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# Evaluation of Uganda WFP Country Strategic Plan 2018-2025

Terms of reference (Final Draft)

December 8, 2023

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# 1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders at the WFP Uganda country office (CO) and the regional bureau in Nairobi (RBN).
2. The purpose of these ToR is to provide key information to stakeholders about the evaluation (reasons, context, scope, and methods), to guide the evaluation team, and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders, and main users of the evaluation; section 3 presents the context and the WFP portfolio in Uganda; section 4 defines the evaluation scope, criteria, and questions; section 5 identifies the evaluation methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized including the composition of the evaluation team. The annexes include the availability of performance data, list of relevant previous evaluations and list of acronyms.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

1. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). The evaluation of the WFP Uganda Country Strategic Plan (CSP) provides an opportunity for the Uganda CO to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new CSP which is scheduled for the Executive Board's (EB) approval in November 2025.

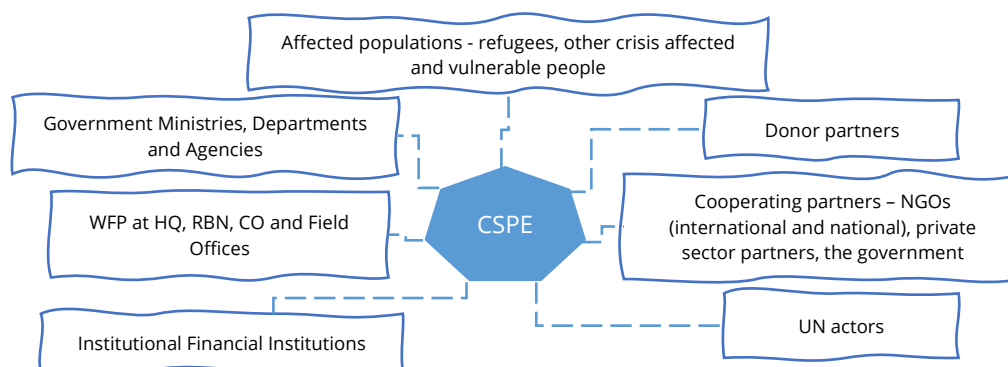
### 2.2. OBJECTIVES

2. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation of the Uganda CSP will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Uganda; and 2) provide accountability for results to WFP stakeholders.

### 2.3. KEY STAKEHOLDERS

3. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP Uganda CO, RBN, headquarters technical divisions including Programme, Supply Chain Operations, Nutrition and WFP's EB. Other key stakeholders include the Government of Uganda, affected populations, cooperating partners (International and national NGOs (non-governmental organizations), private sector actors, civil society organisations (CSOs)), the United Nations system in Uganda, and other relevant actors.
4. The CSPE will seek to engage with affected communities comprising of refugees, crisis affected and food insecure households including pregnant and breastfeeding women and girls, malnourished children aged 6-59 months, smallholder farmers, school children among others. Particular attention will be given to women and girls, and other potentially marginalised population groups such as persons with disabilities.

Figure 1: Categories of CSPE stakeholders



5. The Government of Uganda at national and sub-national levels are key stakeholders in this evaluation given their interest in WFP's alignment to key national strategies including Uganda's Vision 2040, National Development Plan (NDP) II/III, Refugee Response Framework (RRF) and Host Population Empowerment Framework (HPEF). WFP partner Ministries, Departments and Agencies (MDAs) include, among others, the Office of the Prime Minister (OPM); Ministry of Agriculture, Animal Industry and Fisheries; Ministry of Education; Ministry of Health; Ministry of Water; Ministry of Trade; Ministry of Gender, Labour, and Social Services Development; Uganda Bureau of Statistics (UBOS), National Planning Authority; District Local Governments; Ministry of Local Government; and Kampala Capital City Authority.
6. The CSPE will engage with other United Nations and humanitarian actors as well as the International Financial Institutions (IFIs such as the World Bank) that WFP has strategic and operational partnerships and engagements within Uganda. Specifically, the CSPE will engage with UNICEF, FAO, UNHCR, UNAIDS, IOM, and WHO among others.

7. Other key stakeholders (private sector, academia, civil society, and foundations) to be engaged by the CSPE by virtue of their partnership with WFP in the implementation of the different activities of the CSP, include but are not limited to, mobile service providers, financial institutions (such as Equity Bank), Uganda Red Cross Society, the Scaling Up Nutrition Movement (SUN) Uganda, the Bill & Melinda Gates Foundation, the Mastercard Foundation and Makerere University.
8. The evaluation will also seek the views of, and engage with, the main donors of the CSP, such as the United States, the United Kingdom, the European Commission, and Germany.

# 3. Context and subject of the evaluation

## 3.1 CONTEXT

### Socio-economic context

9. Uganda is a landlocked low-income country ranking 166<sup>th</sup> of 191 in the 2022 Human Development Index.<sup>1</sup> The estimated population in 2022 was 47.3 million (50.5 percent being females), of which approximately 75 percent was below the age of 30.<sup>2</sup> In 2018, 76 percent of the population was estimated to live in rural areas, and Uganda was among the most rapidly urbanizing countries in the world<sup>3</sup>. Infant mortality and under-5 mortality rates continue to be high, at 36 and 52 per 1,000 live births, respectively.<sup>4</sup>
10. Uganda's economy is dominated by the services industry (41.6 percent), followed by industry (26.8 percent), while agriculture, forestry and fishing contributed 24.1 percent to the 2021/2022 Gross Domestic Product (GDP).<sup>5</sup> Uganda's economic growth rate (GDP) dropped from 6.3 percent in 2018 to 4.7 percent in 2022 due to disruptions in global financial conditions, increasingly volatile weather, coronavirus 19 (COVID-19) and Ebola outbreak in 2022.<sup>6,7</sup>
11. According to the latest National Labour Force Survey (2021), 12 percent of the labour force was unemployed, and the rate was higher for youth (18-30 years of age), standing at 17 percent. This rate of unemployment was higher than in the 2016/17 labour force survey (10 percent) and with a wider gender gap in favour of men. Employment in agriculture, forestry and fisheries accounted for 36 percent of the employed labour force, down from 41.2 percent in the 2016/2017 labour force survey. A large proportion (88 percent) of employment excluding agriculture is informal.<sup>8</sup>
12. Poverty is high, with 42.2 percent of the population living on an income of less than \$2.15 a day in 2019.<sup>9</sup> Poverty levels depends on food access and affordability, and on the incidence of climatic shocks.<sup>10</sup>
13. In 2017, about 17 percent of adults in addition to four percent of children aged 2-4 and eight percent of children aged 5-17 were living with a disability. The prevalence of disability was above 50 percent for all age groups older than 60 years of age.<sup>11</sup> Disability was reported as the most prevalent basis for discrimination,<sup>12</sup>

### Food and nutrition security

14. Uganda has achieved Millennium Development Goal 1 (MDG 1)<sup>13</sup> but food insecurity levels in the country are classified as serious by the 2022 Global Hunger Index.<sup>14</sup> The prevalence of moderate or severe food insecurity in the population is at 74 percent in 2023 (73 percent female adults), and the prevalence of severe food insecurity in the population has remained at 25 percent.<sup>15</sup>

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<sup>1</sup> United Nations Development Programme. 2022. [The 2021/2022 Human Development Report](#).

<sup>2</sup> United Nations Department of Economic and Social Affairs, Population Division. 2022. [World Population Prospects 2022](#).

<sup>3</sup> Department of Economic and Social Affairs. 2019. [World Urbanization Prospects. The 2018 Revision](#).

