

# **Inception Report**

## **Performance Evaluation**

### **IKEA Foundation Funding Livelihoods Project Among Congolese Refugee and Host Communities in Rwanda**

#### **The Misizi Marshlands Agricultural Project in Gisagara (Mugombwa Camp)**

Submitted to:

**United Nations High Commissioner for Refugees**

Submitted by:

**TANGO International, Inc.**



**Final Submission: 22<sup>nd</sup> March 2022**

#### **Contact Information:**

**Bruce Raveslout, Vice President**

**Email: [bruce@tangointernational.com](mailto:bruce@tangointernational.com)**

#### **Head office:**

TANGO International  
406 S. 4<sup>th</sup> Avenue  
Tucson, AZ 85701 USA  
Tel: (+1) 520 617 0977  
Fax: (+1) 520 617 0980  
[www.tangointernational.com](http://www.tangointernational.com)

#### **Bangkok office:**

TANGO International  
The Hive. Bangkok  
46/9 Soi Sukhumvit 49,  
Bangkok, Thailand  
Tel: (+66) 8 5241 9500  
Fax: (+66) 2 662 6062

# Contents

<b>Tables .....</b>	<b>ii</b>
<b>Figures .....</b>	<b>ii</b>
<b>Acronyms .....</b>	<b>iii</b>
<b>1. Introduction .....</b>	<b>4</b>
1.1. Purpose and Objectives of the Evaluation .....	4
Users and uses of the evaluation .....	4
1.2. Purpose of the Inception Report and Inception Phase Activities .....	5
<b>2. Background and Context .....</b>	<b>5</b>
<b>3. Scope of the Evaluation .....</b>	<b>8</b>
3.1. Evaluation Questions and Sub-Areas .....	9
3.2. Evaluability Assessment .....	10
<b>4. Evaluation Approach, Methodology, and Ethical Considerations .....</b>	<b>10</b>
4.1. Methodological Approach Overview .....	10
4.2. Data Collection Methods .....	11
Sampling strategy .....	12
4.3. Data Analysis Plan .....	14
4.4. Ethical Considerations, Risk and Mitigation Measures .....	15
Risks and Mitigation Strategies .....	16
Data Protection .....	17
4.5. Quality Assurance .....	18
QA roles and staffing .....	18
QA by phase .....	18
<b>5. Organisation of the Evaluation .....</b>	<b>19</b>
5.1. Roles and Responsibilities .....	19
5.2 Timeline .....	20
<b>6. Information and Support Required and Next Steps .....</b>	<b>23</b>
<b>Annex 1: Terms of Reference .....</b>	<b>25</b>
<b>Annex 2: Evaluation Matrix .....</b>	<b>26</b>
<b>Annex 3: Evaluability Assessment .....</b>	<b>32</b>
<b>Annex 4: Qualitative Topical Outlines .....</b>	<b>37</b>
Focus Group Discussion Topical Outline Tool .....	37
Key Informant Interview Discussion Topical Outline Tools .....	40
<b>Annex 6: List of Key Informants by Phase .....</b>	<b>44</b>

<b>Annex 7: Quantitative Survey Tool .....</b>	<b>46</b>
<b>Annex 8: Detailed Evaluation Timeline .....</b>	<b>46</b>
<b>Annex 9: Program Theory of Change .....</b>	<b>48</b>
<b>Annex 10: Bibliography .....</b>	<b>49</b>

## Tables

Table 1. Evaluation questions and sub-areas.....	9
Table 2 Probability Proportional to the Size, Quantitative Survey Sample.....	13
Table 3. Ethical considerations and safeguards, by phase.....	15
Table 4: Potential limitations and risks affecting the evaluation.....	16
Table 5. Evaluation Team Members and Roles .....	19
Table 6. Key dates for the evaluation.....	20
Table 7. Timeline for all evaluation phases .....	22
Table 8. Support, information, and decisions required. ....	23
Table 9. Evaluation matrix.....	26
Table 10. Evaluability Assessment Matrix.....	32
Table 11. Key informants .....	44
Table 13: Detailed timeline for data collection phase .....	46
Table 14: Detailed timeline for analysis and reporting phase.....	46

## Figures

Figure 1 Extreme Poverty Map Rwanda (2018).....	6
---	---

## Acronyms

<b>AGD</b>	<i>Age, Gender and Diversity</i>
<b>COP</b>	Chief of Party
<b>COVID</b>	Corona Virus COVID-19
<b>CRRF</b>	Comprehensive Refugees Response Plan
<b>EO</b>	Executive Officer
<b>EQ</b>	Evaluation Question
<b>EQAS</b>	WFP Evaluation Quality Assurance System
<b>ET</b>	Evaluation Team
<b>FAO</b>	Food and Agriculture Organization of the UN
<b>FATE</b>	FATE Consulting
<b>FCS</b>	Food Consumption Score
<b>FGD</b>	Focus Group Discussion
<b>GIZ</b>	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
<b>GRF</b>	Global Refugee Forum
<b>HDDS</b>	Household Diet Diversity Score
<b>HPG</b>	Humanitarian Policy Group
<b>KEQ</b>	Key Evaluation Question
<b>KII</b>	Key Informant Interview
<b>KPI</b>	Key Performance Indicator
<b>MIDIMAR</b>	(former) Ministry of Disaster Management and Refugee Affairs
<b>MINAGRI</b>	Ministry of Agriculture and Animal Resources
<b>MINEMA</b>	Ministry of Emergency Management
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>ODK</b>	Open Data Kit
<b>OECD-DAC</b>	Organization for Economic Co-operation and Development's Development Assistance Committee
<b>PDM</b>	Post Distribution Monitoring
<b>POC</b>	Person of Concern
<b>PPS</b>	Probability Proportional to the Size
<b>QA</b>	Quality Assurance
<b>RQ</b>	Research Question
<b>RWA</b>	Rwanda
<b>SACCO</b>	Savings and Credit Co-operative
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>USAID</b>	United States Agency for International Development
<b>WFP</b>	World Food Programme

