with the Comprehensive Refugee Response Framework and the Refugee and Host Population Empowerment Framework in accordance with the Government’s settlement transformation agenda, which envisages a 70 percent/30 percent split between refugee and host communities to develop livelihood programmes that benefit both; foster social cohesion in refugee-hosting areas; and promote development. WFP focuses on nutrition in its activities with a view to reducing stunting through interventions addressing chronic malnutrition. WFP builds on its strengths in food security and vulnerability analysis, supply chain management and its proactive institutional approach to support of the Government’s policies and activities. WFP addresses any new hunger issues as they emerge, for example in urban contexts. WFP assistance involves direct implementation through joint design and programming, evidence gathering, knowledge-sharing, enhancement of national capacities, partnerships, and South South cooperation. Analysis of gender and protection issues inform implementation, with a focus on consultation with communities and beneficiaries. This CSP was designed to align with Uganda’s Vision 2040 and National Development Plan II. It contributes to the goals of the Uganda Zero Hunger Strategic Review and is integrated with the country’s United Nations development assistance framework: it contributes to Strategic Results 1, 2, 3, 5 and 8.
24. Adopting a more holistic approach, WFP Uganda focuses on food systems as a whole and on supply chain gaps. WFP buys more food in Uganda than in any other developing country. The food serves operations in not only Uganda but also other countries in East Africa. In 2018, WFP bought more than 188,000MT of food (maize, beans and sorghum) mainly coming from smallholder farmers (80% – 90%). Also, WFP provides other humanitarian agencies with supply chain services and expertise to support their operations in Uganda and the region. Working with the Ministry of Agriculture and other UN agencies, WFP trains smallholder farmers (including refugees and members of host communities) on ways to increase productivity, diversify crops to enhance nutrition, control quality and access markets. WFP works to increase the capacity of national and subnational institutions to coordinate and manage food security and nutrition programmes and respond to shocks, including through the development of a unified platform to register beneficiaries of government and development partners programmes.

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<sup>6</sup> [Uganda Country Strategic Plan \(2018–2022\) \(wfp.org\)](https://wfp.org/publications/uganda-country-strategic-plan-2018-2022)

25. Evidence currently informing the design of this evaluation includes evidence and lessons learned from several evaluations<sup>7</sup>:
- [Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative](#) (2008–2013) showed that overall, the initiative suffered in several areas, including limited effectiveness of the M&E framework and gender issues were not well addressed in the design. P4P's objectives were undermined by the rapid scale up that took place. Attributable impact from P4P on smallholder production and incomes was lacking.
  - Uganda Traceability Study: In collaboration with Mastercard Foundation, the objective of the research is the design of the right business requirements for traceability of price transmission between actors along the chain until the origin, what are the operational challenges in the field to implement digital traceability, and what solution (digital and non-digital) could be pursued by WFP to develop the right system.
  - Value Chain Analyses commissioned to inform LRFP pilot programmes: Sudan (2021), Uganda (2022) (full reports will be provided during the inception phase of this evaluation)

### 3.2. SCOPE OF THE EVALUATION

26. **Timeframe:** The period covered by this evaluation is from January 2018 to July–2023.
27. **Geographical Targeting:** Uganda (national, Karamoja), Regional dimension specifically coverage districts of the 13 settlements in both Southwestern and West Nile, Northern parts of Uganda.
28. **Components:** As stated above, activities and operational processes falling under Promoting Self-Reliance with Livelihood and resilience interventions will be the main subjects of this evaluation. Specifically, this DE will assess aspects of relevance, effectiveness, efficiency, and sustainability of the interventions contributing to resilience and self-reliance, including:
- Asset Creation interventions that aim to improve skills and community assets to reduce vulnerability through sustainable public works programmes that contribute to sustainable access to food. The DE aims to understand how these interventions have contributed to the reduced vulnerability and resilience to climate shocks.
  - Financial Literacy Programme, the DE aims to examine how the various components of the activity (capacity strengthening, skills building, policy strengthening, equipment, and social behavior change communication) contribute towards the improvement of household savings levels.
  - Agricultural Market Systems Support (AMS) interventions that aim to improve resilient and diversified livelihoods among targeted smallholder farmers. The DE aims to identify innovations and complementarity with other programmes, and how the AMS programme has impacted the livelihoods of targeted beneficiaries.
29. **Target Groups:** Target groups include local, national, and regional traders, aggregators, smallholder farmer organizations, other private sector actors, national governments, and other organizations such as national or international development agencies.