<sup>4</sup> Uganda Bureau of Statistics, UNFPA, UNICEF and WHO. 2023. [Uganda Demographic and Health Survey \(UDHS\) 2022 Key Findings](#).

<sup>5</sup> Uganda Bureau of Statistics. 2022. [Statistical Abstract](#).

<sup>6</sup> See: [Uganda Overview: Development news, research, data | World Bank](#).

<sup>7</sup> See: <http://data.worldbank.org/country/uganda>.

<sup>8</sup> Uganda Bureau of Statistics. 2021. [The National Labour Force Survey 2021 – Main Report](#).

<sup>9</sup> World Bank Group. 2023. [Poverty headcount ratio at \\$2.15 a day \(2017 PPP\) \(% of population – Uganda\)](#). (Accessed 16 November 2023.)

<sup>10</sup> See: [Uganda Overview: Development news, research, data | World Bank](#)

<sup>11</sup> Uganda Bureau of Statistics. 2018. [Uganda Functional Difficulties Survey 2017](#).

<sup>12</sup> Ibid.

<sup>13</sup> Ministry of Finance, Planning & Economic Development. 2015. [Millennium Development Goals Report for Uganda 2015](#).

<sup>14</sup> Welthungerhilfe and Concern Worldwide. 2023. [Global Hunger Index 2023](#).

<sup>15</sup> FAO, IFAD, UNICEF, WFP and WHO. 2023. [The State of Food security and Nutrition in the World 2023](#).

15. Agricultural production continues to play a critical role in enhancing food security in Uganda. However, some areas suffer from insufficient food availability and seasonal price fluctuations. Smallholder productivity is low because of limited access to agricultural services, credit, and reliance on traditional production methods.<sup>16</sup> In Karamoja, land conflicts restrict access to agricultural land and feature as one of the significant shocks to households.<sup>17</sup>
16. Malnutrition is high and widespread in the country; the latest estimated prevalence (2020-2022) of undernourishment in the total population is 31.6 percent.<sup>18</sup> Among children under the age of five, 24.4 percent are stunted, and 9.7 percent are underweight. Nine percent of women aged 15-49 and 15.4 percent of men aged 15-54 are thin; 26.4 percent of women and 10.7 percent of men in these age categories are overweight or obese.<sup>19</sup> The latest measurement of prevalence of anaemia in women aged 15-49 was 32 percent in 2016.<sup>20</sup>
17. The food security and nutrition situation varies across the country, with high prevalence of malnutrition and food insecurity in the poorest Eastern and Northern regions.<sup>21</sup> Amongst the refugee population, 94 percent are considered highly economically vulnerable.<sup>22</sup>

### Humanitarian situation

18. Uganda faces multiple humanitarian crises every year, including refugee influxes, disease outbreaks and climate-related disasters. In 2022, due to drought, more than 500,000 people in the Karamoja subregion were food-insecure, and nearly 92,000 malnourished children required treatment. These emergencies have been compounded by an Ebola outbreak declared in September 2022. Altogether, an estimated 13.8 million children, women, and vulnerable people were assessed as requiring humanitarian assistance in 2023.<sup>23</sup>
19. Uganda continues to be Africa's largest refugee hosting country with over 1.5 million (54 percent female, 81 percent women and children, 3 percent elderly) refugees from South Sudan, the Democratic Republic of Congo (DRC), Somalia, Burundi, Rwanda, and other countries. The refugees are located across thirteen districts in North and South-Western regions and in the capital Kampala, with 94 percent of them living in settlements alongside host communities in areas which are among the poorest and most underdeveloped in the country.<sup>24</sup>
20. The Uganda Country Refugee Response Plan (UCRRP) provides a framework for the period 2022-2025 for the government, UN agencies, international and national partners to address the refugee challenges in a holistic, comprehensive, and integrated manner to maintain asylum space, provide live-saving assistance, improve access to public services, strengthen co-existence and self-reliance, and pursue durable solutions.
21. Funding shortages have forced WFP and UNHCR in Uganda to reduce rations and prioritize the limited food and cash assistance to refugees. In May 2023, the two agencies in collaboration with Office of the Prime Minister decided on the approach: refugee households were categorized into (1) highly vulnerable (13.4 percent of the refugee population), (2) vulnerable (82.2 percent) and (3) self-reliant (4.4 percent). Starting from July 2023, highly vulnerable refugees were entitled to 60 percent of the food/cash ration, vulnerable refugees to 30 percent ration, and self-reliant refugees were transitioned out of assistance.<sup>25</sup>

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<sup>16</sup> Ministry of Finance, Planning & Economic Development. 2015. [Millennium Development Goals Report for Uganda 2015](#).

<sup>17</sup> World Food Programme and Uganda Bureau of Statistics. 2021. [Food Security and Nutrition Assessment in Karamoja 2021](#). Kampala, Uganda.

<sup>18</sup> FAO, IFAD, UNICEF, WFP and WHO. 2023. [The State of Food security and Nutrition in the World 2023](#).

<sup>19</sup> Uganda Bureau of Statistics, UNFPA, UNICEF and WHO. 2023. [Uganda Demographic and Health Survey \(UDHS\) 2022 Key Findings](#).

<sup>20</sup> Uganda Bureau of Statistics and ICF. 2018. [Uganda Demographic and Health Survey 2016](#).

<sup>21</sup> See: World Bank Group. 2020. [Monitoring impacts of COVID-19 and other shocks, round 9](#).

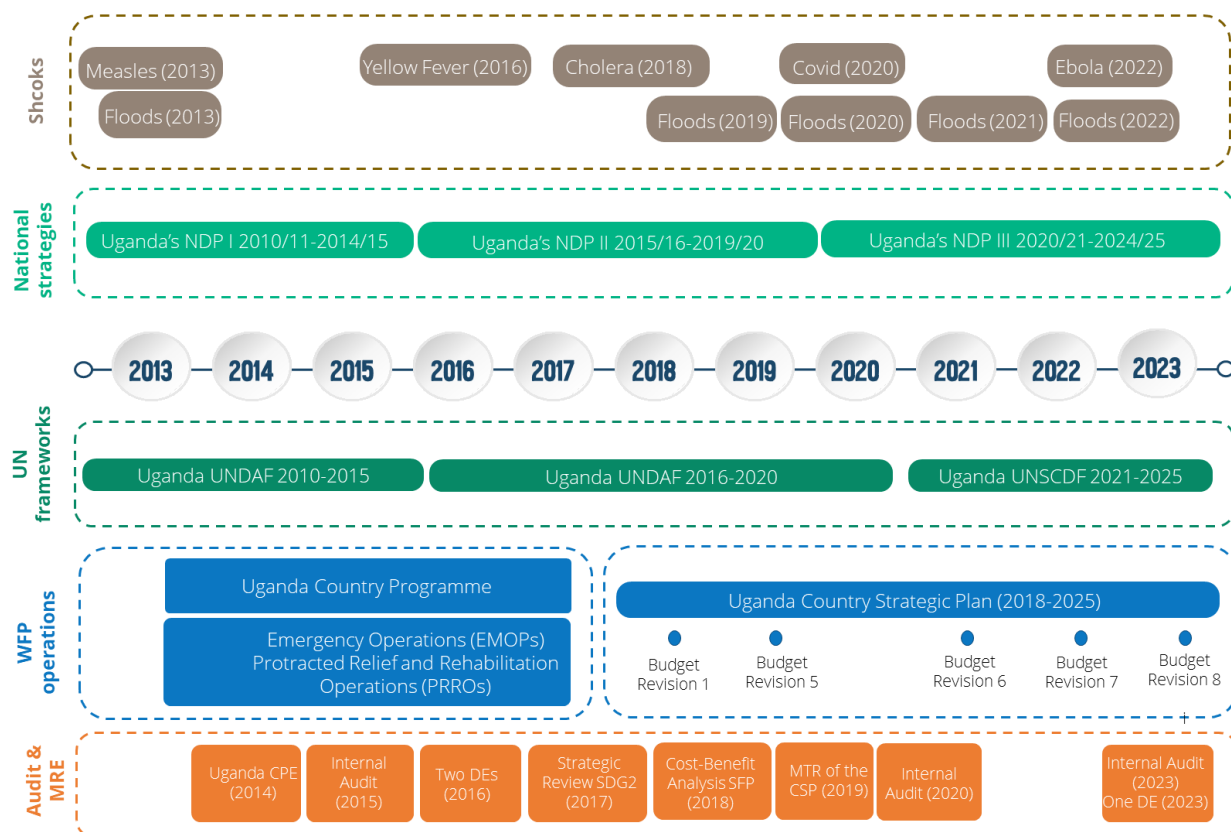
<sup>22</sup> Inter-Agency Uganda Country Refugee Response Plan (2022-2025)

