

# Final Evaluation of Rural Resilience (R4) Initiative in Tigray and Amhara Regions of Ethiopia (2018 -2024)



Decentralized evaluation  
Terms of reference  
WFP Ethiopia Country Office

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## Contents

<b>1. Introduction.....</b>	<b>1</b>
<b>2. Reasons for the evaluation .....</b>	<b>1</b>
2.1. Rationale.....	1
2.2. Objectives.....	2
2.3. Key stakeholders .....	2
<b>3. Context and subject of the evaluation .....</b>	<b>4</b>
3.1. Context .....	4
3.2. Subject of the evaluation.....	6
<b>4. Evaluation scope, criteria and questions .....</b>	<b>7</b>
<b>5. Methodological approach and ethical considerations.....</b>	<b>9</b>
5.1. Evaluation approach .....	9
5.2. Preliminary considerations on evaluability and methodological implications .....	10
5.3. Ethical considerations.....	11
5.4. Quality assurance.....	12
<b>6. Organization of the evaluation.....</b>	<b>13</b>
6.1. Phases and deliverables. ....	13
6.2. Evaluation team composition.....	14
6.3. Roles and responsibilities.....	16
6.4. Security considerations.....	17
6.5. Communication .....	17
6.6. Proposal.....	18
<b>Annex 1. Map.....</b>	<b>19</b>
<b>Annex 2. Timeline .....</b>	<b>20</b>
<b>Annex 3. Role and composition of the evaluation committee .....</b>	<b>22</b>
<b>Annex 4. Role, composition and schedule of engagement of the evaluation reference group.....</b>	<b>23</b>
<b>Annex 5. Communication and knowledge management plan.....</b>	<b>25</b>
<b>Annex 6. Bibliography .....</b>	<b>27</b>
<b>Annex 7. Acronyms and abbreviations.....</b>	<b>28</b>
<b>Annex 8: R4 Theory of Change .....</b>	<b>29</b>

## List of tables

Table 1: Preliminary stakeholder analysis .....	2
Table 2: Evaluation questions and criteria.....	7
Table 3 Summary timeline – key evaluation milestones.....	13
Table 4: Summary of evaluation team and areas of expertise required. ....	154

# 1. Introduction

1. In 2018, the United Nations World Food Programme (WFP) in Ethiopia launched Rural Resilience initiative with 20 million Euro funding from Germany's Kreditanstalt für Wiederaufbau (KfW) (2018 to 2024). The initiative has been implemented in Tigray and Amhara Regions aims to increase food and nutrition security for vulnerable people and small holder farmer by integrated approach to manage or transfer risks of *climate-related disasters using social safety nets*: Risk Reduction, Risk Transfer, Risk Retention, and Risk-Taking (R4). The program included strategies with a mix of interventions that enhance resilience by facilitating access to productive livelihood activities (Natural and Water Resources Management, Climate Smart Agriculture – enablers of production), access to risk transfer mechanisms (crop and livestock insurance) to protect their investments from adverse effects of climate induced shocks (drought is the main focus now) and access to finances to enable supported households to procure their desirable inputs (seed, implements, mechanization technologies, and veterinary services).
2. This Terms of Reference (TOR) is for a decentralised final evaluation of the R4 initiative, to be commissioned by WFP Ethiopia and will assess performance and results from 2018 to 2024. Initially the initiative duration was from 2018 to 2022. Due to the COVID-19 pandemic and the Northern Ethiopia conflict, the implementation was extended until December 2024 in Amhara region. Since 2021, the operation in Tigray has been on hold due to the deteriorated security situation. WFP and other humanitarian and development partners are currently active in these two regions as the humanitarian and development needs are considerable given the conflict in Amhara and the relative peace in Tigray.
3. This TOR is prepared by WFP Ethiopia based on an initial document review and following a WFP standard template. It provides information to: a) the evaluation team and helps to guide them throughout the evaluation process; and b) WFP stakeholders about the evaluation.
4. Required by the grant agreement with KfW, the evaluation serves the dual purpose of learning and accountability. It is intended to provide evidence that can inform WFP's strategy for scaling up and enhancing similar integrated approach to manage risks and strengthen resilience.
5. The TOR will be reviewed and approved by the Evaluation Committee. The evaluation team will conduct the evaluation in conformity with the final TOR which will form the basis for the inception report.

## 2. Reasons for the evaluation

### 2.1. Rationale

6. In 2018 WFP Ethiopia Country Office (CO) signed a grant agreement with KfW to implement R4 initiative in Ethiopia. It foresaw an internal midterm review (MTR) completed in 2022 and an external evaluation expected to start in late 2024. The reason this evaluation is commissioned is driven by the need to learn from the implementation and results of the project and fulfil the accountability requirement of the grant agreement between WFP and KfW.. This final evaluation aimed to assess the performance and results of the initiative including its design and implementation for supporting small-holder farmers through an integrated risk management: Risk Reduction, Risk Transfer, Risk Retention, and Risk-Taking.
7. The evaluation will be used by WFP's internal and external stakeholders including KfW in programming future similar initiatives. It will serve the following purposes:
  - to contribute to WFP's culture of accountability and learning

- to meet stakeholder needs and evidence-based decision making; and
  - to inform design of similar future approaches of resilience and triple nexus
8. This evaluation is expected to inform WFP internal and external stakeholders by answering the following five evaluation questions listed in page 8, Table 2.

## 2.2. Objectives

9. The objective of the final evaluation is to assess and document the performance and results of the R4 initiative including its design and implementation for improving resilience and insurance of small-holder farmers through an integrated risk management: Risk Reduction, Risk Transfer, Risk Retention, and Risk-Taking.
10. The evaluation is expected to 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 R4 initiative.
  - **Learning** – The evaluation will assess whether implementation unfolded as was planned, explore reasons why intended results occurred or did not occur and whether there were any unintended results (positive or negative). The evaluation will 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.

## 2.3. Key stakeholders

11. The evaluation will seek the views of a broad range of WFP internal and external stakeholders. Several stakeholders will play a role in the evaluation process considering their role in the design and implementation of the intervention, their interest in the results of the evaluation and relative power to influence the design and funding. [Table 1](#) provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
12. Accountability to affected populations, is WFP's 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 diverse groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