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<sup>7</sup> In addition to sources cited here, the [Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals](#) is also relevant, particularly related to discussions of home-grown school feeding.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

30. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance, with a view to informing future strategic and operational decisions. The evaluation will apply the international evaluation criteria of appropriateness, effectiveness, efficiency, (contribution to) impact, sustainability.
31. The evaluation should analyse how gender, 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, equity and wider inclusion dimensions should be integrated and considered into all evaluation criteria as appropriate. Additional cross-cutting elements that are important to the intervention, include: conflict sensitivity and environmental impact and climate resilience.

**Table 2: Evaluation questions and criteria**

Evaluation questions		Criteria
<b>EQ1 To what extent is the interventions relevant, appropriate, and coherent with populations needs and national policies?</b>		<b>Relevance/coherence</b>
1.1	To what extent was informed by relevant programmatic needs, analyses, and evidence?	Relevance
1.2	How appropriate are intervention targeting and coverage in meeting the objectives of Promoting Self-Reliance with Livelihood and resilience	Appropriateness
1.3	To what extent were design of intervention considered WFP comparative advantage and coherent with national policies and strategies, and other similar UN efforts?	Coherence
1.4	To what extent have interventions leveraging and adapting to programmatic approaches?	Coherence
1.5	What were the factors that enhanced or hindered quality design of the intervention?	
<b>EQ2 – To what extent the intervention contributing to changes within the wider food security?</b>		<b>Effectiveness</b>
2.1	What effects, positive or negative, intended or unintended, on local food systems have resulted?	Effectiveness
2.2	To what extents have tools and systems been effective?	Effectiveness
2.3	To what extent has WFP to partner with others to contribute to similar objectives?	Effectiveness

Evaluation questions		Criteria
2.4	What other opportunities can WFP seize, esp. related to its comparative advantage, to strengthen results?	Effectiveness
2.5	How equitable are benefits across and within different groups	Effectiveness
2.6	Are there any differential effects on gender equality and women empowerment, and inclusion of the youth, vulnerable and marginalized groups?	Effectiveness
2.7	To what extent WFP ensured consideration of protection, accountability to affected populations, gender equality, women's empowerment, environmental protection, adherence to humanitarian principles?	Effectiveness
2.10	What factors, internal to WFP or external, have influenced performance and results?	Effectiveness
2.11	Extent to which interventions contributing to resilience livelihoods have strengthened the capacities of the different target categories of beneficiaries and stakeholders.	Effectiveness
<b>EQ3 – To what extent WFP was efficient in resource mobilization and use?</b>		<b>Efficiency</b>
3.1	Has WFP ensured the timeliness of implementation of planned processes and results?	Efficiency
3.2	To what extent has intervention WFP used a monitoring and evaluation system ensuring reliable, valid, and timely programmatic decisions?	Efficiency
3.3	To what extent were targeting and coverage standards implemented efficiently?	Efficiency
3.4	How have WFP procurement units ensured functioning efficient collaborations and partnerships with programme units and external stakeholders?	Efficiency
<b>EQ4 – What is the likelihood that processes and results sustainable?</b>		<b>Sustainability</b>
4.1	Are the intervention processes and results likely to be sustainable?	Sustainability
4.2	To what extent the intervention included a mechanism the used of national and local capacities for sustaining results?	Sustainability

## 4.2. EVALUATION APPROACH, METHODOLOGY AND GEOGRAPHICAL COVERAGE

32. The evaluation approach will comprise:

- i. A participatory and adaptive approach that encourages CO ownership and ensures a use of the evaluation process and results.
- ii. A high level of engagement with WFP CO and sub-offices staff during data collection with regular feedback opportunities.
- iii. Periodic presentation of emerging findings, conclusions, and implications by the evaluation to WFP internal and external stakeholders.

- iv. An interdisciplinary and collegiate approach within the evaluation involving regular discussions and communications to harness its collective expertise and experience.