# 1. Introduction

## 1.1. Purpose and Objectives of the Evaluation

1. This is a performance evaluation of the Misizi Marshlands Agricultural Project. The Misizi Marshlands Project includes refugees and host communities in Gisagara District, Rwanda and is expected to achieve the following four outcomes: (1) Improved household income among the beneficiaries (refugees and local farmers), (2) Improved access to formal markets for the beneficiaries (refugees and local farmers), (3) Increased agricultural productivity for the beneficiaries (refugees and local farmers), (4) Enhanced peaceful coexistence between refugees and local farmers. The progress to date includes two-year consecutive production of maize and beans, provision of free agricultural inputs, formation of agriculture cooperatives, smart agricultural technique trainings, and business trainings to improve sale practices. In 2021, the project focused on sustainability through focusing on cooperative management training and transforming maize grain production into maize flour production and sales.
2. Early findings indicate household income and agricultural production have increased as a result of project activities and facilitation of market linkages, however, the purpose of this evaluation is to systematically evaluate the overall performance of the project to determine the magnitude of these changes.<sup>1</sup> Field assessments conducted by UNHCR-WFP and UN Rwanda indicate that the COVID-19 pandemic has severely and negatively impacted refugees' livelihoods, food prices, and food security.<sup>2</sup> This evaluation will determine the extent to which COVID-19 impacted targeted project areas. Furthermore, the Misizi project is a pilot, and this evaluation aims to generate lessons that can inform similar projects going forward, including lessons derived from COVID-19 related impacts on ways to support refugee livelihood resilience in the future.
3. The evaluation has the following four overarching objectives:<sup>3</sup>
  - I. Evaluate the performance of the pilot project to support refugees achieve self-reliance and graduate out of humanitarian assistance, particularly focusing on the gains of the project on the beneficiaries.
  - II. Evaluate the sustainability and scalability of such agricultural projects to derive best practices and recommend required conditions in designing, implementing, replicating, and scaling up livelihoods' agricultural projects in refugee contexts in Rwanda or elsewhere.
  - III. Contribute to the global evidence base on how to optimize refugee and host community self-reliance through livelihoods, economic inclusion following a "Whole of Society Approach".
  - IV. Understand the effects of COVID-19 on the project performance and coping capacity of the beneficiaries.
4. To achieve these objectives the evaluation will work through a series of evaluation questions (EQs) validated through this inception phase as presented throughout this document and operationalised in the detailed evaluation matrix presented in Annex 2.

## Users and uses of the evaluation

5. The evaluation will seek the views of, and will aim to be useful to, a broad range of stakeholders, such as implementing and operational partners involved in livelihoods programming, as well as wider stakeholders including UNHCR country level and regional livelihoods sector working group

---

1 Source: Livelihoods assessment field surveys, June-July 2019

2 <https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/UNDP-rba-COVID-assessment-Rwanda.pdf>

3 The purpose and objectives presented here are consistent with the Terms of Reference; no changes have been made.

members, humanitarian-development partners, other UN agencies, private sector partners, bi-lateral development partner agencies and multi-lateral financial institutions. The primary target audience for this evaluation identified in the Terms of Reference (TOR) is the Government of Rwanda, represented by the Ministry of Emergency Management (MINEMA), and UNHCR Rwanda livelihoods programming unit, executive teams, and field offices. The secondary audience of this evaluation are the funding organizations and partners, including IKEA Foundation, World Food Programme (WFP) and Food and Agriculture Organization of the UN (FAO), for accountability purposes and to demonstrate the results of their investment in this innovative pilot project.

6. The evaluation is expected to be used provide guidance on best practices in refugee context design and implementation of agricultural livelihoods projects. The results of the evaluation will be made available by UNHCR Rwanda to all interested in refugee self-reliance through agriculture projects, contributing to the existing literature on refugee self-reliance.

## 1.2. Purpose of the Inception Report and Inception Phase Activities

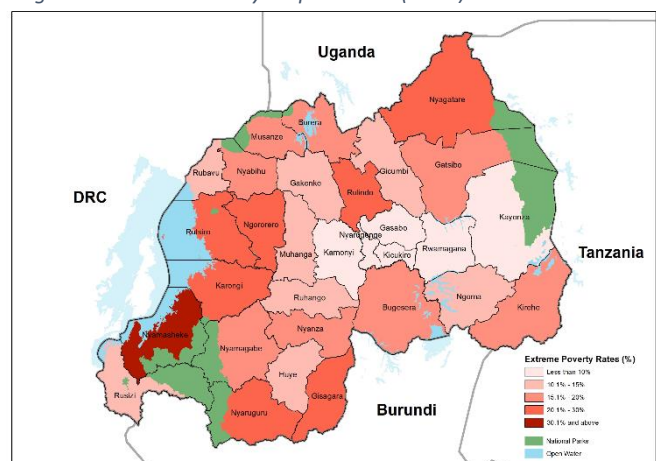
7. The purpose of the inception phase is to ensure that the TANGO Evaluation Team (ET) develops an in-depth understanding of the TOR and that the ET and stakeholders have a common understanding of the following: the evaluation purpose and what is/is not within its scope, how the work is to be performed and organised, the methodology and data collection plan, the roles of different parties, and the evaluation deliverables and timeline.
8. Activities undertaken during the inception phase have included:
  - Inception meetings with the country office focal points.
  - Initial desk review and analysis of a preliminary set of documents shared by UNHCR and partner organizations.
  - Exploratory orientation semi-structured key informant interviews (KIIs) with key UNHCR and partner staff.
  - An evaluability assessment to understand and tailor the scope of the evaluation, given the time, data, and resources available to the ET.
  - Drafting and finalisation of this inception report. The inception report includes the finalized evaluation matrix, sampling strategies and sample size calculation, all data collection tools, risks and mitigation measures, detailed work plan, and an overview of expected role/support from UNHCR colleagues. The inception report will also include the quantitative analysis plan with details on indicator and longitudinal analysis that will be conducted.