<sup>23</sup> See: [Uganda Humanitarian Action for Children \(HAC\) Appeal 2023 | UNICEF Uganda](#)

<sup>24</sup> Inter-Agency Uganda Country Refugee Response Plan (2022-2025)

<sup>25</sup> World Food Programme, United Nations High Commissioner for Refugees and Office of the Prime Minister. 2023. *RE: Prioritization of general food & cash assistance (GFA) to refugees and asylum seekers in Uganda*. Communique issued on 3 May 2023 to national stakeholders. (Shared internally by WFP Uganda on 6 December 2023).

**Figure 2: Timeline of main crises affecting the country and WFP operations 2013-2023**



Source: CSP Annual Country Reports 2018 – 2022, CSP Budget Revision documents, OP Web, Reliefweb

## Gender and protection

22. Uganda is ranked 166<sup>th</sup> of 191 in the 2022 Gender Inequality Index (GNI), with challenges such as gender-based violence (GBV), harmful social and cultural practices (child marriage and Female Genital Mutilation (FGM)). An analysis of gender-based violence incidents from the National GBV database for 2022 data showed that denial of resources constitutes the largest share of reported GBV cases (31 percent); Acholi, Karamoja and West Nile sub-regions account for over one half of all cases.<sup>26</sup> In 2016, 40 percent of women aged 20-49 reported they were first married before the age of 18 and 25 percent of women aged 15-19 had begun childbearing.<sup>27</sup> According to UNFPA, teenage pregnancies contribute up to 28 percent of maternal death in Uganda; 22.7 percent of school dropouts are due to teenage pregnancy.<sup>28</sup> 16 percent of women aged 15-49 report having experienced sexual violence,<sup>29</sup> Pregnancy-related and maternal mortality rates are high.<sup>30</sup>

<sup>26</sup> Uganda Ministry of gender, labour and social development. 2022. [Statistical abstract 2021/2022](#).

<sup>27</sup> Uganda Bureau of Statistics. 2018. [Uganda Demographic and Health Survey](#).

<sup>28</sup> United Nations Population Fund. 2017. [Addressing gender-based violence is a key driver to sustainable development](#).

<sup>29</sup> Uganda Bureau of Statistics, UNFPA, UNICEF and WHO. 2023. [Uganda Demographic and Health Survey \(UDHS\) 2022 Key Findings](#).

<sup>30</sup> 228 deaths per 100,000 births (pregnancy-related mortality ratio); 189 deaths per 100,000 live births (maternal mortality ratio) Uganda Bureau of Statistics, UNFPA, UNICEF and WHO. 2023. [Uganda Demographic and Health Survey \(UDHS\) 2022 Key Findings](#).



23. Social norms and mores driving gender inequalities in Uganda include patriarchy, religion, family, marriage as well as social and cultural practices.<sup>31</sup> Other challenges include low asset ownership, though progress has been made on equitable land ownership since 2012.<sup>32</sup>

### 3.2 THE SUBJECT OF THE EVALUATION

24. WFP has been in Uganda since 1964 providing food assistance to refugees, crisis affected and other vulnerable populations.

25. In November 2017, WFP's EB approved Uganda CSP for 2018-2022 which was extended to 2025 in June 2021 through [budget revision 6](#). The overarching aim of the CSP was to support the Government's work to achieve SDG 2 and 17. The CSP therefore sought to maintain WFP's emergency response capacity, support the government to host refugees, address root causes of food insecurity, malnutrition and improve social protection system. These CSP aspirations were designed to be achieved by focusing on six strategic outcomes (SOs) and 10 associated activities as presented in Table 1.

26. The [2018-2025 CSP](#)<sup>33</sup> succeeded a portfolio including a country programme (2016-2020), an emergency operation (EMOP), and a three-year (2016-18) protracted relief and rehabilitation operation (PRRO). The country portfolio priority areas were emergency response, food and nutrition security (FNS), and agriculture and market support (AMS). Both the EMOP and PPRO were rolled into the new CSP.

27. The design, orientation and focus of the 2018-25 CSP was informed by learnings from the 2014 country portfolio evaluation, decentralized evaluations, the 2019 mid-term review (MTR) of the 2018-22 CSP, and the 2017 Uganda zero hunger strategic review recommendations. Their findings can be summarized as follows:

- The 2014 country portfolio evaluation<sup>34</sup> recommended for WFP's strategic repositioning to focus on three priority areas (nutrition and social protection, the Karamoja resilience strategy, and AMS); and maintain a dual approach of advocacy and service delivery in Karamoja.
- The 2016 Decentralized Evaluation of WFP's Nutrition Programs in the Karamoja region recommended the development of a school feeding programme model that provides services at health facilities and selected Community Based Supplementary Feeding Programme (CBSFP) outposts and Ministry of Health (MoH) outreach clinics in Karamoja; piloting of cash transfers in the Maternal Child Health Nutrition (MCHN) program; developing and integrating a more gender focused approach in MCHN/CBSFP nutrition programs.
- The 2018-22 CSP MTR recommended for the development of an overarching Theory of Change (ToC) for the CSP; the adoption of five-year programming; and the adoption of the corporate approach to capacity strengthening across all outcomes and merging CCS with South-South cooperation interventions; and strengthening of project cycle management expertise, systems, and structures.
- The broader 2017 Uganda zero hunger strategic review<sup>35</sup> recommended for the establishment of effective early warning systems, addressing structural causes of food and nutrition insecurity, promotion of transformative opportunities, institutional capacity development for food and nutrition security, revitalizing the role of non-state actors to improve food and security outcomes, addressing of food safety concerns, and closing gaps for effective M&E and timely policy response.

28. Key strategic shifts intended under the 2018-2025 CSP include a transition to national ownership through sharing of analyses and evidence and provision of technical assistance; promotion of transition from

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<sup>31</sup> Uganda Bureau of Statistics. 2019. [Gender issues in Uganda: An analysis of gender based violence, asset ownership and employment](#).

<sup>32</sup> Ibid.