**Table 1: Preliminary stakeholder analysis**

Stakeholders	Interest and involvement in the evaluation
<b>Internal (WFP) stakeholders</b>	
<b>WFP Ethiopia country office (CO)</b>	<b>Key informant and primary stakeholder</b> – Responsible for the planning and implementation of WFP interventions. The country office has an interest in learning from experience to inform decision-making and to account internally, to its beneficiaries and partners for performance and results. It will be using evaluation findings for programme design, implementation and partnerships.
<b>WFP field offices in Amhara &amp; Tigray region</b>	<b>Key informants and primary stakeholders</b> – Responsible for day-to-day R4 initiative implementation. The field offices liaise with stakeholders at decentralized levels and has direct beneficiary contact. They will be affected by the outcome of the evaluation. They have interests in using the evaluation findings to inform program design to support CO in contextual aspect.
<b>Regional bureau (RB) for Nairobi</b> [Climate and Disaster Risk Reduction Unit]	<b>Key informant and primary stakeholder</b> – Responsible for both oversight of country offices and 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 the extent to which the subject is contributing to overall regional priorities and where applicable to apply this learning to other country offices. The regional bureau will be involved in the similar initiatives in different countries; thus, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation team is expected to review draft evaluation product and provide feedback on quality of the products.
<b>WFP HQ divisions</b> [Climate and Disaster Risk Reduction Unit]	<b>Key informant 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 of the evaluation to ensure that key policy, strategic and programmatic considerations are understood. They may use the evaluation for wider organizational learning accountability as well as advocacy.
<b>WFP Office of Evaluation (OEV)</b>	<b>Primary stakeholder</b> – OEV has a stake in ensuring that DEs deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various DE 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.
<b>External stakeholders</b>	
<b>Beneficiaries</b>	<b>Key informants and primary stakeholders</b> – As the ultimate recipients of WFP’s assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate, and effective. As such, the level of participation in the evaluation of women, men, boys and girls from diverse groups will be determined and their respective perspectives will be sought.
<b>Government</b> [Ministry of Agriculture (MoA), Bureau	<b>Key informants and primary stakeholder</b> – The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues

of Agriculture in Amhara and Tigray Region, Agricultural Transformation Institute (ATI)]	related to capacity development, handover and sustainability will be of particular interest.
<b>Non-governmental organizations (NGOs)</b> [Organization for Rehabilitation and Development in Amhara (ORDA), Self Help Africa (Relief Society of Tigray) REST]	<b>Key informants and primary stakeholder</b> – NGOs are WFP partners for the implementation of some activities while 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 to inform their own programme implementation.
<b>Donors [KfW]</b>	<b>Primary stakeholders</b> – WFP interventions are voluntarily funded by several 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.
<b>Private implementing partners</b> [Tseday Bank]	<b>Primary stakeholders</b> – Partnering with private companies is a key element of implementing R4 and ensuring sustainable long-term impacts of the interventions. The findings of the review could result in changes to future strategic orientations and design of partnerships.

### 3. Context and subject of the evaluation

#### 3.1. Context

13. Ethiopia is located in the Horn of Africa, with an area of 1.1 million square kilometres. It is the second most populous country in Africa, with a population of over 126 million people (49.7 percent women), where 62 percent are under the age of 19 and 18 percent of the population face some form of disability. Life expectancy at birth is 77 years (78 for women and 76 for men). It ranked 175 both in the Human Development Index and Gender Inequality Index out of 191 countries and territories assessed in 2021.<sup>1</sup>
14. Growing economic and social challenges threaten Ethiopia's economic success over the past two decades. Exceptional growth of over 10 percent between 2004 and 2019 placed Ethiopia among the fastest-growing economies in the world, trebling incomes per capita and contributing to a sharp reduction in poverty. Meanwhile, development needs remain vast, amid very high levels of food insecurity. Poverty reduction has slowed in recent years due to multiple shocks, including the COVID-19

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<sup>1</sup> <https://www.wfp.org/publications/annual-country-reports-ethiopia>

pandemic, Russia's invasion of Ukraine and resulting high global food and energy prices, an extended drought, and the conflict in the Tigray region and more recently Amhara region. In addition to heightened social fragility, such shocks have exacerbated macroeconomic fragility. Growth has fallen to about 6 percent annually; this will not be sufficient for Ethiopia to achieve its appropriately ambitious development goals, including reducing extreme poverty, which still stands at almost a quarter of the population.<sup>2</sup> In the last two or so decades, Ethiopia has made impressive development gains in the education sector. In 2020/21, gross enrolment rates have improved in the country, reached at 95% (99.7% boys, 90.6% girls) and 42.1% (43.8% boys, 40.3% girls) in the primary and secondary education, respectively. While the net enrolment rate in primary education (1-8)<sup>1</sup> was 86.4% (90.2% boys, 82.6% girls) in 2020/21, the figure for secondary education was 29.5% (29.7% boys, 29.3% girls), up from the 2015/16 level of 23.5%. Grade 8 completion rate has increased while Grade 6 completion rate declined in 2020/21 compared with the 2018/19 level.<sup>2</sup> On the other hand, dropout rate increased for primary education.<sup>3</sup> Education has been a longstanding Government priority and a focus for multi-partner collaboration through successive Education Sector Development Plans, most recently ESDP VI for 2020/21–2024/25.

15. In 2018/19, about 30% of adults (18 years and older) had an account at a formal financial institution, up from 21.8% in 2015/16 – a 9 percentage points increase in individual account ownership over 4 years. At the household level (meaning that at least one adult in the household has an account), account ownership is 45.9%.<sup>4</sup>
16. Gender inequalities are still prevalent in Ethiopia, limiting the access and control of women and girls to productive resources and opportunities. The 2023 Humanitarian Needs Overview showed that the need for Gender Based Violence (GBV) response increased from 5.8 million people in need in 2022 to 6.7 million in 2023 across conflict, drought and flood affected regions. Article 25 of the constitution guarantees gender equality and effective protection to all without any discrimination. Article 35 also details the rights of women in all economic, social, and political activities. The National Policy on Women was adopted in 1993 and National Plan Action for Gender Equality has been developed to ensure gender equality in the country. In addition, the inclusion of affirmative action provisions in the labour Proclamation No.1156/2019, Civil Servants' Proclamation No. 515/2007, and the Higher Education Proclamation No. 351/2003 and related directives as important measures. The revised family law also grants spouses equal rights in the management of the family and recognizes the equal rights of a married woman to possession and administration of personal property. It allows for joint ownership and administration of land and property in marriage. These measures help to operationalize the political, economic, and social rights of women in government institutions and to ensure that public policies and interventions are gender-sensitive. Following the 2021 general election, the number of women parliamentarians holding seats in the parliament reached 42%, up from 38.7% during the previous parliament.<sup>5</sup>
17. As a land-locked country with high import costs, food security is highly influenced by domestic production. About 85 percent of the national agricultural output is cultivated on subsistence plots of less than two hectares. Pre- and post-harvest losses (estimated between 30 – 40 percent) and the underdeveloped marketing system, further undermine incentives to increase productivity. Only 10 percent of cereal croplands are irrigated. Agriculture contributes around 45 percent of GDP – more than

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<sup>2</sup> World Bank Group. 2024. Ethiopia Country Climate and Development Report, February 2024. CCDR Series.

<sup>3</sup> CSA/ World bank 2018/19 Ethiopia Socioeconomic Survey, Jan 27,2021

<sup>3</sup> [ETHIOPIA: NATIONAL VOLUNTARY REVIEW 2022 \(unesco.org\)](https://unesco.org) page 74

<sup>5</sup> Ibid page 81



double compared to the low-income country average of 20 percent – and accounts for up to 90 percent of Ethiopia’s total export earnings.