## 2. Background and Context

9. Rwanda is a signatory to the 1951 Refugee Convention, the 1967 Protocol Relating to the Status of Refugees, the 1969 Organization African Unity Convention for Refugees, and has a National

10. In September 2016, the national Government of Rwanda (GoR) committed to the New York Declaration (NYD) on refugees and migrants, to contribute to the development of durable solutions that mitigate pressures arising from their presence.<sup>9</sup> To support those commitments, the former Ministry of Disaster Management and Refugee Affairs (MIDIMAR), now the Ministry in charge of Emergency Management (MINEMA) and UNHCR developed a joint strategy in 2016 to enhance refugee self-reliance and economic inclusion for the period of 2016-2020. In 2018, the GoR committed to applying the Comprehensive Refugees Response Plan (CRRF), an international initiative to reduce dependency on external funding and improve refugees' lives via increased access to documentation, health insurance, education, and livelihoods options.<sup>10,11</sup> Subsequently, the GoR made a set of new commitments (nine pledges) at the first Global Refugee Forum (GRF) held in 2019, focused on education, livelihoods, protection, environment, energy and health.<sup>12</sup> A follow-up joint Roadmap on GRF Pledge Implementation for the 4 year-period between 2021-2024 was developed by GoR and UNHCR, which includes developed action plans supported by technical committees to achieve the pledges.<sup>13</sup> Currently, the MINEMA and UNHCR coordinate management of the refugee camps and provision of assistance to camp-based refugees, with the long-term vision of reducing their roles as refugee self-reliance increases.<sup>14</sup>

Figure 1 Extreme Poverty Map Rwanda (2018)



<sup>14</sup> Humanitarian Policy Group (HPG). The Comprehensive Refugee Response Framework Progress in Rwanda. September 2019. P. 3 Accessed <https://cdn.odi.org/media/documents/12936.pdf>

and the refugees in the Mugombwa camp share important common characteristics, i.e., a farming background with limited education and a high poverty rate.<sup>15</sup> The Gisagara District Development Strategy (2018-2024) outlines a medium-term development strategy organized around the following pillars: economic transformation, social transformation, transformational governance.<sup>16</sup> This strategy includes a long-term vision of modernizing and increasing agricultural productivity to transform the district into an agro-processing hub.<sup>17</sup> As a district that is heavily affected by a higher than national average poverty rate (Gisagara District has the third highest proportion of extreme poverty of all districts nationally, with 25.6% of residents in extreme poverty, and 55.6% in poverty), and limited available employment opportunities for the host communities, it is particularly difficult for refugees to meet their basic needs.<sup>18</sup>

12. Preliminary livelihoods and participatory assessments conducted by UNHCR in 2017 and 2018 in process identified priority livelihoods problems faced by the refugees alongside their host community population.<sup>19</sup> The key obstacles for the refugee and host community members targeted for participation in the Misizi project to conduct livelihoods activities included: 1) lack of employment opportunities, 2) lack of productive assets including agricultural land, and 3) lack of awareness by local actors (private sector, local authorities, host communities, etc.) regarding refugees' rights to access labour markets. Additional problems cited were high dependency on humanitarian aid, women engaging in negative coping strategies, and youth unable to continue into higher education.
13. The estimated number of agricultural households in Rwanda is 2.3 million, equivalent to 80.1 percent of total country households.<sup>20</sup> In 2020, The World Bank estimated that agriculture accounts for 26.3% of the national GDP.<sup>21</sup> Agriculture is a key sector contributing to Rwanda's economic growth. The national strategy for economic development and poverty reduction identifies increased agriculture productivity to be a national priority, with a focus on irrigation with proximity advisory services for crops and connecting farmers to agribusiness.<sup>22</sup> The strategic plan for the transformation of agriculture in Rwanda published in 2009 identifies marshland development as a key program area for intensification and development of sustainable production systems, explicitly identifying development of 8,000 hectares of marshlands with irrigation systems and drainage systems.<sup>23</sup>
14. It is against this background that in September 2018, UNHCR and IKEA F concluded a partnership agreement that led to IKEA F funding an agricultural livelihoods project in the Misizi Marshlands located in Gisagara District, that hosts the Mugombwa refugee camp. Located in the Southern Province of Rwanda, the camp was established in early 2014, populated by Congolese refugees who fled during the 2012-2013 emergency. The camp is home to 10,951 refugees while the surrounding communities in Mugombwa Sector host approximate 22,700 local Rwandan

<sup>15</sup> According to EICV5 (2016/17), Gisagara is with high level of poverty: 55.6% were under poverty line while extreme poverty stood at 25.6% against 38% and 16% at national level respectively

<sup>16</sup> Republic of Rwanda Southern Province Gisagara District. Gisagara District Development Strategy (2018 – 2024). August 2018. Accessed [https://gisagara.gov.rw/fileadmin/document/Gisagara\\_District\\_Development\\_Strategy\\_for\\_2018-2024.pdf](https://gisagara.gov.rw/fileadmin/document/Gisagara_District_Development_Strategy_for_2018-2024.pdf)

<sup>17</sup> Ibid.

