

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE: UGANDA - AN EVALUATION OF WFP'S PORTFOLIO (2009-2013)

Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation.

Subject and Focus of the Evaluation

The Uganda Country Strategy (CS 2009-2014) was WFP's first Country Strategy. This Country Portfolio Evaluation (CPE) will assess the appropriateness of the current CS and the performance and results of WFP's portfolio from 2009-2013.

Over that period, the beneficiaries of the Uganda country portfolio have been supported through general food distributions (55%), nutrition interventions (19%), school feeding programmes (17%), Food-For-Assets programmes (9%). The Country Office (CO) also purchased food locally and provided trainings (management, marketing, food handling and storage, etc) to empower smallholder farmers. The main modalities used by WFP to implement its activities were food, cash transfers, food procurement from smallholder farmers through purchase for progress (P4P) and capacity building.

Objectives and Users of the Evaluation

Evaluations serve the dual objectives of accountability and learning. The primary user of the evaluation findings and recommendations will be the WFP Uganda CO and the national stakeholders. The evaluation report will contribute to formulation of the new Country Strategy and will provide lessons that can be used in the design of new operations. The evaluation report will be presented at the Executive Board session in November 2014 (EB.2).

Key Evaluation Questions

The CPE will be addressing the following four key questions. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance in Uganda,

which could inform future strategic and operational decisions.

Question one: Country Strategy and Strategic Positioning. What has been the strategic alignment of the WFP CS and portfolio, including the extent to which: i) the CS's objectives and related portfolio operations have been relevant to the humanitarian and developmental needs of the Ugandan populations; ii) its objectives have been aligned with those of the Government in Uganda, including sector policies; iii) its objectives have been coherent and harmonised with those of partners (multilateral, bilateral and NGOs); iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference; v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies on the other hand; vi) the strategy was adjusted as necessary in light of changing circumstances, and vii) the decision-making process was based on the best information available at the time, and geared to attaining the best results.

Question two: Quality of and Factors Driving Strategic Decision Making. Reflect on the extent to which WFP: i) has analysed (or used existing analysis) the national hunger, food security and nutrition protection and gender issues in Uganda; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) positioned itself as a strategic partner for the government, multilateral, bilateral and NGO partners and in which specific areas; and iv) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure, monitoring information etc.) to understand the drivers of the

strategy, and how they were considered and managed when the CS 2009-2014 was developed.

Question three: Performance and Results of the WFP portfolio in Uganda. Assess the level of efficiency, effectiveness and sustainability of the the CS and its main programme activities and explanations for these results (including factors beyond WFP’s control); i) the coverage of food assistance operations in meeting needs across food insecure populations; ii) the overall efficiency of food assistance modalities; iii) the level of synergy and multiplying effect between the various main activities regardless of the operations; iv) the level of synergies and multiplying opportunities with partners (multilateral, bilateral and NGOs) at operational level.

Question four: Appropriateness of the CS (2009-2014) process. Assess the extent to which i) the CS process and products added value to the effectiveness of WFP portfolio; ii) to what extent the CS played a role in decision making in the design of operations in the portfolio?

Scope and Methodology

The Uganda portfolio is defined as the the 4 operations implemented in the country from 2009 to 2013 including, PRRO 200429, 101201.3, EMOP 108110 and CP 108070. IR-EMOP 200123 will not be a focus of the evaluation and will receive attention only to the extent it contributes to the outcomes of the other operations. The evaluation will also review the Country Strategy 2009-2014.

In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole. The field work will focus on a sample of project sites.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with relevant expertise for the Uganda portfolio.

OE Evaluation Manager: This evaluation is managed by the WFP Office of Evaluation (OEV) with Ms Elise Benoit as the Evaluation Manager (EM). The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

Stakeholders: WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation and facilitate the evaluation team’s contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork.

Communications

Evaluation preliminary findings will be shared with WFP stakeholders in CO, RB and HQ during a debriefing session (teleconference), after the fieldwork. This early verbal feedback, prior to the draft evaluation report, gives WFP the opportunity to clarify issues and ensures a transparent process.

Timing and Key Milestones

Main Phases	Timeline	Tasks and Deliverables
1.Preparatory	September to mid-December 2013	Draft and Final TOR, Evaluation Team and/or firm selection & contract
2. Inception	Mid-December 2013 to March 2014	Desk Review of existing Literature, HQ Briefing, Inception Mission and, inception report including desk review report
3. Evaluation, including fieldwork	April to May 2014	Evaluation mission, data collection, exit debriefing, in-country workshop on the findings (TBD) and Analysis
4. Reporting	June to July 2014	Drafting of the Evaluation Report, comments process and final evaluation report
5. Dissemination	(Deadline Secretariat August 2014)	Summary Evaluation Report Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

Findings will be actively disseminated and the final evaluation report will be publicly available on WFP’s website.



Full Terms of Reference are available at <http://www.wfp.org/evaluation> as are all Evaluation Reports and Management Responses.

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org