<sup>33</sup> See: [Uganda Country Strategic Plan \(2018–2022\) \(wfp.org\)](#)

<sup>34</sup> See: [CPE UGA 2009-2013 Evaluation Report \(wfp.org\)](#)

<sup>35</sup> WFP and Uganda National Planning Authority. 2017. [Towards Zero Hunger. A Strategic Review of Sustainable Development Goal 2 in Uganda](#).

relief food assistance to self-reliance in refugee hosting areas; use of cash transfers where markets are functional; introduction of nutrition, HIV, and gender transformation-sensitive programming; and engagement with private sector organizations to address root causes of malnutrition.

29. The original 2018-2022 CSP had a total cost of USD1.2 billion with 84 percent (of the total needs-based plan (NBP)) allocated to strategic outcome 1 to reach of 3.3 million beneficiaries (63 percent being refugees from the neighbouring countries of DRC, Burundi, South Sudan, and Rwanda). This resourcing structure underscores a clear focus on maintaining WFP's crisis response capacity. As at end of 2022, the CSP's resource level was at 54% of the NBP. Additional details on the CSP financial situation are presented in Table 2 below.
30. The CSP went through eight budget revisions (BRs) to adapt to the operational context and ensure continued strategic positioning. Notably, in 2020, the 2018-22 CSP, through BR 6 was extended to 2025. The BRs were triggered by factors such as additional evidence that had implications for programming; recommendations of the 2019 MTR of the CSP; the need to align with government policies and programmes (NDP III -2020/21-2024/25); and alignment to the new UNSDCF (2020/21-2024/25). These BRs did not change the strategic orientation of the 2018-2022 CSP but had implications on the duration, scope and focus of activities, number of beneficiaries as well as the cost of delivery as summarized below:
  - **BR 1 of 2018:** The key revision was inclusion of the capacity strengthening modality under Activity 1 (to improve the quality of the response for refugees, through nutrition specific and nutrition sensitive activities such as infrastructure enhancement at nutrition activity sites, retailer engagement for a prospective scale up of Cash Based Transfers (CBT)); and capacity building around gender, protection and Accountability to Affected Populations (AAP)). The programmatic and financial implications of BR 1 included no change in the number of beneficiaries that remained at 3.3 million but increased the total cost of the CSP by USD 18.1 million.
  - **BR 5 of 2019:** The key changes made included a 24 percent reduction in the refugee response under Activity 1 as a result of the UNHCR and the Office of the Prime Minister (OPM) refugee reverification exercise in 2018, deactivation of Activity 7 from 2019 onwards and moving all its resources into activity 6, and factoring in significant staffing augmentation in the field that addresses insufficient staffing capacity as highlighted in the 2018 WFP Office of Inspector General's Inspection Report and WFP's 2018 organizational alignment exercise to ensure it was fit for purpose to deliver on the ambitious goals laid out in the CSP. The programmatic and financial effects of BR 5 was a decrease in the number of beneficiaries by 654,972 from 3.3 million to 2.7 million but increased the total cost of the CSP by USD 19.5 million.
  - **BR 6 of 2021:** The key changes included a three-year extension of the CSP from 2022 to 2025 and minor programme design adjustments informed by CSP MTR findings and to ensure alignment with the NDP III, and the UNSDCF. Programme design changes was part of the shift from a "doer" to an "enabler" role. The programmatic and financial implications of BR 6 were an increase in the number of beneficiaries by 432,758 to 3.1 million; and increased total cost of the CSP by USD 538 million to USD 1.8 billion.
  - **BR 7 of 2022:** The key changes made to the CSP included increase in the number of refugees supported under activity 1 to align with the revised inter-agency Refugee Response Plan (RRP), scale up of CBT under activity 1, revision of activity 6 to introduce CBT to enable smallholder farmers to buy improved postharvest technologies (PHT), and absorption of funding from Mastercard Foundation for activity 6 interventions. The programmatic and financial effects of BR 7 were an increase in the number of beneficiaries by 297,785 from 2.9 million to 3.2 million; and increased total cost of the CSP by USD 74 million.
  - **BR 8 of 2023:** The most significant change in this revision was the increase in the value and duration of general food assistance cash transfers to refugees under outcome 1. Additionally, under outcome 2, the number of planned school children beneficiaries was increased. The provision of nutri-cash was moved from activity 3 (outcome 2) to activity 8 under outcome 5 to support the strengthening of the government social protection system. The number of planned direct beneficiaries was reduced back to 2.9 million, while the needs-based plan increased by 115.6 million.
31. The approved CSP (2018-2022) was planned to reach 3.3 million beneficiaries (51 percent being women and girls). Despite the changes under the BRs described above to adapt WFP programming, there was only a three percent decrease in the planned beneficiaries target for the revised 2018-2025 CSP. Figures 2 and 3 present the overview of planned and actual beneficiaries with breakdown by activity/component, by year and disaggregated by sex and age.

32. WFP CO in Uganda is in the capital Kampala and serves three Area offices (Kyenjojo in southwest; and Arua and Moroto in northern Uganda) with six field-offices (Isingiro, Kyenjojo, Kyangwali, Gulu, Koboko, Kotido) across the country (see Annex 4).

**Table 1: Uganda CSP (2018-2025), overview of strategic outcomes and activities**

Strategic Outcomes	Activities	Modalities of intervention
<b>SO 1:</b> Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis	<b>Activity 1:</b> Provide food and nutrition assistance and promote financial inclusion of refugees. <sup>36</sup>	CBT, food, capacity strengthening
	<b>Activity 2:</b> Provide food and nutrition assistance to crisis-affected households.	CBT, food, capacity strengthening
<b>SO 2:</b> Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year	<b>Activity 3:</b> Provide technical assistance to the government, women and men participating in community-level asset creation projects and strengthen the national social protection system to deliver livelihood and resilience building programmes. <sup>37</sup>	CBT, food, capacity strengthening
	<b>Activity 4:</b> Provide nutritious hot meals to children attending school and technical assistance to government for increased national ownership, including through South-South cooperation. <sup>38</sup>	Food, capacity strengthening
<b>SO 3:</b> Children aged 6–59 months in food-insecure areas have acute malnutrition and stunting rates in line with national targets by 2030	<b>Activity 5:</b> Provide specialized nutritious food and nutrition-sensitive interventions to populations at risk. <sup>39</sup>	CBT, food, capacity strengthening
<b>SO 4:</b> Smallholder farmers, especially women, in targeted areas have improved and resilient livelihoods by 2030	<b>Activity 6:</b> Strengthen the capacity of the government, smallholder farmers, micro and small enterprises in post-harvest management, agro-processing, and link smallholder farmers to markets. <sup>40</sup>	CBT, capacity strengthening
	<b>Activity 7:</b> Provide transfers for purchasing affordable household storage and provide training in nutrition and other topics to targeted smallholder farmers. (DEACTIVATED)	CBT, capacity strengthening

<sup>36</sup> Wording as of BR06. Original text: "Provide food and nutrition assistance for refugees."

<sup>37</sup> Wording as of BR06. Original text: "Provide cash and food transfers for women and men participating in community asset-creation projects and technical assistance for the Government through South-South cooperation and other initiatives."

<sup>38</sup> Wording as of BR06. Original text: "Provide nutritious hot meals to children attending school and technical assistance to the Government through South-South cooperation and other initiatives."

<sup>39</sup> Wording as of BR06. Original text: "Provide specialized nutritious food and nutrition-sensitive cash transfers for populations at risk."

<sup>40</sup> Wording as of BR08. Previous wording, from BR06 was "Strengthen the capacity of selected national and subnational institutions and their underlying systems to provide direct income support." Original text: "Provide training and nutrition and gender education, post-harvest equipment and storage facilities for farmers' organizations and technical assistance to the Ministry of Agriculture and other institutions through South-South cooperation and other initiatives."