<sup>18</sup> National Institute of Statistics of Rwanda (NISR). Fifth Integrated Household Living Conditions Survey 2016/17. 6 December 2018. Accessed <https://www.statistics.gov.rw/datasource/integrated-household-living-conditions-survey-5-eicv-5>

<sup>19</sup> Source: Livelihood's assessment field surveys, June-July 2019

<sup>20</sup> National Institute of Statistics of Rwanda (NISR). Agricultural Household Survey 2020. January 2022. Accessed. <https://www.statistics.gov.rw/publication/agricultural-household-survey-2020>

<sup>21</sup> The World Bank. World Bank national accounts data, and OECD National Accounts data files. Agriculture, forestry, and fishing, value added (% of GDP) – Rwanda. Accessed <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?end=2020&locations=RW&start=1965&view=chart>

<sup>22</sup> Republic of Rwanda. Economic Development and Poverty Reduction Strategy II 2013-2018 (EDPRS 2). May 2013.

<sup>23</sup> Republic of Rwanda Ministry of Agriculture and Animal Resource. Strategic Plan for the Transformation of Agriculture in Rwanda – Phase II (PSTA II). February 2009. Accessed [https://www.gafspfund.org/sites/default/files/inline-files/Rwanda\\_StrategicPlan.pdf](https://www.gafspfund.org/sites/default/files/inline-files/Rwanda_StrategicPlan.pdf).



population.<sup>24</sup> The Misizi project is implemented on 55 ha land, made available for project use by the Gisagara District, giving refugees access to land and allowing them to work together with host communities to cultivate it. The project benefits a joint farming cooperative consisting of 1,427 farmers (300 refugee households and 1,127 local host community households). Activities provided by the project include the distribution of inputs (seeds and fertilisers); trainings on climate smart agricultural practices and market-based approaches; support in the start-up of the joint cooperative and trainings on their sustainable management; activities of linkages of beneficiaries with formal markets.

15. The Misizi Project is operating in direct alignment with national priorities, and within the unique context of marshland development for agricultural use. The joint-strategy developed by the Republic of Rwanda and UNHCR on economic inclusion of refugees and host communities in Rwanda explicitly identifies cultivation in the marshlands to be an avenue for refugees and host communities to invest in agricultural livelihoods.<sup>25</sup> The Misizi project specifically is cited as a primary example of how the Government of Rwanda support by allocating marshland use through the project has increased land access for agricultural use. By utilizing the CRRF whole-of-society approach, the project includes engagement of a wide range of stakeholders, including but not limited to national and local authorities, international and regional organizations, international financial institutions, civil society, private sector, and refugee and host communities themselves. The key partners involved in the project include the World Food Program (WFP) as well as Food and Agricultural Organization (FAO) that contributed financially and technically to project implementation; the district of Gisagara that availed land for the project and took the lead at the local level working jointly with the UNHCR Field Office to support the project from planning to implementation; and MINEMA, which played a crucial role in facilitating the planning process, the implementation, and the monitoring of the project.

### 3. Scope of the Evaluation

16. The scope of the performance evaluation will cover the implementation period of the Misizi Marshlands project from September 2018 – December 2021, focused on the project beneficiaries (refugees and the host community) residing in the Mugombwa refugee camp and surrounding host community area.
17. The performance evaluation will serve a dual learning and accountability purpose. It will evaluate the performance of the project on refugee self-reliance, make recommendations and generate lessons that can be used in similar projects and considerations of possible scale-up. It should be noted that this performance evaluation, and by no means is to be considered as an impact evaluation as no attempt will be made to measure counterfactual or attribution to measure the change in outcomes that are attributable to the intervention. This performance evaluation will not be able to provide impact analyses, rather, it will allow for trend analyses to show change over time only.

---

<sup>24</sup> UNHCR Rwanda. Mugombwa Refugee Camp Profile. 15 April 2021. Accessed <file:///C:/Users/Ideer/Downloads/UNHCR%20Rwanda%20Mugombwa%20Camp%20Profile%20April%202021.pdf>

<sup>25</sup> Republic of Rwanda and UNHCR. The Ministry in Charge of Emergency Management (MINEMA) And the United Nations High Commissioner for Refugees (UNHCR) Joint Strategy on Economic Inclusion of Refugees And Host Communities In Rwanda 2021-2024. May 2021. Accessed [https://reliefweb.int/sites/reliefweb.int/files/resources/RWA--MINEMA-UNHCR\\_Joint\\_Strategy\\_of\\_economic\\_inclusion\\_of\\_refugees\\_and\\_host\\_communities\\_2021-2024.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/RWA--MINEMA-UNHCR_Joint_Strategy_of_economic_inclusion_of_refugees_and_host_communities_2021-2024.pdf)

### 3.1. Evaluation Questions and Sub-Areas

18. The scope of this performance evaluation includes examination of the following evaluation questions and sub-areas, as listed in the Terms of Reference (TOR).

Table 1. Evaluation questions and sub-areas.