The evaluation methodology and matrix geared towards addressing the evaluation questions considering the data availability and quality challenges, budget, and timing constraints. The evaluation

33. "The evaluation methodology and matrix should be geared towards addressing the evaluation questions considering the data availability and quality challenges, budget and timing constraints. The evaluation will ensure through the use of mixed methods that women, girls, men and boys, as well as organizations/stakeholders (e.g., farmer organizations, traders, aggregators) participate and that their different voices are heard and used. 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.). The evaluation matrix will form the basis of the analytical framework, sampling strategy, data collection, tools instruments (desk review, interview and observation guides, survey questionnaires etc.). During the inception phase, they should prepare a detailed field work schedule for data collection phase.
34. The methodology should be sensitive in terms of GEWE, equity and inclusion considerations, 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 considered. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Looking for explicit consideration of gender and equity/inclusion, the evaluation must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
35. The evaluation *findings, conclusions and recommendations* must reflect gender and equity analysis, and a separate annex should be included to display the logical links between these results of the evaluation. The findings should include a discussion on intended and unintended effects of the intervention including gender equality and equity dimensions. The report should provide lessons/challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
36. The Evaluation will be expected to act independently and impartially. The following mechanisms for independence and impartiality will be employed: Evaluation will report to the Evaluation Manager and be expected to raise any issues related to any feeling of infringement on independence and impartiality to the Evaluation Committee Chair. The Evaluation Chair, supported by the Evaluation Manager, will then work to address concerns wherever necessary.

The Evaluation will be conducted to cover all the coverage areas of the Uganda CO intervention areas where livelihood and resilient interventions are implemented. This includes the 13 refugee settlements i.e., the refugees and selected host communities and the nine districts of Karamoja region.

### 4.3. EVALUABILITY ASSESSMENT

37. The evaluation will have access to quantitative data, monitoring data, project reports,<sup>8</sup> the Country Office Monitoring and Evaluation Tool (COMET), and SCOPE<sup>9</sup>. Gender disaggregated data will also be shared when available. The list of available data will be shared with the evaluation during the kick-off meeting.
38. As qualitative information is limited, primary data collection will be needed. The level of quality of data and information, as well as the sources available, can differ by indicator types. The evaluation should:
  - Critically assess data availability and reliability as part of the inception phase expanding on the information provided. This assessment will inform the data collection and the choice of evaluation methods.

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<sup>8</sup> WFP's new data platform that supports evidence-based decision-making and launched in 2019.

<sup>9</sup> SCOPE is WFP's beneficiary and transfer management platform that supports WFP programme intervention.

- 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.
1. The following potential risks to the approach and methodology have been identified:
    - Data availability and reliability:
      - i. Difficulty in establishing baseline data.
      - ii. Lack of key outcome data.
      - iii. Uneven availability of data.
    - Difficulty in accessing certain affected populations and communities at certain times of year.
    - Mitigation measures for each of these risks will be developed in close consultation with the Evaluation Committee and target country office focal points. Mitigation measures may include: the use of proxy and/or secondary data to measure any emerging changes related to evaluation questions, discussions across countries to standardize as much as possible certain data collection or analysis exercises, and others. The evaluation and approach should be prepared for possible remote support or data collection as access barriers arise.

#### 4.4. ETHICAL CONSIDERATIONS

2. The evaluation must conform to 2020 [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.
3. 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.
4. No additional ethical issues are anticipated at this stage.
5. All members of the evaluation will abide by the Pledge of Ethical Conduct as well as the WFP technical note on gender in evaluations, to mitigate against potential or perceived conflicts of interest. The evaluation 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

6. 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 quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation. This includes checklists for feedback on quality for each of the draft evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
7. The WFP Decentralized Evaluation Quality Assurance System (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 but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.



8. 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.
9. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation 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.
10. The evaluation manager will share the assessment and recommendations from the quality support service with the 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 does not take into account when finalizing the report.
11. The evaluation will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis, and reporting phases.
12. The evaluation 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.
13. WFP expects that all deliverables from the evaluation 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.
14. 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.

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<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”

# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

15. Table 4 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.

Table 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	March 16 2023	Preparation of ToR Selection of the evaluation & contracting	Evaluation manager
2. Inception	May 5th, 2023	Inception mission Document review Inception report and presentation <i>(should include analysis plan among others)</i> DEQS Final IR	Evaluation Team
3. Data collection	May 24, 2023	Fieldwork Exit debriefing	Evaluation Team
4. Reporting	August 3rd 2023	Data analysis and report drafting Comments process Learning workshop DEQS Final Evaluation report <i>(Clean data sets too shall be submitted)</i>	Evaluation Team
5. Dissemination and follow-up	August 31 <sup>st</sup> 2023	Management response Dissemination of the evaluation report	Evaluation team and Evaluation Manager

## 5.2. EVALUATION COMPOSITION

16. The evaluation is expected to include 3 members with evaluation expertise, including the leader, senior evaluator, and a research specialist. Incorporation of competent national evaluators with experience related to the evaluation subject are essential to ensure the, and anyone embedded in each context will have strong contextual knowledge to support the on-going evidence generation and learning process. Experience in livelihood and resilience interventions in Uganda or similar countries is required.

17. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR. member should have WFP experience.
18. The will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:
  - Extensive technical and operational experience in agriculture, livelihoods, food value chains, market development, agricultural economics, food systems
  - Food demand supply planning
  - Farm to market trade structures and the roles of different actors in the system
  - Good knowledge of gender, equity, and wider inclusion issues
  - Strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with Uganda.
  - Fluency (spoken and written) in key English and local languages in Uganda is expected. All members, especially the Leader should, have high oral and written fluence in English. All written deliverables are expected to be in English.
19. The leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent in English writing, synthesis, and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the; iii) leading the evaluation mission and representing the evaluation; and iv) drafting and revising, as required, the inception report, the end of field work debriefing presentation and evaluation report in line with DEQAS.
20. members will: i) contribute to the methodology in their area of expertise based on a document review. ii) conduct field work; iii) participate in meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
21. The evaluation will conduct the evaluation under the direction of its leader and in close communication with evaluation manager. They will be hired following agreement with WFP CO on its composition.

### 5.3. ROLES AND RESPONSIBILITIES

22. The CO management (**Director or Deputy Director**) will take responsibility to:
  - Assign an evaluation manager for the evaluation Lilian Likicho, CO M&E Officer.
  - Compose the internal evaluation committee and the evaluation reference group (see below)
  - Approve the final ToR, inception and evaluation reports
  - Approve the evaluation 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 on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation
  - 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.
23. The CO M&E officer, Lilian LIKICHO will be the **evaluation manager** of the evaluation process through all phases including: drafting this ToR; identifying the evaluation ; 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 ; ensuring that the has access to all documentation and information necessary to the evaluation; facilitating the '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 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 , represented by the leader, the firm's focal point, and WFP stakeholders to ensure a smooth implementation process.

24. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation. The evaluation committee will oversee the evaluation process, make key decisions, and review evaluation products. Annex 4 provides further information on the composition of the evaluation committee.
25. **An evaluation reference group (ERG)** is formed as an advisory body with representation from WFP CO, WFP RBN, partner agencies, governments and implementing partners (Annex 5 provides further information on the composition of the ERG). 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.
26. **CO** will be responsible for facilitating access to key documents and schedule interviews with internal and external stakeholders in collaboration with the evaluation manager.
27. **The Office of Evaluation (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 s 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

28. **Security clearance** where required is to be obtained from CO.
  - Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
  - As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.
29. To avoid any security incidents, the evaluation manager is requested to ensure that:
  - The WFP country office registers the members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground
  - The members observe applicable United Nations security rules and regulations – e.g., curfews, COVID-19 National rules etc.

#### 5.5. COMMUNICATION

30. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation 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. The Evaluation Manager will develop a specific communication plan, aligned with the