18. The Government of Ethiopia (GoE) has laid out an ambitious agenda to address these challenges with a focus on diversifying the economy and making it more resilient including to climate shocks. The 10 Years National Development Plan (10YNDP) defined ambitious development targets consistent with achieving a growth rate of 10 percent annually that would also help to reduce extreme poverty to 7 percent by 2030. The 2019 Home Grown Economic Reform Agenda (HGERA) identifies reforms to restore macro stability, promote private sector investment and raise productivity in key sectors. To address the threats posed by climate change, Ethiopia has articulated a Climate Resilient Green Economy (CRGE) strategy, establishing itself as a leader on climate action. The Government of Ethiopia (GoE) has signalled its strong commitment to adaptation and has set ambitious mitigation targets, as articulated in its updated Nationally Determined Contribution (NDC) in 2021 and the Long-Term Low Emissions Development Strategy (LT-LEDS) in 2023.<sup>6</sup> Further, Ethiopia participated in the 2022 voluntary national review resulting a report that focuses on reviewing the progress in implementing the SDG 17 Goals.<sup>7</sup>

### **3.2. Subject of the evaluation**

19. R4 is one of the first global scale, multi-country integrated risk management initiatives being implemented in Ethiopia, Kenya, Malawi, Senegal, Zambia and Zimbabwe. In Ethiopia, WFP is leading the second phase of the initiative in partnership with Organization for Rehabilitation and Development in Amhara (ORDA), Self Help Africa and Relief Society of Tigray (REST) for the period of 2018-2024 (including two years no cost extension) with 20 million Euro support from KfW. During this period the R4 initiative aims to ensure the food security, nutrition, livelihoods and climate risk resilience of vulnerable households, smallholder farmers reaching 185,000 households (HHs).
20. This initiative uses an integrated climate risk management approach that provides vulnerable and food insecure households access to micro-insurance and micro-credit to protect their food security and livelihoods in the face of shocks. In addition, people living in degraded areas participate in improved natural resource management works and trainings to support their livelihoods and reduce their exposure to climate-related disaster risks. These mechanisms are linked to Government’s Productive Safety Net Programme (PSNP) social protection system to protect vulnerable farmers during droughts and shocks. In exchange for this support, R4 households work on activities such as soil and water conservation, land restoration and reforestation that reduce the risk of droughts and floods for their communities.
21. In general, the initiative aims to reduce and transfer the risk of climate-related disasters on food systems, communities and productive ecosystems using social safety nets. It enables poor farmers to pay for crop insurance with their own labour. Farmers can access insurance by paying with their labour through Insurance-for-Work (IFW) schemes. When a drought hits, compensation for weather-related losses prevents farmers from selling productive assets and stimulates faster recovery IFW schemes are built into either existing government social safety nets or WFP’s Food Assistance for Assets programme. Assets built through risk reduction activities promote resilience by steadily decreasing vulnerability to disaster risks over time. Insurance facilitates access to credit at better rates, serving as collateral. Households can invest in riskier but more remunerative enterprises, as well as in seeds, fertilizers and new technologies

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<sup>6</sup> World Bank Group. 2024. Ethiopia Country Climate and Development Report, February 2024. CCDR Series.

<sup>7</sup> [ETHIOPIA: NATIONAL VOLUNTARY REVIEW 2022 \(unesco.org\)](https://unesco.org)

to increase their agricultural productivity. Participants establish small-scale savings, which are used to build 'risk reserves'. Savings help build a stronger financial base for investing – but also act as a buffer against short-term needs and idiosyncratic shocks, such as illness and death. To ensure long-term sustainability, R4 contributes to the creation of rural financial markets, by building local capacity and gradually transitioning farmers to pay for insurance in cash.

22. Initially the R4 initiative was implemented in Amhara and Tigray regions. The Northern Ethiopia conflict made it difficult to continue R4 implementation in Tigray. Therefore, since 2021 its implementation has been limited to Amhara region in sixteen woredas.
23. The main objective of the R4 initiative is to improve food security and resilience of food insecure and vulnerable farmers, allowing them to achieve more sustainable food production through an integrated risk management that includes the following components:
  - I. **Insurance for Work:** multi-year asset creation interventions, based mainly on public works arranged by Government's PSNP programme, at watershed level, comprising mostly soil and water conservation activities, to enhance communities' natural resource base. By participating in Ethiopia's public social safety net programme, food-insecure farmers build assets that decrease their vulnerability to climate shocks over time.
  - II. **Insurance:** the introduction of weather index insurance to protect farmers against major drought events. Insurance can provide both an additional incentive to farmers to invest more in their plots, as well as provide the resources to bounce back from a harvest loss through the pay-out triggered.
  - III. **Savings and prudent risk taking:** the set-up of effective Village Economic Savings Associations (VESAs) groups aiming both at creating a risk reserve for farmers in case of minor shocks, as well as providing a means to further invest in their plots. The initiative envisions a progressive transition of VESAs into more formal Rural Savings and Credit Cooperatives (RuSACCOs).
  - IV. **Promotion of appropriate agricultural practices and seed varieties:** the promotion of conservation and climate smart agriculture practices (in particular less labour-intensive ones), as well as facilitating the exposure of farmers to seed varieties that are appropriate to the agro-ecological zone of the target area.
24. The Theory of Change (ToC) for R4 initiative can be found at [Annex 6: R4 ToC](#). R4 geographical coverage in Amhara and Tigray regions can be found in [Annex1: Map](#). The external evaluation team will review/reconstruct the theory of change (ToC) and in-depth analysis prior to the inception mission based on R4 documentation which will be validated by the program team and used to inform lines of inquiry in the evaluation matrix
25. The final evaluation would investigate further to what extent the R4 MTR recommendations are addressed for learning purpose. There has not been documented follow-up of the actions needed to implement the recommendations of the mid-term review. So far, the integration of GEWE and capacity strengthening for the R4 initiative has been limited.

## 4. Evaluation scope, criteria and questions

26. The evaluation will cover the period from 2018 to 2024 and assess all activities in target areas, performance and results envisaged in the Initiative.
  - **Time frame:** The period covered by this evaluation is from April 2018 to December 2024.

- **Geographical Targeting:** Tigray and Amhara Region of Ethiopia where the intervention takes place.
  - **Components of the R4 initiative** listed under section 3.2: will be included in the evaluation.
27. The evaluation will be building on to available evidence from the mid-term review which also used similar criteria. It will apply the international evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability.
28. It will also pay particular attention to the context in which the intervention is currently being implemented and whether the contextual changes realised during the phase one of the intervention has a bearing on the relevancy and of the current intervention.
29. The evaluation is expected to provide clear methodology including analytical framework, findings, conclusions recommendation for the design and implementation of similar future interventions. It will assess whether the current sequencing R4 components is effective in the Ethiopian context.
30. 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 into all evaluation criteria as appropriate.
31. The evaluation questions are summarised in Table 2: Evaluation questions and criteria and will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting accountability and the key lessons of the R4 initiative, with a view to inform future strategic and operational decisions.

**Table 2: Evaluation questions and criteria**

The evaluation will aim to answer the following questions and sub-questions.