Strategic Outcomes	Activities	Modalities of intervention
<b>SO 5:</b> Institutions have increased capacities by 2030 to coordinate and manage food security and nutrition programmes and respond to shocks	<b>Activity 8:</b> Strengthen national and subnational social protection systems, capacity, and strategies, enabling the delivery of nutrition-sensitive social transfers to vulnerable people. <sup>41</sup>	Capacity strengthening, service provision
	<b>Activity 9:</b> Strengthen the capacity of selected national and subnational institutions and their underlying systems to respond to shocks. <sup>42</sup>	Capacity strengthening, service provision
<b>SO 6:</b> The humanitarian community in Uganda and neighbouring countries has access to cost-efficient supply chain services	<b>Activity 10:</b> Provide supply-chain services and expertise to enable partners to deliver humanitarian assistance.	Service provision

*Source: Uganda Country Strategic Plan (2018-2022), Crisis response revision of Uganda country strategic plan (2018-2022) and corresponding budget revisions*

<sup>41</sup> Wording as of BR06. Original text: "Provide a single registry to enable government and development partners to coordinate and target programmes."

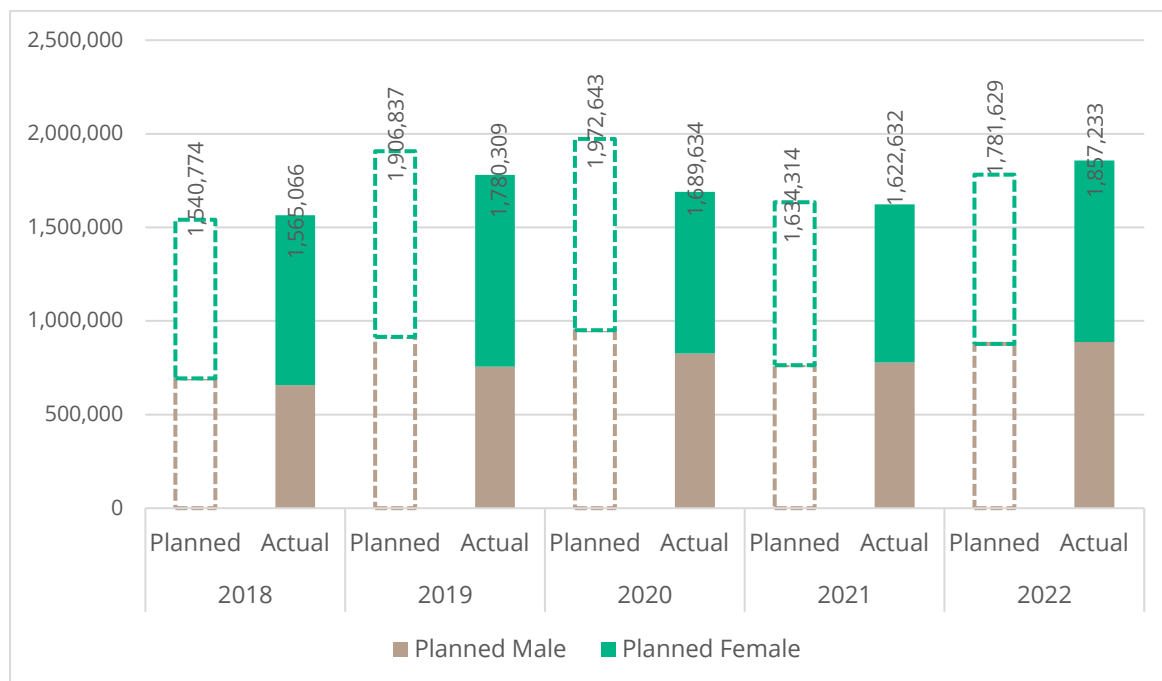
<sup>42</sup> Wording as of BR06. Original text: "Provide technical assistance to enable the Government and first responders to prepare for and respond to emergencies."

Table 2: CSP Uganda (2018-2025) cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 08 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	930,060,132	↑ 1,516,877,546	800,833,210	52.8%
		Act. 02	18,638,542	↑ 28,743,127	17,464,107	60.8%
	<b>Sub-total SO 1</b>		<b>948,698,674</b>	<b>1,545,620,673</b>	<b>818,297,317</b>	<b>52.9%</b>
Resilience building	SO 2	Act. 03	42,189,000	↑ 49,847,747	22,861,771	45.9%
		Act. 04	20,119,541	↑ 43,659,578	24,494,006	56.1%
	<b>Sub-total SO 2</b>		<b>62,308,540</b>	<b>93,507,325</b>	<b>47,355,777</b>	<b>50.6%</b>
Root causes	SO 3	Act. 05	79,631,490	↓ 74,709,425	37,753,402	50.5%
	<b>Sub-total SO 3</b>		<b>79,631,490</b>	<b>74,709,425</b>	<b>37,753,402</b>	<b>50.5%</b>
	SO 4	Act. 06	17,642,217	↑ 32,972,232	17,821,028	54.0%
		Act. 07	7,001,380	↓ 1,564,284	655,475	41.9%
	<b>Sub-total SO 4</b>		<b>24,643,597</b>	<b>34,536,516</b>	<b>18,476,503</b>	<b>53.5%</b>
	SO 5	Act. 08	6,271,130	↑ 25,026,672	14,785,300	59.1%
		Act. 09	1,858,795	↑ 3,037,769	3,178,884	104.6%
<b>Sub-total SO 5</b>		<b>8,129,925</b>	<b>28,064,441</b>	<b>17,964,185</b>	<b>64.0%</b>	
Crisis response	SO 6	Act. 10	4,955,412	↑ 17,039,142	8,080,050	47.4%
	<b>Sub-total SO 6</b>		<b>4,955,412</b>	<b>17,039,142</b>	<b>8,080,050</b>	<b>47.4%</b>
	Non-SO Specific				1,114,549	
	Total Direct Operational Cost		1,128,367,638	1,793,477,521	949,041,783	52.9%
	Direct Support Cost (DSC)		26,813,255	80,233,617	67,155,638	83.7%
	Indirect Support Cost (ISC)		80,862,663	120,627,443	60,362,739	50.0%
	<b>Grand Total</b>		<b>1,236,043,556</b>	<b>1,994,338,581</b>	<b>1,076,560,161</b>	<b>54.0%</b>

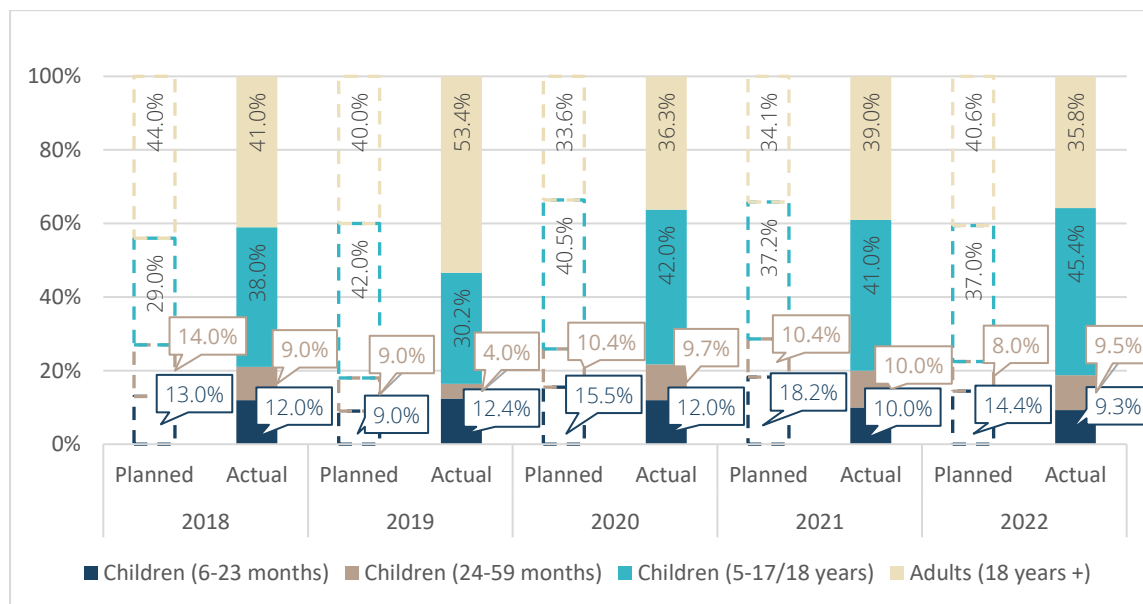
Source: SPA Plus, IRM Analytics – EV\_CPB Resources Overview, accessed on 30 October 2023. Cumulative allocated resources figures have not been validated.