<b>EQ 1 Effectiveness:</b> Has the Misizi Marshlands' project managed to achieve its planned short-term and immediate objectives (outputs and outcomes)?	
1.1	Has beneficiaries' income increased and to what extent?
1.2	Has beneficiaries' access to formal markets improved, and to what extent?
1.3	Has agriculture productivity increased during the project period, and to what extent?
1.4	Has the cooperative' self-sustainability been maintained or increased, and to what extent (focusing on institutional and financial sustainability)?
1.5	To what extent have there been any negative effects of the project and/or unforeseen achievements and how were these addressed by UNHCR?
1.6	To what extent was the AGD policy reflected in results?
1.7	To what extent the project contributed to peaceful co-existence of refugees and host communities?
<b>EQ 2 Relevance:</b> Was the project design, implementation, and monitoring consistent with beneficiary requirements, country needs and policies, and global priorities in terms of achieving refugee self-reliance and socio-economic inclusion?	
2.1	Has the Misizi project met the beneficiaries' needs (refugees and hosts)?
2.2	To what extent were the project' objectives and achieved results relevant for refugees and host communities' needs, separately taken?
2.3	Is the theory of change that drove the project design still valid at the end of the project?
2.4	To what extent was the project design, implementation, and monitoring aligned with the AGD Policy (Age, Gender, Diversity) as it pertains to both refugees and host communities?
<b>EQ 3 Efficiency:</b> Was the project design, implementation and monitoring consistent with expected results of the project?	
3.1	To what extent was the project efficient, specifically looking at the processes in design, implementation and monitoring?
3.2	Were the allocated funds sufficient to achieve the immediate outcomes of the project?
3.3	Were the allocated human resources sufficient and skilled to achieve the planned outputs and outcomes of the project?
3.4	How and to what extent UNHCR-MINEMA joint programming supported the design, implementation, and monitoring of the project? Was it sufficient to achieve the expected project' results?
3.5	What were the challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project? How were the challenges solved? And how effective and efficient were the solutions?
<b>EQ 4 Sustainability:</b> How are the achieved results and gains of the project going to be sustained once the project ends?	
4.1	What are the sustainability mechanisms in place to ensure the cooperative' institutional and financial sustainability, and to what extent are they effectively implemented?
4.2	Have the cooperative attained self-sustainability once the project ends, and to what extent?
4.3	Are the beneficiaries of the project able to sustain the outcomes (the KPIs) of the project once it ends?

4.4	Are the beneficiaries of the project equipped (skills, finance, human resources) to sustain the project results and gains, and to what extent?
4.5	Has the approach of joint farming between refugees and host communities under the marshland project contributed to sustainability of results and to what extent?
<b>EQ 5 Shocks and Resilience:</b> Was the project design, implementation, monitoring, objectives and results impacted by COVID-19 and to what extent?	
5.1	Has the project helped beneficiaries to cope up with the COVID-19 shocks on livelihoods and to what extent?
5.2	What were the mechanisms set in place by UNHCR and MINEMA to support beneficiaries to cope with the pandemic-19 and safeguard the benefits of the project?

19. Evaluation findings of the evaluation report will be structured by evaluation question and sub-questions in line with the detailed evaluation matrix presented in Annex 2.

### 3.2. Evaluability Assessment

20. As noted in the purpose of the inception phase section, the evaluation team has conducted an evaluability assessment of the proposed scope based on inception phase activities. This evaluability assessment includes the following: preliminary review and scoping discussions with key program stakeholders to assess the feasibility and practicality of addressing the study objectives and associated specific evaluation questions with available and accessible information. In other words, it is a preliminary assessment of whether the evaluation will be able to access sufficient information across a sufficient number of sources to provide reliable and valid answers to each of the evaluation questions. Overall, the evaluability assessment found that all the 23 research questions have been found to be evaluable. The evaluability assessment results are presented in detail in Annex 3.

## 4. Evaluation Approach, Methodology, and Ethical Considerations

### 4.1. Methodological Approach Overview

21. The evaluation will comply with the standards of the United Nations Evaluation Group (UNEG) and draw from the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, effectiveness, efficiency, and sustainability; in alignment with the identified key research questions and in accordance with the TOR.<sup>26</sup> These concepts are operationalised in the evaluation matrix (see Annex 2). Moreover, it will give attention to assessing adherence to humanitarian, protection, and resilience principles.
22. The overall methodological approach of this strategic evaluation will focus on mixed method data collection, including secondary data review and remote key informant interviews as well as in-person household survey, focus group, and key informant interview data collection. The ET will apply triangulated analysis across data sources to address the evaluation questions. For all types of data collection, the ET will coordinate with UNHCR to ensure that equitable participation of all evaluation stakeholders is made possible by ensuring considerations on the timing of the

<sup>26</sup> See: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

interviews, location interviews take place, and gender of the researcher/enumerator are all taken into consideration to encourage and maximize participation for in-person data collection. This will be covered in the data collection training prior to the start of fieldwork, to ensure all data-collectors follow the same protocols.

## 4.2. Data Collection Methods

23. The data collection methods employed by the ET are summarised below.
24. **Document review.** The ET will continue to conduct an in-depth desk review of relevant UNHCR Misizi programming, monitoring, and reporting documents, as well as relevant external documents. The primary source of documentation is via a shared Dropbox folder, in which UNHCR focal points can share relevant documents requested by the ET.
25. **Remote key informant interviews.** Key informant interviews (KIIs) with high-level representatives from UNHCR, government and national-level partner staff will be conducted remotely through online platforms (e.g., Zoom, Skype, WhatsApp, Google Meet) by TANGO International staff. A total of 10 KIIs identified within this group will be conducted remotely during the evaluation phase. The KIIs will be semi-structured, guided by topical outlines, which are presented in Annex 4. The qualitative topical outlines will not be pre-tested, but they will be validated and revised through UNHCR feedback on the inception report. This method allows in-depth individual conversations with key stakeholders structured around the EQs and is appropriate in the evolving context of COVID-19 safety procedures.
26. **In-person qualitative data collection.** Focus Group Discussions (FGDs) with project participants, and KIIs with leaders and duty bearers from refugee and host communities and local project staff will be conducted in-person by TANGO national consultants highly trained in qualitative research. A total of 20 KIIs and 12 gender disaggregated FGDs (6 FGD sessions with females, 6 FGD sessions with males) will take place; this disaggregation follows leading practice for similar evaluations. The KIIs and FGDs will be semi-structured, guided by topical outlines, which are presented in Annex 4. The qualitative topical outlines will not be pre-tested, but they will be validated and revised through UNHCR feedback on the inception report. If COVID-19 related restrictions prohibit in-person qualitative data collection, all interviews will be conducted remotely; in this instance FGDs will be changed into KIIs with participant representatives.
27. **Quantitative survey.** Primary quantitative data will be collected via a beneficiary-based sample survey. Quantitative data will be conducted by 8 enumerators organized into two teams of four, each team will have one dedicated supervisor, for a total of 10 data collectors. Prior to data collection, all 10 data collectors will undergo an intensive five-day training to ensure all components of the survey are clear and all enumerators are using the same practices for data collection. The last day of the survey training will include a field test, in which the enumerators will be able to practice administering the tool prior to the start of data collection. The survey will utilize a quasi-experimental design without control group for pre- and post-test. The quantitative survey will not be pre-tested; however, many modules are developed in alignment with global standard practice and the entire survey and revised through UNHCR feedback on the inception report. The quantitative survey design will employ a sampling strategy that can detect expected changes over time, which is detailed in the following sub-section “sampling strategy”. The survey design includes additional retrospective information to adjust for information that was not captured in baseline. The quantitative survey tool is included in Annex 7.