Evaluation questions		Criteria
<b>EQ1 – To what extent have R4 activities been aligned to the needs of the people and national priorities?</b>		Relevance
1.1.	To what extent are the strategies used in R4 to build climate resilience and food security of the targeted group relevant in the target locations?	
1.2	To what extent has the design of the initiative adapted to changes in the context and needs?	
<b>EQ2 – To what extent have the planned outputs and outcomes been achieved?</b>		Effectiveness
2.1	To what extent have the R4 Initiative results been achieved in line with the needs of women, men, boys, and girls from different marginalized groups in the targeted communities? How have results differed across these different target groups?	
2.2	What are the major factors and challenges influencing the achievement and non-achievement of the objectives of the R4 and how has WFP resolved them?	
<b>EQ3 – What factors affected the efficiency of the R4 initiative?</b>		Efficiency
3.1	To what extent has WFP utilized resources in a timely and cost-efficient manner?	
<b>EQ4 – What has been the higher-level changes at the community level because of the integrated risk management approach?</b>		Impact
4.1	To what extent the integrated risk management approach resulted in intended	

	and unintended impacts in the targeted households?	
<b>EQ5 – To what extent are the results of the R4 intervention sustainable?</b>		<b>Sustainability</b>
5.1	To what extent did the R4 initiative implementation arrangements included considerations for sustainability?	
5.2	To what extent and in what way has the project implementation ensured participation of beneficiaries and national institutions in the R4 initiative?	

## 5. Methodological approach and ethical considerations

### 5.1. Evaluation approach

32. The evaluation will apply a “theory-driven” approach which is a conceptual and analytical method. This will entail the review/ reconstruction of the theory of change (ToC) prior to the inception mission based on R4 documentation which will be validated by the program team and used to inform lines of inquiry in the evaluation matrix.
33. Mixed methods will be used to analyse the complexity of the R4 initiative from a system perspective. The evaluation framework will be a non-experimental summative evaluation. Contribution analysis would be employed as a method to address the evaluation questions. This would include review and validation of the R4 ToC and the baseline survey was conducted in May-October 2019. The evaluation team should review the quality of the baseline report and devise a quantitative final household/community survey allowing comparison of outcome targets to be included in the final evaluation.
34. Building on this ToR, the evaluation team should conduct detailed evaluability assessment as part of inception phase. It should also establish and validate the evaluation approach, with a robust and detailed methodology.
35. The methodology will be designed by the evaluation team during the inception phase. It should:
- Employ the relevant evaluation criteria above.
  - Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints.
  - Ensure using mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used.
  - Apply WFP's technical note for integrating gender in the methodology and analysis.
  - The selection of field visit sites will also need to demonstrate impartiality.
36. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will consider any challenges to data availability, validity, or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

37. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men, 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.
38. The evaluation team will be expected to devise a sampling strategy and develop an evaluation matrix in identifying specific methods for collecting data to answer the evaluation questions considering specific contexts of the target regions.. The team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins. This will be detailed in the inception report. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) will be systematically applied to this evaluation so that the evaluation process and products conform to best practice.
39. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis as appropriate within the context of the subject of evaluation. The findings should include a discussion on intended and unintended effects of the intervention, including along gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
40. The following mechanisms for independence and impartiality will be employed: the evaluation team will work independently in the design and implementation of the evaluation, final decisions on and approval of evaluation products will be made by the evaluation committee; and an evaluation reference group will review and provide feedback, in relation to data collection and the methodology.
41. The following potential risks likely to affect the proposed approach:
  - Issues of validity and consistency of availability of data on output, outcome impact indicators.
  - Baseline survey was done in mid 2019, almost a year and half after the start of R4.
  - difficulties in accessing beneficiaries due to security reasons. The evaluation team will be expected to travel to Tigray and part of Amhara where safety and security conditions permit.
42. Mitigation measures for the above risks are:
  - triangulating data from various sources
  - developing back-up plan to replace inaccessible population during data collection including the use of remote means of data collection.

## **5.2. Preliminary considerations on evaluability and methodological implications**

43. The main sources of information available to the evaluation team are R4 baseline evaluation, mid-term review report, outcome monitoring reports and field monitoring reports at CO and suboffice level.
44. Some issues in relation to data reliability could be timeliness of data collection by field teams. The evaluation team will have access to quantitative data, monitoring data, intervention reports, the Country Office Monitoring and Evaluation Tool (COMET) and beneficiary information and transfer management platform (SCOPE). The R4 initiative employed gender transformative approach called Family Life Model (FLM) that help address the root causes of gender inequality and advance women economic empowerment which is informed by gender analysis and recommendation. Security is the major concern

to access some of the implementation woredas, due to this the recent outcome monitoring used purposive sampling leaving out inaccessible woredas.

45. As qualitative information is limited, primary qualitative data collection will be needed. All R4 components have adequate evidence to inform the evaluation, the only issue would be missing data from R4 areas which are inaccessible due to security reason. The level of quality of data and information, as well as the sources available can differ by indicator types. The evaluation team 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.
46. The following potential risks to the approach and methodology have been identified:
  - Data availability and reliability:
  - Lack of comprehensive baseline before the start of project implementation in early 2018 and annual outcome data.
  - Difficulty in accessing affected populations and communities in Amhara region.
  - Low quality of gender-disaggregated and expenditure .data
  - High staff turnover meaning limited institutional memory esp. at leadership level.
47. During the inception phase, the evaluation team will be expected to critically assess data availability, quality and gaps expanding on the information provided above. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

### **5.3. Ethical considerations**

48. The evaluation must conform to [UNEG ethical guidelines for evaluation](#) (Integrity, Accountability, Respect, Beneficence<sup>8</sup>). Accordingly, the evaluation team 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 stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results do no harm to respondents or their communities.
49. The evaluation team 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.
50. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of the R4 initiative 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

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<sup>8</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfph hotline.ethicspoint.com>)<sup>9</sup>. At the same time, commission office management and the REU should also be informed.

51. The commissioning office has ensured that the evaluation team and evaluation manager will not have been and/or are not currently involved in the design, implementation or financial management of the WFP R4 initiative, have no vested interest, nor have any other potential or perceived conflicts of interest.
52. 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 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 future assignments (e.g. making recommendations for additional work with aim of being contracted to conduct that work). 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.
53. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation as well as the [WFP technical note on gender](#). The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order (or individual contracts) are expected to sign a confidentiality agreement and a commitment to ethical conduct.<sup>10</sup> These templates will be provided by the country office when signing the contract.

#### 5.4. Quality assurance

54. 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 team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
55. 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 team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
56. 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. There will be several rounds of reviews and feedback until draft deliverables are up to the expected quality.
57. To enhance the quality and credibility of DEs, an outsourced quality support (QS) service directly managed by the OEV reviews the draft ToR, the draft inception and evaluation reports, and provides a

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<sup>9</sup> For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

<sup>10</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement and ethics pledge should also be signed by those additional members.

systematic assessment of their quality from an evaluation perspective, along with recommendations.

58. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)<sup>11</sup>, a rationale should be provided for comments that the team does not take into account when finalizing the report.
59. 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.
60. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information [WFP Directive CP2010/001 on information disclosure](#).
61. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
62. 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.

## 6. Organization of the evaluation

### 6.1. Phases and deliverables

63. Table 3 presents the structure of the main phases of the evaluation, along with deliverables and deadlines for each phase. [Annex 2](#) presents a more detailed timeline.