**Figure 3: CSP Uganda (2018-2025) planned and actual beneficiaries**



Source: COMET CM-R001b Uganda

**Figure 4: CSPE Uganda (2018-2025) beneficiaries, composition by age category**



Source: COMET CM-R001b Uganda

## 4. Evaluation scope, criteria, and questions

33. The unit of analysis of this evaluation is the WFP's Uganda CSP (2018-25), understood as the set of strategic outcomes, outputs, activities, and inputs that were included in CSP document approved by the WFP's EB in November 2017, as well as the eight subsequent budget revisions.
34. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in the context of increasing need for assistance to refugees, and other vulnerable and food insecure populations, as well WFP added value to social protection systems and capacity strengthening at national and subnational level.
35. Given that the 2018-25 CSP is the first generation CSP for WFP Uganda, there is no previous CSPE. Therefore, the temporal scope of the evaluation should cover WFP 2017 operations to enable assessment of the CSP design and the transition from the country programme to the CSP.
36. The evaluation will address four main questions common to all WFP. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the WFP Uganda CSP and country context, including as they relate to assessing the response to any unforeseen crisis.

### EQ1 – To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

1.1	To what extent and how was the design of the CSP and its consecutive budget revisions informed by credible evidence? To what extent was it strategically and realistically targeted to address the root causes of, and strengthen capacities to address food insecurity and malnutrition in Uganda?
1.2	To what extent and how was the CSP designed and implemented to 'enable' the Government of Uganda in achieving national priorities (Vision 2024, NDP II&III, RRF, HPEF), as well as supporting the UN cooperation framework and the SDGs?
1.3	To what extent and how is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?
1.4	To what extent and how did the CSP adapt and respond to evolving needs and priorities in Uganda to ensure continued relevance - for example through budget revisions - without compromising the original focus of the CSP? How well did WFP balance agility with consistency in its strategic and operational engagements in Uganda?

### EQ2 – What difference did the CSP make to food security and nutrition in the country?

2.1	To what extent and how did WFP use its comparative advantage to achieve its CSP coverage and outcome targets and what are its contributions to the expected outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF)? Were there any unintended outcomes, positive or negative?
2.2	To what extent and how did WFP's strategies contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change) and adhere to humanitarian principles?

2.3	To what extent and how are achievements under the CSP likely to be sustainable beyond WFP's support or facilitation, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent and how did WFP facilitate and support strategic linkages between humanitarian action and development cooperation to foster social cohesion in refugee-hosting areas of Uganda, and enhance self-reliance for refugees and other vulnerable populations?
2.5	To what extent and how did WFP use the nexus approach to programming to address food insecurity and malnutrition in Uganda?
2.6	To what extent and how did WFP contribute to thought leadership in food security and nutrition in Uganda? Specifically, the extent to which WFP used its comparative advantage to inform policy and programmatic solutions to root causes of food insecurity and malnutrition in Uganda?
<b>EQ3: To what extent has WFP used its resources efficiently?</b>	
3.1	To what extent and how were the CSP outputs and related budget delivered within the intended timeframe?
3.2	To what extent and how did WFP reprioritize its interventions and use vulnerability-based targeting in operational planning and implementation to optimize limited resources?
3.3	To what extent and how were WFP's activities delivered in a cost-efficient manner?
<b>EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?</b>	
4.1	To what extent and how has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	How well did WFP establish and leverage strategic and operational partnerships with government actors, other UN agencies, NGOs, and the private sector to maximize efficiency, effectiveness, and sustainability of interventions to address root causes of malnutrition and food insecurity in Uganda?
4.3	<p>What role, if any, have the following factors played in the implementation of the CSP?</p> <ul style="list-style-type: none"> <li>- Programme integration at design stage and during implementation.</li> <li>- Adequacy of human resources.</li> <li>- Approaches and strategies for planning, implementation, and partnership.</li> <li>- Innovation in the CSP design and implementation leading to greater efficiency and effectiveness.</li> <li>- Adequate availability and use of monitoring data to track progress and inform decision making.</li> <li>- Other internal or external factors</li> </ul>

37. The evaluation will adopt standard United Nations Evaluation Group (UNEG) and Organisation for Economic Co-operation and Development /Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, AAP, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups such as refugees and host communities.



38. During the inception phase, the evaluation team in consultation with the OEV and the WFP Uganda CO will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the CSP; or may be informed by the recommendations of previous evaluations. The learning themes identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
39. At this ToR stage, the following additional learning areas have been tentatively identified and will be further finetuned at inception phase to ensure they are included in the evaluation matrix:
- Appropriateness and effectiveness of CSP strategies including the combination of programme activities (root causes, crisis response,) and resourcing to deliver CSP outcomes; transition to national ownership of the home-grown school feeding programme; and the nutrition approaches in the country.
  - Effectiveness of WFP's role and positioning in collective and collaborative refugee response.
  - The extent to which the approach (under SO5 or SO3 or embedding across all outcomes) to capacity strengthening was successful and lessons for the new CSP formulation.
  - How to improve the monitoring function for evidence-based programming and accountability, given the current reporting structure for the monitoring function and potential risk exposure (food diversion, sale of food aid and inclusion and exclusion targeting errors) of the CO.
  - The extent to which the programme structure was fit to achieve the aspirations of the CSP, with a focus on key learnings to inform the new CSP.

# 5. Methodological approach and ethical considerations

## 5.1. EVALUATION APPROACH

40. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
41. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
42. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of the CSP's ToC prior to the inception mission based on desk review, which will be discussed, adjusted, and amended in discussions with the CO. The reconstructed ToC will show the intervention logic, i.e., the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
43. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. Data will be collected through a mix of primary and secondary sources with different techniques potentially including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
44. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#), in line with the approach proposed in these TOR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring, and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
45. The methodology should aim at data disaggregation by sex, age, disability status, administrative locations, type of beneficiary, activities or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholder mapping and analysis that should be as detailed and comprehensive as possible.
46. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.<sup>43</sup> The final evaluation report should highlight differences by gender and

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<sup>43</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

relevant excluded groups in the findings, results, conclusions, and where appropriate, recommendations.