## Sampling strategy

28. **Quantitative Survey Sampling Design.** The beneficiary-based sample survey has been designed to apply a quasi-experimental design without a control or counterfactual group for pre- and post-test. The survey sample size and sampling strategy has been designed to detect 20% changes of the outcome level indicators from baseline to endline.<sup>27</sup> A two-stage cluster sampling design will be applied to select clusters (clusters will consist of blocks for refugee and villages for host community). The clusters will be selected using the Probability Proportional to the Size (PPS) statistical procedure.<sup>28</sup> It will not be possible to measure the changes of some of the indicators from baseline to endline due to the lack of baseline information. Therefore, the survey design includes additional retrospective survey questions to adjust for the information that was not captured in baseline. The quantitative survey tool with additional questions is included in Annex 7. The comparability of key indicators from baseline to endline is addressed in the evaluability assessment presented in Annex 3.
29. The Misizi Marshland project is providing support to 300 refugee households and 1,127 host-community households. The sample size has been estimated considering a general proportion 50%<sup>29</sup> ( $p=0.50$ ) for baseline to detect 20% changes from baseline to endline at 95% confidence level (two-tailed test). The initial estimated sample size was adjusted with the finite population correction factor for fixed number of beneficiary population (300 refugee beneficiaries and 1,127 host community beneficiaries) and 15%<sup>30</sup> non-responses. The sample size was also adjusted with the design effect (DEF 2.0)<sup>31</sup> for applying the two-stage cluster sampling method. The minimum required sample sizes have been estimated to include 163 households for refugee and 197 households for the host community. The sample sizes have been rounded to 200 households for each stratum to maintain the same level of precision and confidence for the comparison of these two groups. The sample size for the refugee beneficiary households would be smaller than the number of sampled host community beneficiary households if a proportionate distribution<sup>32</sup> was utilized. However, the sample size for this performance evaluation has been set as the minimum required sample size per comparison group (stratum) irrespective of the population size.
30. The sampling frames are the list of all beneficiaries ( $N=300$  refugees and  $N=1,127$  host communities), where the refugee sampling frame has been arranged by blocks and host community sampling frame by sector and villages. There are 20 blocks in the refugee sampling frame and the block beneficiary population size ranges from 13 to 16 households. Whereas 71 villages have been listed for the host community sampling frame with inconsistent village population size that ranges from 1 to 159 beneficiary households. Of the 71 villages, 22 villages were found with population size of 10 or more households. The total beneficiary population of these 22 villages (1,008 beneficiaries) covers 89.4% of the total host community beneficiary population (1,127 households). Therefore, 22 host community villages with at least 10 beneficiary

---

<sup>27</sup> The 20% change from BL to EL is based on log frame indicator targets (log frame indicator targets show expected change will be 0-100%, 0-50%). This methodology considered the lowest possible expected change we can detect, which is 20%. If the percent change is found to be below 20% the result will still be valid, but the confidence level will be slightly lower than 95%.

<sup>28</sup> In larger clusters the chance that any single household will be selected is smaller, but this is offset by the fact that larger clusters have a greater chance of being selected in the PPS procedure.

<sup>29</sup>  $p$  attains maximum sample size when it is 0.50

<sup>30</sup> Non-response rate is expected to be higher due to selecting sample beneficiary households randomly from the list of project participants

<sup>31</sup> Loss of effectiveness using cluster sampling, instead of simple random sampling, is the **design effect**. The design effect is basically the ratio of the actual variance under the sampling method used to the variance computed under the assumption of simple random sampling, usually twice for a two-stage cluster sampling procedure.

<sup>32</sup> Smaller sample size ( $n=64$  refugee and  $n=239$  host-community) was allocated for the refugee sampling frame due to the proportionate distribution of the total sample size 303 in 2019 baseline.

households have been included in the PPS cluster sampling procedure for the host community sampling frame. The cluster sample size has been set at 10 households, which will be selected randomly from each of the 20 PPS selected clusters per stratum. Table 2 shows the list of PPS selected blocks and villages with number of clusters and cluster sample sizes.