**Table 3 Summary timeline – key evaluation milestones**

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	July – October 2024  December 2024	Preparation of ToR Final ToR Selection of the evaluation team & contracting  Library of key documents	CO Evaluation unit  CO Procurement unit
2. Inception	December 2024	Document review/ briefings. In person inception mission Inception report	Evaluation Team
3. Data collection	February 2025	Fieldwork  Exit debriefing	Evaluation Team
4. Reporting	February-April 2025	Data analysis and report drafting Comments process Learning workshop	Evaluation Team

<sup>11</sup> [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”



	May 2025	Final evaluation report	
5. Dissemination and follow-up	July 2025	Management response Dissemination of the evaluation report	CO Evaluation Unit

## 6.2. Evaluation team composition

64. The evaluation team is expected to include three members, including the team leader, with a mix of national and international evaluator(s) with relevant expertise. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced team who can effectively cover the areas of evaluation. The evaluation team should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. It will have strong methodological competencies in designing feasible data collection and analysis as well as synthesis and reporting skills. At least one team member should have demonstrated recent experience with WFP evaluation. At least one team members should have relevant subject matter expertise.
65. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- Team member will have gender expertise / good knowledge of gender issues.
  - Quantitative and Qualitative Analysis with skills and proven experience in the use of use of theory-driven mixed method to analyse the complexity of R4 initiative.
  - Evaluation expertise: proven practical expertise of designing and implementing rigorous evaluations, ideally of resilience/ climate change adaptation programming including index-based insurance and/or, Insurance for Work and saving and credit programmes
  - All team members should have strong analytical and communication skills, evaluation experience, and familiarity with Ethiopia and/or the Eastern African region.
  - Both international and national evaluators should have fluency in oral and written English, and in the case of the national evaluator, fluency in Amharic is required. The report should be presented in English.
66. The team leader primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of fieldwork (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
67. Similarly, the team members responsibilities will be: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct fieldwork; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s) see table 4 below which summarize the require expertise and experience of evaluation team for R4.

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

	Expertise required
Team Leadership (Senior level evaluator)	<b>MINIMUM REQUIREMENTS</b> <ul style="list-style-type: none"> <li>• Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time).</li> <li>• Strong experience in leading evaluations at country level, such as evaluations of resilience/ climate change adaptation programming.</li> <li>• Expertise in designing evaluation methodology and experience in applying the theory-driven mixed method including reconstruction, and use of theories of change in evaluations.</li> <li>• Strong presentation skills and excellent writing and synthesis skills.</li> <li>• Experience facilitating in-person and hybrid meetings and workshops.</li> <li>• Experience in both humanitarian and/or development contexts.</li> <li>• Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics</li> <li>•</li> </ul>
	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Familiarity with WFP programmes and modalities of intervention.</li> <li>• Good knowledge of country context, proved by previous experience in the country.</li> <li>• Previous experience leading or conducting WFP evaluation(s).</li> <li>•</li> </ul>
Thematic expertise - Evaluator	<b>MINIMUM REQUIREMENTS</b> <ul style="list-style-type: none"> <li>• Fluency and excellent writing skills in English</li> <li>• Expertise in Resilience/climate change adaptation</li> <li>• Demonstrable analytical skills relevant to resilience/ climate change/adaptation programming including index- based insurance programming.</li> <li>• Prior experience in evaluating design, implementation, outputs, and outcomes in the areas of Agricultural insurance schemes including index-based insurance and insurance for work.</li> <li>• Experience in both humanitarian and/or development contexts.</li> </ul>
	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Familiarity with WFP programmes and modalities of intervention.</li> <li>• Previous experience leading or conducting WFP evaluation(s).</li> <li>• Good knowledge of country context, proved by previous experience in the country.</li> <li>• Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics</li> <li>• Administrative and logistical experience</li> </ul>
Quality assurance Evaluator	<b>MINIMUM REQUIREMENTS</b> <ul style="list-style-type: none"> <li>• Experience in quality assurance of evaluations.</li> </ul>
	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>• Familiarity with WFP programmes and modalities of intervention.</li> <li>• Previous experience with WFP evaluation(s).</li> </ul>

68. The evaluation team will conduct the evaluation under the direction of its team leader and in close

communication with WFP evaluation manager. The team will be hired following agreement with WFP on its composition.

### 6.3. Roles and responsibilities

69. The WFP Ethiopia CO Deputy Director) will:

- Assign an evaluation manager for the R4 final evaluation.
- Establish the internal evaluation committee (EC) and the evaluation reference group (ERG)
- Approve the final ToR, inception and evaluation reports.
- Approve the evaluation team selection.
- Ensure the independence and impartiality of the evaluation at all stages through EC and ERG
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team.
- Participate in debriefings with internal and external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

70. Dawit Habtemariam, CO Head of evaluation, will manage the evaluation process through all phases including:

- Acting as the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.
- Drafting this evaluation Terms of Reference in consultation with key stakeholders
- Identifying and contracting the evaluation team and preparing and managing the evaluation budget.
- Preparing the terms of reference and schedule of engagement for the EC and ERG.
- Ensuring quality assurance mechanisms are operational and effectively used.
- Consolidating and sharing comments on draft inception and evaluation reports with the evaluation team.
- Ensuring that the team has access to all documentation and information necessary to the evaluation, facilitating the team's contacts with local stakeholders.
- Supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required.
- Organizing security briefings for the evaluation team and providing any materials as required.
- Ensuring EC and ERG are kept informed on progress, and escalating issues to the EC as appropriate.
- Conducting the first level quality assurance of the evaluation products.
- Submit all drafts to the CO Head of Evaluation for quality assurance before sharing with Regional Evaluation Officer (REO) review.

71. An internal Evaluation Committee (EC) is formed to steer the evaluation process and ensure it is independent and impartial. [Annex 3](#) provides further information on the membership/composition of the evaluation committee and roles and responsibilities.

72. The regional bureau will take responsibility to:

- Advise the evaluation manager and provide technical support to the evaluation throughout the process through the REU
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required through the RB Climate and Disaster Risk Reduction Unit
- Provide comments on the draft ToR, inception and evaluation reports from a subject-contents perspective through the RB Climate and Disaster Risk Reduction Unit

- Provide second level quality assurance of all evaluation products through the regional evaluation unit before they are approved.
  - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
73. While Nikki Zimmerman, Regional Evaluation Unit is the RB focal person for this DE and will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the ERG and/or comment on evaluation products as appropriate.
74. Relevant WFP Headquarters divisions will take responsibility to:
- Discuss WFP strategies, policies, or systems in their area of responsibility and subject of evaluation.
  - Comment on the evaluation TOR, inception and evaluation reports, as required.
75. NGOs and Private sector partners: (ODA, Self Help Africa, REST, Tsedey Bank)
- Support during data collection.
  - Comment in the evaluation ToR, inception report and evaluation reports
76. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP DE 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 REU, EM and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the REU 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 or other risks to the credibility of the evaluation process.

## 6.4 Security considerations

77. **Security clearance** where required is to be obtained from Ethiopia CO

As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, 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 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 evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews and attending in-country briefings.

## 6.5 Communication

78. To ensure a smooth and efficient evaluation process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders throughout the process. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.
79. Should translators be required for fieldwork, the evaluation firm will arrange and include the cost in the budget proposal.
80. Based on the stakeholder analysis, the draft communication and knowledge management plan (in [Annex 5](#)) identifies the users of the evaluation to involve in the process and to whom the various products should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
81. As per norms and standards for evaluation, WFP requires that all evaluations are made publicly available.