## 5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

47. This CSPE will be able to build on several sources of secondary evidence. Annex 2 provides a list of previous CSPE and any evaluations and audits covering the evaluation period. 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 to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

48. At this preparation stage of the evaluation, the following evaluability challenges have been identified:

- CSP design and implementation issues such as lack of a ToC at the CSP formulation stage, eight budget revisions conducted that resulted in reconfiguration of activities, potentially posing a challenge of inconsistency in measurement, and reporting of results at output level.
- Information availability including gender disaggregated data, all budget revision documents, and completeness and reliability of data to measure logframe indicators. Over the CSP period, that logframe has had varying number of indicators with baseline values, targets, and actual values. In addition, changes to the corporate results framework (CRF) resulted in discontinuation and introduction of new logframe indicators (see Annex 1 for an overview of performance data availability).
- Contextual issues such as potential inaccessibility to some programme locations (only in Karamoja region), availability of people with the adequate institutional memory of the CSP implementation period, inability for the evaluation to cover all areas of interest by the stakeholders, timing of the CSP (a year before the end of the full CSP cycle which has implications for the completeness of results reporting and attainment of expected outcomes).

49. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

## 5.3. ETHICAL CONSIDERATIONS

50. Evaluations must conform to WFP and UNEG ethical standards and norms.<sup>44</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>45</sup> This

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<sup>44</sup> For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

<sup>45</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

includes, but is not limited to, ensuring informed consent, protecting personal and data privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

51. OEV will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Uganda CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>46</sup>
52. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet, and Data Security Statement.<sup>47</sup>
53. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

#### **5.4. QUALITY ASSURANCE**

54. The WFP evaluation quality assurance (QA) system sets out processes with steps for QA and templates for evaluation products based on quality checklists. This 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 and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
55. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough QA review by the contract evaluation company/firm in line with the WFP evaluation QA system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, QA goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for QA should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this QA.
56. WFP's OEV will conduct its own QA of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be

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<sup>46</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>47</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The Director of OEV approves all evaluation deliverables.

57. All final evaluation reports will be subjected to a post-hoc quality assessment (PHQA) by an independent entity through a process that is managed by the OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

# 6. Organization of the evaluation

## 6.1. PHASES AND DELIVERABLES

58. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. WFP's Uganda CO and RBN have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively to inform the formulation of the new CSP for Uganda.

Main phases	Timeline	Tasks and deliverables
1.Preparation	<b>November 2023</b> <b>November 2023</b> <b>January 2024</b>	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	<b>January 2024</b> <b>February 2024</b> <b>March 2024</b>	HQ briefing Inception mission Inception report
3. Data collection	<b>April- May 2024</b>	Evaluation mission, data collection and exit debriefing
4. Reporting	<b>June 2024</b> <b>June – August 2024</b> <b>September 2024</b> <b>November 2024</b> <b>November 2024</b>	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	<b>January - March 2025</b>	Management response and Executive Board preparation Wider dissemination

## 6.2. EVALUATION TEAM COMPOSITION

59. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally, and technically diverse and balanced evaluation team of up to five<sup>48</sup> consultants, (including a research analyst and comprising of international and at least two national consultants (one female and one male) with relevant expertise<sup>49</sup>. The selected evaluation firm is responsible for proposing a mix of evaluators with the requisite experience and set of skills to effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, and wider inclusion issues. In addition, the team members should have knowledge and experience in

<sup>48</sup> Excluding person(s) involved in quality assurance.

<sup>49</sup> WFP may conduct reference checks and interviews with selected team members.

humanitarian and development contexts, refugee settings, WFP's food and technical assistance modalities.

**Table 4: Summary of evaluation team and areas of expertise required**

Areas of CSPE	Expertise required
<b>Team leadership</b>	<ul style="list-style-type: none"> <li>• Team management, supervision, coordination, planning, ability to resolve problems and deliver on time.</li> <li>• Strong presentation and interpersonal skills</li> <li>• Excellent report writing and analytical skills.</li> <li>• Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, joint programmes, organisational positioning, and nexus dynamics, including with UN organizations.</li> <li>• Experience with applying theory-based evaluation approaches, reconstruction, and use of theories of change.</li> <li>• Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states.</li> </ul>
<b>School feeding</b>	<ul style="list-style-type: none"> <li>• Experience in evaluating school-based programming and transition to national ownership. Prior experience of WFP's school feeding programmes including home-grown school feeding would be desirable.</li> </ul>
<b>Nutrition-specific and nutrition-sensitive programming</b>	<ul style="list-style-type: none"> <li>• Experience in evaluating nutrition-specific and nutrition-sensitive programming, policies, and systems. Education background in nutrition or nutrition-related studies would be desirable.</li> </ul>
<b>Humanitarian assistance response</b>	<ul style="list-style-type: none"> <li>• Experience in and knowledge of WFP field-level programme implementation of humanitarian assistance activities</li> <li>• Experience in evaluating humanitarian assistance response interventions in conflict-sensitive contexts targeting refugees, crisis affected populations and other vulnerable populations.</li> <li>• Knowledge of supply chain service provision in humanitarian contexts or experience in evaluating supply chain services, would be desirable.</li> <li>• Knowledge of interagency coordination and response mechanisms in sub-Saharan Africa would be desirable.</li> </ul>
<b>Resilience/livelihoods/market systems</b>	<ul style="list-style-type: none"> <li>• Expertise in evaluating productive asset creation, or smallholder farmer support, or market access, or food systems, or anticipatory action and climate change adaptation activities.</li> <li>• Experience in implementing Market System Development programmes in sub-Saharan Africa would be desirable.</li> </ul>
<b>Technical assistance</b>	<ul style="list-style-type: none"> <li>• Experience in evaluating technical assistance to government agencies on policy development/reform and capacity and systems strengthening interventions in social protection, or nutrition sensitive programming, or school feeding programmes.</li> <li>• Experience of provision of technical assistance to government agencies is desirable.</li> </ul>
<b>Research assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of research and analysis requirements for evaluations of crisis response and resilience building programmes with elements of capacity strengthening.</li> <li>• Ability to provide qualitative and quantitative research support to evaluation teams including design surveys, analysis</li> </ul>

Areas of CSPE	Expertise required
	of M&E data, data cleaning and analysis, writing and presentation skills, proofreading, and note taking.
<b>Other technical expertise needed in the team</b>	<ul style="list-style-type: none"> <li>• Experience in and knowledge of Accountability to Affected Populations, gender and protection in humanitarian and development contexts.</li> </ul>
<b>Quality assurance and editorial expertise</b>	<ul style="list-style-type: none"> <li>• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries).</li> <li>• Experience in quality assurance of written technical reports and briefs.</li> </ul>

### 6.3. ROLES AND RESPONSIBILITIES

60. This evaluation is managed by WFP's OEV. Wilson Kaikai has been appointed as evaluation manager (EM) and Sanela Muharemovic will be OEV's research analyst (RA). Both have not worked on issues associated with the subject of evaluation (Uganda CSP). The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the [Internal Reference Group](#) (IRG); organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the Evaluation Team (ET), represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second-level QA. The Director or Deputy Director of OEV will clear the final evaluation products and present the CSPE to the WFP's EB for consideration in November 2025.
61. An IRG composed of selected WFP stakeholders at CO, and RBN levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; and be available for interviews with the evaluation team.
62. The CO will facilitate the evaluation team's contacts with stakeholders in Uganda; provide logistical support during the fieldwork and organize in-country stakeholder workshops (inception and learning). Wendy Alvarado Nazar (alternated by Lilian Likicho) has been nominated the WFP CO focal point and will assist in communicating with the EM and the contracted CSP ET and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the ET or participate in meetings where their presence could bias the responses of the stakeholders.