Table 2 Probability Proportional to the Size, Quantitative Survey Sample

REFUGEE				HOST COMMUNITY				
Sample Blocks <sup>1</sup>	Total Beneficiary (N)	# of Clusters <sup>1</sup>	Sample size (n)	Sector	Sample villages <sup>1</sup>	Total Beneficiary (N)	# of Clusters <sup>1</sup>	Sample Size (n)
Block-A	15	1	10	Muganza	Buhiza	22	1	10
Block-B	16	1	10		Impinga	30	1	10
Block-C	13	1	10		Kamabango	80	2	20
Block-D	16	1	10		Kanto2	19	1	10
Block-E	15	1	10		Musatsi	56	1	10
Block-F	15	1	10		Nyamiheto1	45	1	10
Block-G	16	1	10		Nyamiheto2	98	2	20
Block-H	15	1	10		Rwimisambi	34	1	10
Block-I	14	1	10	Mugombwa	Agasharu	45	1	10
Block-J	16	1	10		Akagarama	159	4	40
Block-K	15	1	10		Akarambo	118	2	20
Block-L	16	1	10		Bishya	86	2	20
Block-M	15	1	10		Impinga	37	1	10
Block-N	14	1	10					
Block-O	16	1	10					
Block-P	16	1	10					
Block-Q	15	1	10					
Block-R	13	1	10					
Block-S	14	1	10					
Block-T	15	1	10					
<b>TOTAL SAMPLE</b>	<b>300</b>	<b>20</b>	<b>200</b>	<b>TOTAL SAMPLE</b>		<b>829</b>	<b>20</b>	<b>200</b>
<b>POPULATION</b>	<b>300</b>			<b>POPULATION</b>	<b>22 (Out of 71)</b>	<b>1,008 (89% of 1,127)</b>		

<sup>1</sup>Selected applying the PPS sampling procedure

31. **Qualitative Sample. Remote key informant interviews.** Key informant interviews (KIIs) with high-level representatives from UNHCR, government and national-level partner staff will be conducted remotely through online platforms (e.g., Zoom, Skype, WhatsApp, Google Meet) by TANGO International staff. A total of 10 KIIs will be conducted during the evaluation phase. Remote KIIs will be selected from the long list of potential KIIs provided by UNHCR, included in Annex 6. Priority will be given to UNHCR staff and partners directly involved in the project design, implementation, and management.
32. **In-person qualitative data collection.** Focus Group Discussions (FGDs) with project participants, and KIIs with leaders and duty bearers from refugee and host communities and local project staff will be conducted in-person by two TANGO national consultants (one female, and one male). A total of 20 KIIs and 12 gender disaggregated FGDs (6 FGD sessions with females, 6 FGD sessions with males) will take place; this disaggregation follows leading practice for similar evaluations. Each FGD session will include 8-10 project participants. Two FGD sessions (one male, one female) will take place at each selected site, in addition to 1-2 KIIs. A total of six sites will be selected for qualitative data collection: three sites targeting primarily refugee participants in Mugombwa camp, and three sites in host community participant villages. Sites will be selected from the list of those sampled for the quantitative survey, based on logistic feasibility of safe travel to the sites in the context of COVID-19, and include typical-case participants who are knowledgeable about the program and able to share their experiences with the ET. Efforts will be made in coordination with UNHCR to incorporate youth and persons with disabilities into the qualitative data collection (via KIIs or as participants in FGDs) to ensure age and diversity considerations are included in the



qualitative sample. The final selection of sites and individuals to be included in qualitative data collection will be conducted in close coordination between UNHCR Rwanda and the ET.

### 4.3. Data Analysis Plan

33. The ET will combine several analytical approaches to cover the evaluation design and specified data collection methods, namely semi-structured thematic literature review and qualitative iterative analysis. Analysis will be documented in consistent formats to facilitate easy access across team members, enable systematic and efficient triangulation, and perform weighted analysis across resources. The various analytical approaches will be sequenced to align with data collection timelines, with the intent to start analysis as soon as possible after data collection has started. Analysis will be layered through real-time and structured coordination of findings and insights across the team. Please refer to the evaluation matrix (Annex 2) for the charting of how the data to be collected will correspond to each evaluation question.
34. **Semi-structured thematic analysis** will be applied to the document review, which will be ongoing throughout most of the evaluation timeframe. Documents will be reviewed against pre-identified markers associated with the evaluation questions, the evaluation objectives, and emerging hypotheses.
35. **Quantitative survey analysis.** Quantitative analysis for this performance evaluation will include descriptive analysis trend analysis and measuring change over time in the key program indicators for baseline to endline results. There is limited information in the baseline dataset. The changes from baseline to endline will be measured wherever it is possible, as indicated in the evaluability assessment in Annex 3. When needed, retrospective information will be used to gauge the proxy estimates of the indicator achievements. Analysis will be disaggregated for refugee households versus host community households, and significance tests for the difference between refugee and host community over time will be conducted. Descriptive analysis will include proportion, mean, median, composite index, and/or cross-tabulations with 95% confidence intervals of the estimates as appropriate. The statistical software STATA 15.1 will be used for analysis. Necessary command/syntax files will be created in STATA (STATA .do file) to compute indicator and sub-indicator values and inferential statistical analysis (e.g., descriptive analysis, test of significance, confidence interval, design effect). The baseline dataset in MS Excel will be converted to a STATA dataset and merged with the endline dataset. The STATA dataset can be converted to SPSS or MS Excel, if necessary, after this evaluation is complete.
36. **Matrix-based approach to qualitative analysis.** All data collected through remote KIIs, in-person KIIs and FGDs, will be organized for analysis using a structured top line review template that aligns with the topical outlines and encourages the identification of emerging topics. Analysis of qualitative data will utilize a matrix approach, which is a proven method of organising data entry and facilitating analysis of qualitative data. Data is reviewed, synthesised, and analysed regularly using Microsoft Excel spreadsheets, which allows narrative data to be condensed, filtered and/or aggregated to identify patterns, trends, and outliers with respect to the research questions and topical outlines. Team members will apply a real-time analysis process that updates preliminary findings across qualitative sources every time new interview batches are added. Responses from participants are triangulated between KIIs and FGDs to cross-check the reliability of information and to identify differences in perception between groups based on roles, functions, and activities the individuals or groups are involved in. Based on the evaluation matrix, themes will be identified through deductive analysis. Inductive analysis will allow for new or unexpected themes emerging as a result of the data collection and analysis process, which will be highlighted.