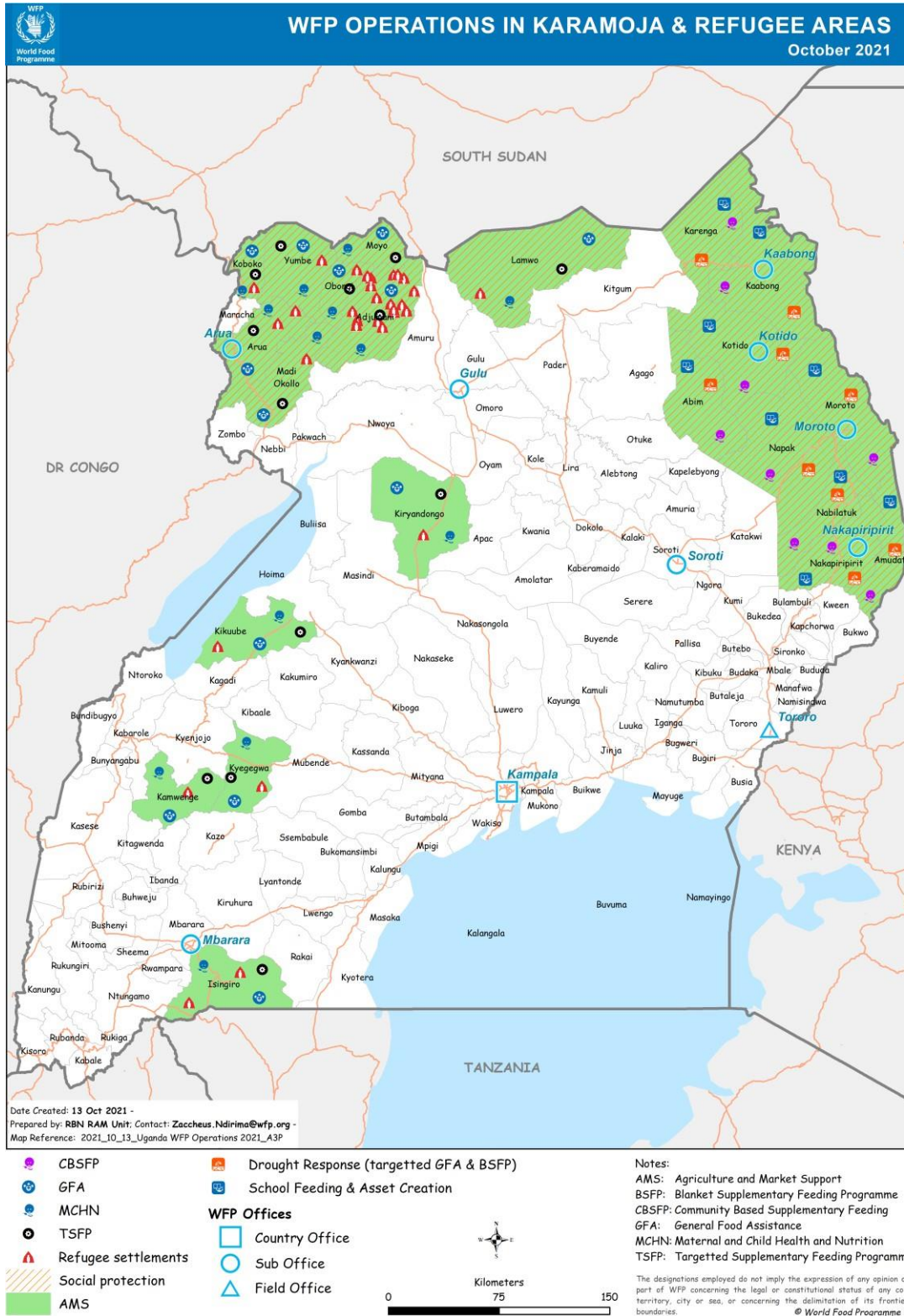
Evaluation Communication Strategy, that will be developed and shared with the evaluation during the inception phase. It will include and details specific communication methods, as well as roles and responsibilities among the EC and ERG members, COs and RBN colleagues. The communication plan will identify the users of the evaluation to involve in the process and to whom the report should be disseminated. It will indicate 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.

31. Should translators be required for fieldwork, the evaluation firm will arrange and include the cost in the budget proposal.
32. 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 approval of the final evaluation report, the report will be made public.
33. In addition to the final evaluation report, a PowerPoint presentation and an Evaluation Brief will be expected from the ET to support dissemination. Additionally, will be a presentation of the inception report,

## **5.6. BUDGET**

34. The evaluation will be financed from the CSP and Central Fund for Evaluations (CEFO)
35. The total budget for the evaluation will be released in tranches against the high quality and timely delivery of specific key deliverables. The proposals will be assessed according to technical and financial criteria. Firms are encouraged to submit realistic, but competitive financial proposals. The budget is inclusive of all travel, subsistence, and other expenses; including any workshops or communication products, and translation costs that need to be delivered.
36. Please send any queries as correspondence through the INTEND system.

# Annex 1: Maps



## Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
<b>Phase 1 - Preparation</b>		<b>Up to 9 weeks<sup>10</sup></b>
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	31st December
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	3rd January
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	27th January
EM	Start identification of evaluation	20th December
ERG	Review and comment on draft ToR	25th January
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	26th January
<b>EC Chair</b>	<b>Approve the final ToR and share with ERG and key stakeholders</b>	30th January
EM	Assess evaluation proposals and recommends selection	24th February
EM	Evaluation recruitment/contracting	14th March
<b>EC Chair</b>	<b>Approve evaluation selection and recruitment of evaluation</b>	16th March
<b>Phase 2 - Inception</b>		<b>Up to 7 weeks</b>
EM/TL	Brief core	17th March
ET	Desk review of key documents	21st March
ET	Draft inception report	29th March
EM	Quality assurance of draft IR by EM using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	6th April
ET	Review draft IR based on feedback received by DEQS, EM	12th April
EM	Share revised IR with ERG	14th April
ERG	Review and comment on draft IR	19th April
EM	Consolidate comments	21st April
ET	Review draft IR based on feedback received and submit final revised IR	26th April
EM	Review final IR and submit to the evaluation committee for approval	28th April
<b>EC Chair</b>	<b>Approve final IR and share with ERG for information</b>	5th May
<b>Phase 3 – Data collection</b>		<b>Up to 3 weeks</b>
<b>EC Chair/ EM</b>	Brief the evaluation at CO	9th May
<b>ET</b>	<b>Data collection</b>	24th May