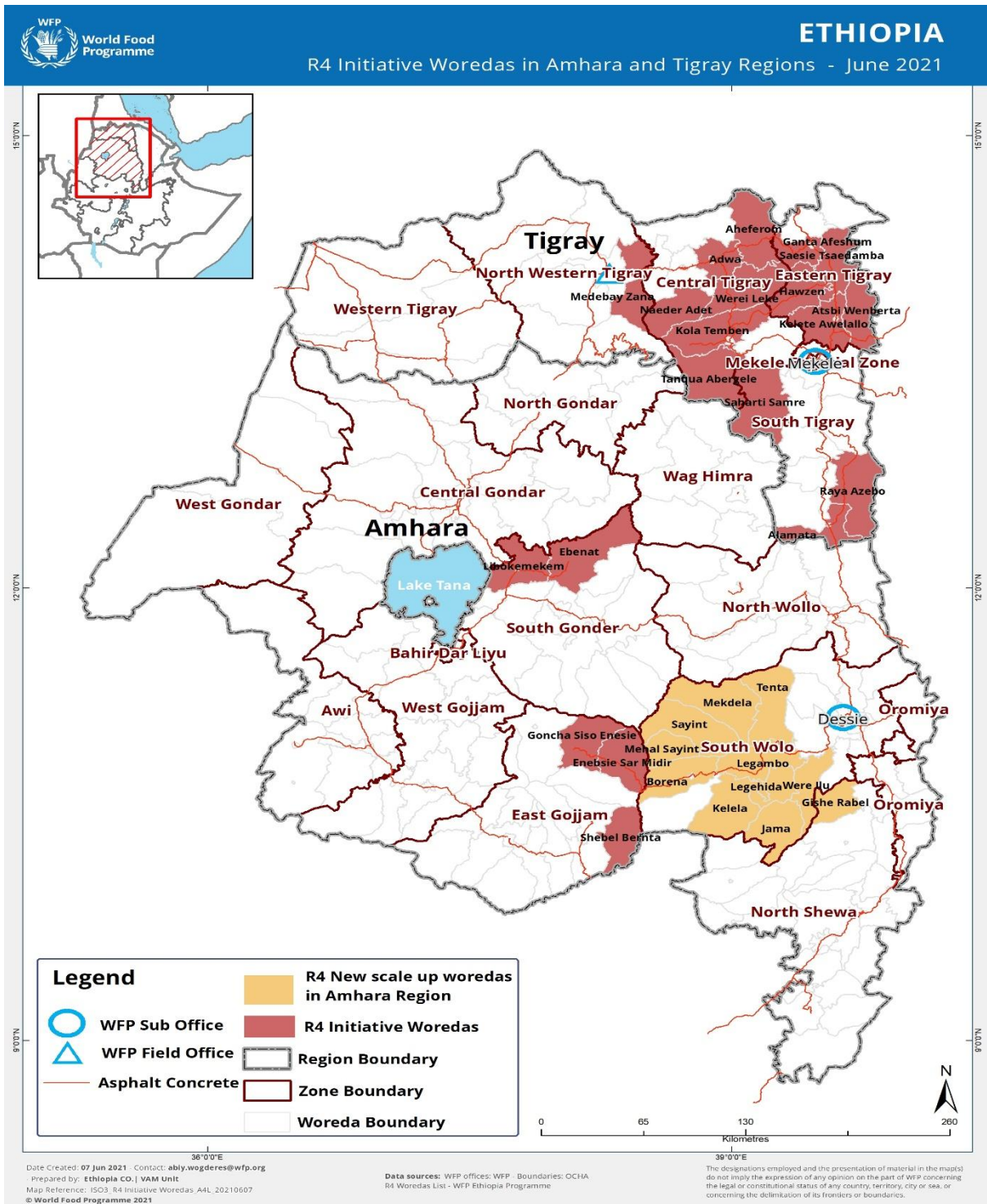
It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the evaluation will be published in WFP internal and public websites.

82. Evaluators shall provide a copy of the evaluation reports that is free of personally identifiable information (PII) and proprietary information. Final versions of evaluation report ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources: <https://www.section508.gov/create/documents>; <https://www.section508.gov/create/pdfs>

## **6.6. Proposal**

83. The evaluation will be financed from CO R4 funds and possibly Contingency Evaluation Funds.
84. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). The budget should be submitted as excel file separate from the technical proposal document.
85. Travel/ subsistence /other direct expenses should be accounted for in the proposed budget.
86. 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 proposed team members as part of the decision-making process and selection,
87. Please send any queries to WFP Procurement Unit at [addisababa.procurement@wfp.org](mailto:addisababa.procurement@wfp.org) and CO Head of Evaluation [dawit.habtemariam@wfp.org](mailto:dawit.habtemariam@wfp.org).

# Annex 1. Map



## Annex 2. Timeline

	Phases, deliverables and timeline	Level of effort	Total time required for the step
<b>Phase 1 - Preparation (total duration: Recommended - 2.25 months; Average: 4.4 months)</b>			
EM	Desk review, draft ToR and quality assure (QA) using ToR QC	(2 weeks)	15 – 29 Aug. 2024
REU	Quality assurance by REU		9-14 Sept.
EM	Revise draft ToR based on feedback received	(3 days)	17-19 Sept.
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS, if required	N/A	20 Sept.
EM	Revise draft ToR based on DEQS and share with ERG	(3 days)	27 Sep. -mid Oct
ERG/EC	Review and comment on draft ToR	(1 day)	Mid Oct to 30 Oct.
EM	Revise draft ToR based on comments received and submit final ToR to EC Chair	(3 days)	7 Nov.
EM	Start alerting CO procurement unit and LTA firms	(0.5 day)	10 Nov.
EC Chair	<b>Approve the final ToR and share with ERG and key stakeholders</b>	(0.5 day)	15 Nov.
EM	Assess evaluation proposals/ Conduct interviews and recommend team selection	(2 days)	19-21 Nov.
EC Chair	<b>Approve evaluation team selection</b>	(0.5 day)	22 Nov.
EM	Evaluation team contracting and PO issuance	(1 day)	5 Dec.
<b>Phase 2 - Inception (total duration: Recommended - 1.75 months; Average: 2.1 months)</b>			
ET	Desk review of key documents	(5 days)	9-13 Dec.
EM/ET	Inception briefings/mission remotely	(1-2 days)	16-20 Dec.
ET	Draft inception report	(2 weeks)	10 Jan.
EM	Quality assures draft IR by EM and REU using QC	(2 days)	Jan.
ET	Revise draft IR based on feedback received by EM and REU	(2-3 days)	20 Jan.
REU	Share draft IR with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	22 Dec.
ET	Revise draft IR based on feedback received by DEQS	(2 days)	6 Jan. 2025
EM	Share revised IR with ERG	(0.5 day)	13 Jan.
ERG	Review and comment on draft IR	(1 day)	13-15 Jan.
EM	Consolidate comments	(0.5 day)	15 Jan.
ET	Revise draft IR based on feedback received and submit final revised IR	(3 days)	22 Jan.
EM	Review final IR and submit to the evaluation committee for approval	(2 days)	29 Jan.
EC Chair	<b>Approve final IR and share with ERG for information</b>	(1 week)	6 Feb.
<b>Phase 3 – Data collection (total duration: Recommended – 0.75 months; Average: 1 month)</b>			
ET	<b>Data collection</b>	(3 weeks)	3-20 Mar.
ET	<b>In-country debriefing (s)</b>	(1.5 day)	21 Mar.
<b>Phase 4 – Reporting (total duration: Recommended – 2.75 months; Average: 5.8 months)</b>			
ET	Draft evaluation report	(3 weeks)	7 – 30 April

