



World Food Programme

SAVING LIVES
CHANGING LIVES

Evaluation of Uganda WFP Country Strategic Plan 2018-2023

Summary Terms of Reference

Subject and focus of the evaluation

In November 2017, WFP's EB approved Uganda CSP for 2018-2022 which was extended to 2025 in June 2021. The overarching aim of the CSP was to support the Government's work to achieve SDG 7 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.

The original 2018-2022 CSP had a total cost of USD1.2 billion to reach of 3.3 million beneficiaries (63 percent being refugees from the neighbouring countries of DRC, Burundi, South Sudan, and Rwanda). The CSP went through eight budget revisions (BRs) to adapt to the operational context and ensure continued relevance.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection, and accountability to affected populations.

The evaluation will adopt standard 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.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning to inform future programming.

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

The evaluation report will be presented at the Executive Board session in November 2025.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

The evaluation will assess the extent to which and how the CSP:- **a)** was informed by credible evidence, and strategically and realistically targeted to address the root causes of and strengthen capacities to address food insecurity and malnutrition in Uganda; **b)** was designed and implemented to 'enable' the Government of Uganda in achieving national, as well as supporting the UN cooperation framework and the SDGs; **c)** design was internally coherent and based on a clear theory of change with realistic assumptions; and **d)** adapted and responded to evolving needs and priorities in Uganda to ensure continued relevance and how well WFP balanced agility with consistency in its strategic and operational engagements in Uganda.

QUESTION 2: What difference did the CSP make to food security and nutrition in the country?

The evaluation will assess the extent and how:- **a)** WFP used its comparative advantage to achieve its coverage and outcome targets and establish contributions to the expected outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF); **b)** WFP's strategies contributed to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change); **d)** achievements under the CSP are likely to be sustainable beyond WFP's support or facilitation; **e)** WFP facilitated and supported 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; **f)** WFP used the nexus approach to programming to address food insecurity and malnutrition in Uganda; and **g)** WFP contributed to thought leadership in food security and nutrition in Uganda, focusing on 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.

QUESTION 3: To what extent has WFP used its resources efficiently?

The evaluation will assess the extent and how: - **a)** the CSP outputs and related budget delivered were within the intended timeframe; **b)** WFP reprioritized its interventions and used vulnerability-based targeting in operational planning and implementation to optimize limited resources; **c)** WFP's activities were delivered in a cost-efficient manner.

QUESTION 4: What are the critical factors, internal and external to WFP, explaining performance and results?

The evaluation will assess the extent and how: - **a)** WFP was able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP; **b)** WFP established and leveraged 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. In addition, the evaluation will seek to establish factors (including but not limited to programme integration, adequacy of human resources, programme approaches and strategies, innovation, availability, and use of monitoring data...) that played a role in the implementation of the CSP.

Additional learning areas have been tentatively identified and will be further finetuned at inception phase to ensure they are included in the evaluation matrix.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in November 2017, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2017 to mid-2024. These includes activities prior to the Country Strategic Plan (2018-2025) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

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

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting personal and data privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and

ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise and evaluation experience related to the Uganda CSPE (i.e. homegrown school feeding, nutrition-specific and nutrition-sensitive programming, humanitarian assistance response, resilience/livelihoods/market systems, provision of technical assistance to government).

OEV EVALUATION MANAGER: The evaluation will be managed by Wilson Kaikai, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. The Research Analyst for evaluation will be Sanela Muharemovic. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

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

The Director of Evaluation will approve the final versions of all evaluation products.

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

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau, and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in August 2024 to inform the new CSP design process. A country stakeholder workshop will be held in September 2024 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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

Timing and key milestones

Inception Phase: Jan – March 2024

Data collection: April – May 2024

Debriefing: May 2023

Reports: June - November 2024

Stakeholder Workshop: September 2024

Executive Board: November 2025