<sup>10</sup> Two weeks within this timeframe that were not focused on the DE

<b>ET</b>	<b>In-country debriefing (s)</b>	26 <sup>th</sup> May
<b>Phase 4 - Reporting</b>		<b>Up to 11 weeks<sup>11</sup></b>
ET	Submit Draft evaluation report	19 <sup>th</sup> June
EM	Quality assurance of draft ER by EM using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	27 <sup>th</sup> June
ET	Review and submit draft ER based on feedback received by DEQS, EM	11 <sup>th</sup> July
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	13 <sup>th</sup> July
ERG	Review and comment on draft ER	24 <sup>th</sup> July
EM	Consolidate comments received	10 <sup>th</sup> July
ET	Review draft ER based on feedback received and submit final revised ER	18 <sup>th</sup> July
EM	Review final revised ER and submit to the evaluation committee	24 <sup>th</sup> July
<b>EC Chair</b>	<b>Approve final evaluation report and share with key stakeholders for information</b>	3 <sup>rd</sup> August
<b>Phase 5 - Dissemination and follow-up</b>		<b>Up to 4 weeks</b>
EC Chair	Prepare management response	15 <sup>th</sup> August <sup>12</sup>
<b>EM</b>	<b>Share final evaluation report and management response with the CO and OEV for publication and participate in end-of-evaluation lessons learned call</b>	31 <sup>st</sup> August

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<sup>11</sup> From the 27<sup>th</sup> May

<sup>12</sup> From the 4<sup>th</sup> of August



# Annex 3: Role and Composition of the Evaluation Committee

## See [TN on 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 Country Director/Deputy Country Director (CD/DCD) who will be the chair of the committee.

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

- The Country Director or Deputy Country Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretary)
- CO Head of Procurement
- Regional evaluation officer (REO)
- CO Food System specialist

## Input by Phase and Estimated time per EC member (excluding the Evaluation manager)

### Phase 1: Planning (1/2 day)

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

### Phase 2: Preparation (½ to 1 day)

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

### Phase 3: Inception (2 days)

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

### Phase 4: Data Collection and Analysis (2 days)

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

- Attend debriefing meeting with Evaluation

**Phase 5: Report (2 days)**

- Review the draft ER based on:
  - The external Quality Support advisory service feedback
  - ERG comments
  - The Evaluation responses documented in the comment matrix
- Approve the final ER

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

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

**Procedures of Engagement**

- The Chair of the Committee will appoint members of the evaluation committee
- The EM will notify the members of the time, location, and agenda of meetings at least one week before the meeting and share any background materials for preparation.
- Approval can be made via email based on 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

See [TN 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 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 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.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

## Composition

Country office
Core members: <ul style="list-style-type: none"><li>• Head of Procurement Unit</li><li>• Head of Programmes Unit</li><li>• Other CO staff with relevant expertise in resilience, livelihoods, gender</li><li>• Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&amp;E profile)</li></ul>

# Annex 5: Communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
<b>Preparation</b>	Draft TOR	Evaluation Reference Group	Evaluation manager	Email; bilateral meetings with key stakeholders; meeting with all the ERG members	To request review of and comments on TOR, especially agree on the scope and evaluation questions
	Final TOR	Evaluation Reference Group; WFP CO Management; Evaluation community; WFP employees	Evaluation manager	Email; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
<b>Inception</b>	Draft Inception report	Evaluation Reference Group	Evaluation Manager	Email	To request review of and comments on IR
	Final Inception Report	Evaluation Reference Group; WFP employees; WFP evaluation cadre	Evaluation Manager	Email ; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
<b>Data collection</b>	In-country Debriefing	For country case studies: WFP Country office management and programme staff; external stakeholders	leader	Meeting	To invite key country office stakeholders (internal and external) to debrief the fieldwork and discuss the preliminary findings
<b>Reporting</b>	Participatory data sense-making session and learning workshop	Evaluation Reference Group; RBN management and programme/Supply chain/Procurement staff; Country offices management and programme/supply chain/procurement staff	Evaluation manager and Leader	Online Meeting	To invite key stakeholders to discuss the preliminary findings in an interactive way