EM	Quality assurance of draft ER by EM and REU using the QC,	(2-3 days)	03- 10 May
ET	Revise and submit draft ER based on feedback received by EM and REU	(2-3 days)	10- 13 May
EM	Share draft ER with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	14 – 21 May
ET	Revise and submit draft ER based on feedback received by DEQS	(2-3 days)	24 – 27 May
ERG	Review and comment on draft ER	(0.5 day)	28 May
ET	Evaluation workshop	(1 day)	7 June
EM	Consolidate comments received	(0.5 day)	9 June
ET	Revise draft ER based on feedback received	(2-3 days)	09 -15 June
EM	Review final revised ER and submit to the evaluation committee	(2-3 days)	16 – 18 June
EC Chair	<b>Approve final evaluation report and share with key stakeholders</b>	(1 day)	25 June
<b>Phase 5 - Dissemination (total duration: Recommended – 1 month; Average: 1.9 months)</b>			
EC Chair	Prepare management response	(5 days)	25-30 June
EM	<b>Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call</b>	(0.5 day)	05 – 23 July



## Annex 3. Role and composition of the evaluation committee

88. 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 chair of the committee.

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

- Country Director, Chair, Zlatan Milisic
- Deputy Country Director – Operations (alternate Chair) – Jennifer Bitonde
- Deputy Country Director Support Services– Kevin Hodgson
- Head of Evaluation (Committee Secretary) – Dawit Habtemariam
- Head of Programme– Samantha Chattaraj
- Sub-unit head for resilience - Robert ACKATIA-ARMAH
- Head of Activity 5 – Allan Mulando
- Head of RAM– Blessing Butaumocho
- Head of Supply Chain, Clara Silva
- Head of Procurement – Pamela Odudoh
- Regional evaluation officer (REO) – Nikki Zimmerman

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
<b>Preparation Phase</b> <ul style="list-style-type: none"> <li>• Select and establish ERG membership.</li> <li>• Reviews the revised draft ToR prepared by the EM</li> <li>• Approves the final TOR</li> <li>• Approves the final evaluation team and budget</li> </ul>	1 day	August 2024
<b>Inception Phase</b> <ul style="list-style-type: none"> <li>• Brief the evaluation team about the evaluation.</li> <li>• Inform evaluation design through discussions with the evaluators.</li> <li>• Support identifying field visit sites based on selection criteria.</li> <li>• Review the revised draft IR</li> <li>• Approve the final IR</li> </ul>	2 days	Late Dec. 2024
<b>Data Collection Phase</b> <ul style="list-style-type: none"> <li>• Act as key informants: respond to interview questions</li> <li>• Facilitate access to sources of contextual information and data, and to stakeholders.</li> <li>• Attend the end of field work debriefing(s) meeting.</li> <li>• Support the team in clarifying emerging issues/gaps how to fill them</li> </ul>	2 days	Feb. 2025
<b>Analysis and Reporting Phase</b> <ul style="list-style-type: none"> <li>• Review final evaluation report after quality assurance by ET + EM</li> <li>• Approve the final ER</li> </ul>	2 days	February 2025
<b>Dissemination and Follow-up Phase</b> <ul style="list-style-type: none"> <li>• Decide whether management agrees, partially agrees or does not agree with the recommendations and provides justification.</li> <li>• Lead preparation of the management response to the evaluation recommendations</li> </ul>	2 days	May – June 2025

## Annex 4. Role, composition and schedule of engagement of the evaluation reference group

90. **Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all DEs.
91. 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.

### Composition

Country office	Name
Core EC members: <ul style="list-style-type: none"> <li>• The Country Director (Chair)</li> <li>• Deputy Country Director Operations (member and alternate Chair)</li> <li>• Head of Evaluation (Secretary)</li> <li>• Deputy Country Director Support Services</li> <li>• Head of Programme</li> <li>• Head of Resilience and UN Coordination sub-unit</li> <li>• Manager in charge of the evaluation subject</li> <li>• Head of RAM</li> <li>• Head of Procurement</li> </ul>	Zlatan MILISIC Jennifer Bitonde  Dawit Habtemariam Kevin HODGSON Samantha Chattaraj Robert ACKATIA-ARMAH  Allan Mulando Blessing BUTAUMOCHO Pamela ODUDOH
Regional bureau	Name
Core members: <ul style="list-style-type: none"> <li>• Regional Evaluation Officer</li> <li>• Regional Program Officer Resilience and Livelihood Officer</li> </ul>	Nikki Zimmerman  Duncan Khalai
Headquarters (optional)	Name
Program Officer Resilience and Livelihood	TBD

## Schedule of ERG engagement and Time commitments

ERG member	Organization
<ul style="list-style-type: none"> <li>• Awol ADEM</li> <li>• Jacobeth BARNO</li> <li>• Heran Abebe</li> <li>• Olipa ZULUMBATA</li> <li>• Berhanu AYALEW</li> <li>• Amina MUBUKA</li> <li>• Haile AREGAWI</li> <li>• Moges TARIKU</li> <li>• Catherine Mupinda</li> <li>• Walter ONYANGO</li> <li>• Esrael Asfaw</li> <li>• Getachewd Diriba</li> <li>• Tekeleweini</li> </ul>	<p>Country Office R4 Country Office R4 CO Gender Amhara Sub-office Amhara Ara Office Tigray Sub-office Tigray Sub-office</p> <p>Dessie sub-office Gondar Sub-office CO RAM</p> <p>RBN SelfHlepAfrica MoA REST</p>

Evaluation Phase and engagement task	Estimate level of effort in days	Tentative Dates
<b>Preparation Phase</b> <ul style="list-style-type: none"> <li>• Review and comment on the draft ToR</li> <li>• Where appropriate, provide input on the evaluation questions. <ul style="list-style-type: none"> <li>• Identify source documents useful to the evaluation team</li> <li>• Attend ERG meeting/conference call etc</li> </ul> </li> </ul>	<b>1 day</b>	<b>August 2024</b>
<b>Inception Phase</b> <ul style="list-style-type: none"> <li>• Meet with evaluation team to discuss how the evaluation team can design a realistic/practical, relevant and useful evaluation.</li> <li>• Identify and facilitate dialogues with key stakeholders for interviews</li> <li>• Identify and access documents and data</li> <li>• Help identify appropriate field sites according to selection criteria set up by the evaluation team in the inception report.</li> <li>• Review and comment on the draft Inception Report</li> </ul>	<b>1 days</b>	<b>Late Dec. 2024</b>
<b>Data Collection Phase</b> <ul style="list-style-type: none"> <li>• Act as a key informant: respond to interview questions</li> <li>• Provide information sources and facilitate access to data</li> <li>• Attend the evaluation team's end of field work debriefing</li> </ul>	<b>2 days</b>	<b>March 2025</b>
<b>Analysis and Reporting Phase</b> <ul style="list-style-type: none"> <li>• Review and comment on the draft evaluation report focusing on accuracy, quality and comprehensiveness of findings, and of links to conclusions and recommendations.</li> </ul>	<b>2 days</b>	<b>April 2025</b>
<b>Dissemination and Follow-up Phase</b> <ul style="list-style-type: none"> <li>• Disseminate final report internally and externally, as relevant;</li> <li>• Share findings within units, organizations, networks and at events;</li> <li>• Provide input to management response and its implementation</li> </ul>	<b>2 days</b>	<b>July 2025</b>