### 6.4. SECURITY CONSIDERATIONS

63. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the ET, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the EM will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The ET must observe applicable United Nations Department of Safety and Security (UNDSS) rules including taking requisite security training (BSAFE & SSAFE) and attending in-country briefings.

### 6.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in WFP's Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.



64. A communication and knowledge management plan will be developed by the EM in consultation with the ET and the CO during the inception phase. The ET will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
65. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2025. The final evaluation report will be posted on the public WFP website and the OEV will ensure dissemination of lessons through the annual evaluation report.

## **6.6. THE PROPOSAL**

66. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in Kampala, Uganda. Proposals should build in sufficient flexibility to deal with possible risks e.g., pandemic restrictions or flare-up of civil unrest / conflict.
67. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.
68. While the Summary Evaluation Report (SER) is drafted by the EM, financial proposals should budget time for the Team Leader to review and validate the final draft SER before it is submitted to the Executive Board in November 2025.
69. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annex 1: Overview of performance data availability

Table 1: Country Strategic Plan Uganda [2018-2025] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
<b>CRF 2017 – 2021</b>				
v 1.0	<b>Total nr. of indicators</b>	<b>47</b>	<b>8</b>	<b>66</b>
v 2.0	New indicators	5	-	2
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>52</b>	<b>8</b>	<b>68</b>
v 3.0	New indicators	11	3	49
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>63</b>	<b>11</b>	<b>117</b>
v. 4.0	New indicators	-	-	-
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>63</b>	<b>11</b>	<b>117</b>
v. 5.0	New indicators	-	-	3
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>63</b>	<b>11</b>	<b>120</b>
v. 6.0	New indicators	4	-	10
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>67</b>	<b>11</b>	<b>130</b>
v. 7.0	New indicators	-	-	3
	Discontinued indicators	-	-	-2
	<b>Total nr. of indicators</b>	<b>67</b>	<b>11</b>	<b>131</b>
Total number of indicators that were included across all CRF 2017-2021 logframe versions		47	8	65
<b>CRF 2022 – 2026</b>				
v. 1.0	New indicators	28	12	93
	Discontinued indicators	-42	-11	-122
	<b>Total nr. of indicators</b>	<b>53</b>	<b>12</b>	<b>102</b>
v. 2.0	New indicators	1	-	27
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>54</b>	<b>12</b>	<b>29</b>
Total number of indicators that were included across all CRF 2022-2025 logframe versions		53	12	102
<b>Total number of indicators that were included across all logframe versions</b>		<b>23</b>	<b>0</b>	<b>2</b>

<b>Table 2: Analysis of results reporting in Uganda annual country reports 2018-2025</b>						
		<b>ACR 2018</b>	<b>ACR 2019</b>	<b>ACR 2020</b>	<b>ACR 2021</b>	<b>ACR 2022</b>
<b>Outcome indicators</b>						
	Total number of indicators in applicable logframe	52	63	63	67	67
Baselines	Nr. of indicators with any baselines reported	31	29	33	58	56
Year-end targets	Nr. of indicators with any year-end targets reported	31	24	33	58	56
CSP-end targets	Nr. of indicators with any CSP-end targets reported	28	22	30	52	56
Follow-up	Nr. of indicators with any follow-up values reported	23	24	33	51	56
<b>Cross-cutting indicators</b>						
	Total number of indicators in applicable logframe	8	11	11	11	11
Baselines	Nr. of indicators with any baselines reported	5	6	7	11	11
Year-end targets	Nr. of indicators with any year-end targets reported	5	6	7	11	11
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	6	7	11	11
Follow-up	Nr. of indicators with any follow-up values reported	5	6	7	8	11
<b>Output indicators</b>						
	Total number of indicators in applicable logframe	68	117	120	130	131
Targets	Nr. of indicators with any targets reported	16	35	27	29	36
Actual values	Nr. of indicators with any actual values reported	14	34	29	29	36

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# Annex 2: List of relevant Previous Evaluations, Reviews and Audits

## Centralized Evaluations

[2014 Uganda Country Portfolio Evaluation](#)

## Decentralized Evaluations

2016 Decentralized Evaluation of DFID funded “Enhancing Resilience in Karamoja Programme”.

2016 Decentralized Evaluation of WFP’s Nutrition Programs in the Karamoja region

2023 Decentralized Evaluation of promoting self-reliance with livelihood, asset creation and resilience interventions in Uganda, 2020 –2023<sup>50</sup>

## Reviews/Studies

2019 Mid-Term Review of 2018-2022 Country Strategic Plan

2017 A Strategic Review of Sustainable Development Goal 2 in Uganda

2018 Cost Benefit Analysis of School Feeding Programme in Uganda

## Audits

[Internal Audit of WFP Operations in Uganda - October 2023](#)

[Internal Audit of WFP Operations in Uganda - February 2020](#)

[Internal Audit Report of WFP Operations in Uganda - August 2015](#)

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<sup>50</sup> Under implementation and expected to be finalized before completion of the CSPE

## Annex 3: Acronyms

<b>AAP</b>	Accountability to Affected Populations
<b>AMS</b>	Agriculture And Market Support
<b>BR</b>	Budget Revision
<b>BSAFE</b>	Basic Security and Field Environment
<b>CBSFP</b>	Community Based Supplementary Feeding Programme
<b>CBT</b>	Cash-Based Transfers
<b>CO</b>	Country Office
<b>COVID 19</b>	Coronavirus 19
<b>CRF</b>	Corporate Result Framework
<b>CSOs</b>	Civil Society Organizations
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DAC</b>	Development Assistance Committee
<b>DRC</b>	Democratic Republic of Congo
<b>EB</b>	Executive Board
<b>EMOP</b>	Emergency Operations
<b>FNS</b>	Food And Nutrition Security
<b>GBV</b>	Female Genital Mutilation
<b>GDP</b>	Gross Domestic Product
<b>GNI</b>	Gender Inequality Index
<b>HPEF</b>	Host Population Empowerment Framework
<b>IFI</b>	International Financial Institution
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MCHN</b>	Maternal Child Health Nutrition
<b>MDA</b>	Ministries, Departments and Agencies
<b>MDG</b>	Millennium Development Goal

<b>MoH</b>	Ministry of Health
<b>MTR</b>	mid-term review
<b>NBP</b>	Needs-based plan
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organization
<b>NRM</b>	National Resistance Movement
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OEV</b>	Office of Evaluation
<b>OIGI</b>	Office of Inspection and Investigation
<b>OPM</b>	Office of the Prime Minister
<b>PHQA</b>	Post-Hoc Quality Assessment
<b>PHT</b>	Postharvest technologies
<b>QA</b>	Quality Assurance
<b>RBN</b>	Regional Bureau Nairobi
<b>RRF</b>	Refugee Response Framework
<b>RRP</b>	Refugee Response Plan
<b>SER</b>	Summary Evaluation Report
<b>SO</b>	Strategic Outcome
<b>SSAFE</b>	Safe and Secure Approaches to Field Environments
<b>SUN</b>	Scaling Up Nutrition
<b>ToC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UCRRP</b>	Uganda Country Refugee Response Plan
<b>UNCT</b>	United Nations Country Team
<b>UNDSS</b>	United Nations Department of Safety and Security
<b>UNEG</b>	United Nations Evaluation Group
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework

# Annex 4: WFP operational presence



Adapted from: Uganda, WFP presence September 2022, prepared by WFP HQ GIS unit on 3 October 2022.

## Office of Evaluation

### World Food Programme

Via Cesare Giulio Viola 68/70  
00148 Rome, Italy  
T +39 06 65131 wfp.org