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
	Draft Evaluation report	Evaluation Reference Group	Evaluation manager	Email	To request review of and comments on ER
	Final Evaluation report	Evaluation Reference Group; WFP Management (from COs); partners; Evaluation community; WFP employees; public	Evaluation manager	Email: WFP go; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP); RBN Evidence Map; RBN Evaluation Newsletter	To inform key stakeholders of the final main products from the evaluation and make the report available publicly
<b>Dissemination &amp; Follow-up</b>	Draft Management Response	Evaluation Reference Group; RBN and CO Programme/ staff; RBN and CO M&E staff; Senior Regional Programme Adviser	Evaluation manager	Email and/or a webinar	To discuss the actions for RBN and COs to address the evaluation recommendations and elicit comments
	Final Management Response	Evaluation Reference Group, WFP Management; WFP employees; general public	Evaluation manager	Email; WFP go; WFP.org	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
<b>Dissemination &amp; Follow-up (Associated Content)</b>	Evaluation Brief	WFP Management; WFP employees; partners; external stakeholders	Evaluation	WFP.org, WFP go; email; RBN Evaluation Newsletter	To disseminate evaluation findings in a visual way
	Infographics: - 1 overall infographics with key findings across the region - 1 infographics	CO Management; CO Programme/ staff	Evaluation and Evaluation manager	WFP.org, WFP go; email; RBN Evaluation Newsletter	

# Annex 6: Bibliography

## CORPORATE

- Country Strategic Plan
- WFP, The Power of gender equality for food security, 2020
- *WFP engagement, position, vision & objectives for the 2021 UN food systems summit (internal use only)*
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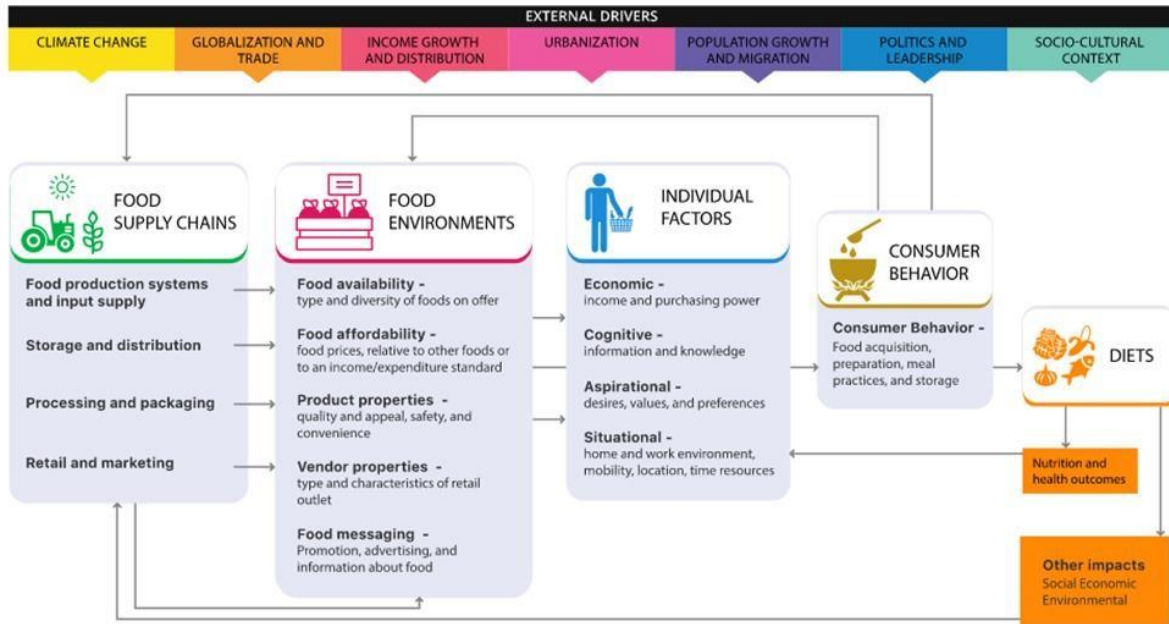
### COUNTRY OFFICE

- Uganda, AMS Market Facilitation in 2020, Summary Report, December 2020
- Uganda, Fill the Nutrient Gap, March 2019

Uganda County Office: <https://www.wfp.org/operations/ug01-uganda-country-strategic-plan-2018-2025>