## 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	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	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;	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	WFP Country office management and programme staff; external stakeholders	Team leader	Meeting	To invite key country office stakeholders (internal and external) to debrief the fieldwork and discuss the preliminary findings
<b>Reporting</b>	learning workshop	Evaluation Reference Group; programme staff; Country offices management	Evaluation Team Leader	Online or in person Meeting	To invite key stakeholders to discuss the preliminary findings in an interactive way
	Draft Evaluation report	Evaluation Reference Group	Evaluation Team Leader/ Manager	Email	To request review of and comments on ER
	Final Evaluation report	Evaluation Reference Group; WFP CO Management; WFP employees; general	Evaluation team leader/ Manager	Email; WFP go; WFP.org ; Evaluation Network platforms (e.g.	To inform key stakeholders of the final main products from the evaluation and make the report available publicly

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
		public		UNEG, ALNAP); RBN Evidence Map; RBN Evaluation Newsletter	
<b>Dissemination &amp; Follow-up</b>	Draft Management Response	Evaluation Reference Group ; RBN and CO Programme/ staff; RBN and CO M&E staff;	Evaluation manager	Email	To discuss the actions for COs to address the evaluation recommendations and elicit comments
	Final Management Response	Evaluation Reference Group, WFP Management; WFP employees; general public		Email ; WFPgo ; 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 Team	email; RBN Evaluation Newsletter	To disseminate evaluation findings in a visual way
	Infographics: 1 overall infographics with key findings across the region	CO Management; CO Programme/ staff	Evaluation Team	email; RBN Evaluation Newsletter	

## Annex 6. Bibliography

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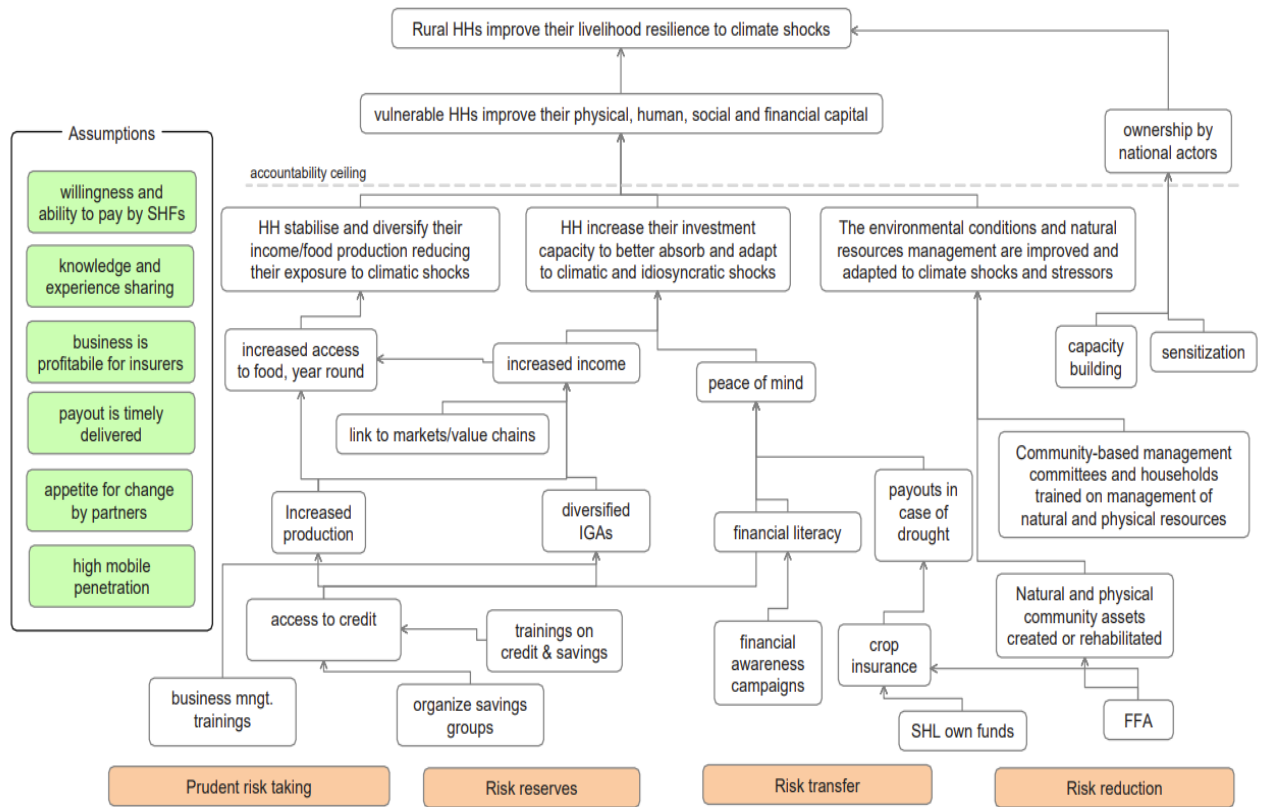
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## Annex 7. Acronyms and abbreviations

<b>Abbreviation</b>	<b>Definition</b>
<b>CO</b>	Country Office
<b>CP</b>	Cooperating Partner
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>GEEW</b>	Gender equality and the empowerment of women
<b>HARITA</b>	Horn of Africa Risk Transfer for Adaptation
<b>IFW</b>	Insurance for Work
<b>IGA</b>	Income Generating Activities
<b>KfW</b>	Kreditanstalt für Wiederaufbau
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MTR</b>	Mid-term Review
<b>NAPA</b>	National Adaptation Program of Action
<b>ORDA</b>	Organization for Rehabilitation and Development in Amhara
<b>PRO-C</b>	Climate and Disaster Risk Reduction Programmes Unit
<b>PSNP</b>	Productive Safety Net Program
<b>RBN</b>	Regional Bureau for Eastern Africa
<b>RC</b>	Review committee
<b>REST</b>	Relief Society of Tigray
<b>RG</b>	Review group
<b>RuSACCO</b>	Rural Savings and Credit Cooperatives
<b>SNNPR</b>	Southern Nations, Nationalities and People's Region
<b>ToR</b>	Terms of Reference
<b>UNDP</b>	United nations Development Program
<b>UN-OCHA</b>	United Nations for the Coordination of Humanitarian Affairs
<b>VESA</b>	VESA Village Economic Savings Association
<b>WFP</b>	World Food Program

# Annex 8: R4 Theory of Change



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## World Food Programme

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