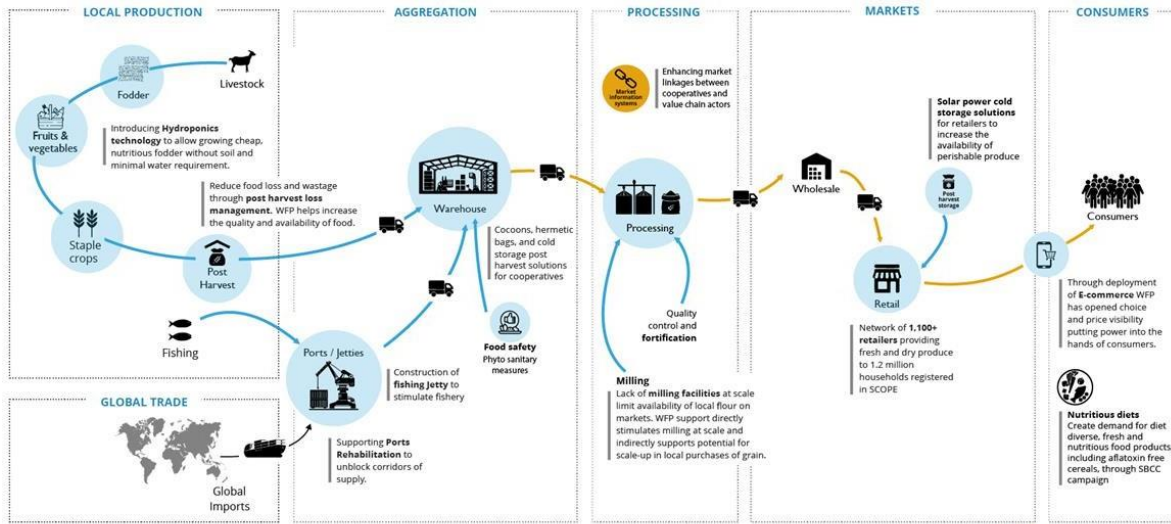
CSP Midterm review Report [UG CO CSP Midterm Review Report 2020](#)

# Annex 7: Food System Framework



ADAPTED FROM: HLPE (2017), NUTRITION AND FOOD SYSTEMS. A REPORT BY THE HIGH LEVEL PANEL OF EXPERTS ON FOOD SECURITY AND NUTRITION OF THE COMMITTEE ON WORLD FOOD SECURITY, ROME, ITALY.

# Annex 8: WFP Value Chain





# **Annex 9: Corporate resilience TOC & WFP CO Draft Theory of Change**

Resilience Models and Theory of Change

# Annex 10: Acronyms

<b>CBT</b>	Cash-Based Transfer
<b>CO</b>	Country Office
<b>COMET</b>	Country Office Tool for Managing effectively
<b>CSP</b>	Country Strategic Plan
<b>DEQAS</b>	Decentralized Evaluation Quality Assurance System
<b>DOTS</b>	WFP's data platform
<b>DRC</b>	The Democratic Republic of Congo
<b>EB</b>	Executive Board
<b>EC</b>	Evaluation Committee
<b>EM</b>	Evaluation Manager
<b>EQAS</b>	Evaluation quality assurance system
<b>ER</b>	Evaluation Report
<b>ERG</b>	Evaluation Reference Group
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>FS</b>	Food Systems
<b>FTMA</b>	Farm to Market Alliance
<b>GCMF</b>	Global Commodity Management Fund
<b>GEWE</b>	Gender equality and women's empowerment
<b>HQ</b>	Headquarter
<b>IR</b>	Inception Report
<b>KPI</b>	Key Performance Indicators
<b>LRFPF</b>	Local and Regional Food Procurement Pilot
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MT</b>	Metric Ton
<b>NGO</b>	Non-Governmental Organization
<b>OEV</b>	Office of Evaluation
<b>PHQA</b>	Post-Hoc Quality Assurance
<b>QS</b>	Quality Support
<b>RB</b>	Regional Bureau
<b>RBN</b>	Regional Bureau in Nairobi
<b>SC</b>	Supply Chain
<b>SC+</b>	Super Cereal Plus
<b>SCOPE</b>	WFP's beneficiary information and transfer management platform
<b>SDGs</b>	Sustainable Development Goals
<b>SNF</b>	Specialized Nutritious Foods
<b>TOC</b>	Theory of Change
<b>TOR</b>	Term of References
<b>UN</b>	United Nations
<b>UNCT</b>	UN Country
<b>UNDSS</b>	United Nations Department of Safety & Security
<b>UNEG</b>	United Nations Evaluation Group
<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNHCR</b>	United Nations Refugee Agency
<b>UNICEF</b>	United Nations Children's Fund
<b>WFP</b>	World Food Programme

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Date: 9.2.23

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