37. **Triangulation, sensemaking and validation of analysis results.** Triangulation occurs when multiple information sources provide insights on the same theme. For every evaluation question, the ET will draw upon findings across the sources of data: e.g., KIIs, FGDs, survey data and documents, describing where there is agreement in the data versus mixed results. All key findings and conclusions will thus be based on triangulated results across data points. From the start of the data collection phase, the ET will organise weekly internal triangulation and sense-making meetings to review analytical progress and discuss highlights and emerging themes as a team, including the TANGO remote and in-person data collection research leads. A half-day validation workshop will take place after data collection is completed, in which the in-person field researchers and remote TANGO International staff will meet to discuss emerging themes and validate preliminary analysis results. As appropriate, structured debriefing/validation meeting(s) will be organised with UNHCR key program staff to discuss preliminary results before progressing to deeper levels of analysis, once data collection is complete.

#### 4.4. Ethical Considerations, Risk and Mitigation Measures

38. Evaluations must conform to 2020 United Nations Evaluation Group (UNEG) ethical guidelines.<sup>33</sup> As part of UNHCR's normative framework, the evaluation will also follow the Code of Conduct for Evaluations in the UN system: UNHCR Data Protection Policy,<sup>34</sup> UNHCR AGD (age, gender, and diversity) Policy,<sup>35</sup> and UNHCR Disability Inclusion Strategy.<sup>36</sup> Accordingly, TANGO is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. During the inception phase the following ethical issues, related risks, safeguards, and measures have been considered:

Table 3. Ethical considerations and safeguards, by phase.

Phase	Ethical Consideration	Safeguards
Inception	<ul style="list-style-type: none"> <li>Mitigating Bias in Methodology Design</li> <li>Integration into Methodology</li> <li>Fair recruitment of participants</li> <li>Formal ethical approval</li> <li>Gender representation</li> </ul>	<ul style="list-style-type: none"> <li>A series of measures are integrated into the methodological approach to respond to issues of potential bias. The selection of stakeholders interviewed ensured the respective voices from each of the stakeholder categories were included in the data.</li> <li>As a single program performance evaluation that is not meant to contribute to generalizable data on a population and will not be published as formal publication literature, data will not be conducted with minors (under 18 years of age), it does not fit the definition of research with human subjects and will not need ethical review board approval. This has been confirmed by UNHCR Rwanda evaluation management staff, who have confirmed that NISR authorisation to conduct the study in the camp will not be required, because the Misizi project is considered a joint project between MINEMA and UNHCR. Approvals for conducting data collection in the designated sites, including refugee camp sites, will be obtained prior to the start of data collection.</li> <li>All attempts will be made to ensure that there is a gender balance in the participants that are engaged in the household survey and/or qualitative interviews.</li> </ul>

<sup>33</sup> United Nations Evaluation Group (2020). *UNEG Ethical Guidelines for Evaluation*.

<sup>34</sup> UNHCR (2015). *Policy on the Protection of Personal data of Persons of Concern to UNHCR*

<sup>35</sup> UNHCR (2018). *UNHCR Policy on Age, Gender and Diversity*.

<sup>36</sup> United Nations (2019). *United Nations Disability Inclusion Strategy*.



Data Collection	<ul style="list-style-type: none"> <li>Informed Consent</li> <li>Anonymity and confidentiality</li> <li>Burden on participants</li> <li>Gender responsive questions and data collection methods</li> </ul>	<ul style="list-style-type: none"> <li>All individuals participating in any data collection method will provide verbal informed consent prior to the start of any interview. The participant(s) will be informed of the purpose of the evaluation/their interview, how that information will be used and how their anonymity will be ensured in the results/final deliverables so that specific information provided in an interview or survey cannot be traced to the individual source.</li> <li>The evaluation team will seek to minimize risks to, and burdens on those participating in the evaluation. This includes ensuring that KIs and their affiliated organisation do not face risks in agreeing to provide data for the evaluation and ensuring that all interviews (including the household survey) last no longer than one hour.</li> </ul>
Data analysis	<ul style="list-style-type: none"> <li>Quality checks</li> <li>Data protection and management</li> </ul>	<ul style="list-style-type: none"> <li>Systematic checks on accuracy, consistency, reliability, and validity of collected data through triangulation and follow-up meetings will take place as needed. This includes making sure safeguards are explicitly referenced and international standards for engagement with participants are applied. The Team Leader will conduct regular debriefings with the team as part of this process.</li> <li>All data generated through this evaluation will remain internal to the evaluation and will not be shared without the express consent of participants and/or removal of all personally identifying information included in the data.</li> <li>ET members given access to confidential information by UNHCR will not use this information for any purpose other than the evaluation process and shall not disclose such information to any third parties.</li> </ul>
Reporting and Dissemination	<ul style="list-style-type: none"> <li>Ethical representation of data</li> <li>Equitable distribution of results</li> </ul>	<ul style="list-style-type: none"> <li>Reporting will be complete and representative of diverse perspectives, triangulated across data points.</li> <li>The ET will ensure adequate representation of ethical and gender considerations in the assessment of results, as appropriate.</li> <li>Stakeholders involved in the evaluation will be included in the dissemination of final report deliverables.</li> </ul>

39. These issues will be monitored and managed during the implementation of the evaluation. If any additional issues arise during the implementation of the evaluation, they will be recorded and managed in consultation with the UNHCR evaluation manager.

### Risks and Mitigation Strategies

40. Table 4 identifies potential limitations and other risks to the evaluation along with proposed strategies to minimise their impact.

*Table 4: Potential limitations and risks affecting the evaluation*

Possible Limitation or Risk	Discussion	Mitigation Strategy
COVID-19	The pandemic has claimed more than 2.9 million lives. In Rwanda, there have	TANGO has adapted to COVID restrictions. It will rely on a known partner, FATE to conduct

	been an excess of 130,000 cases and 1,459 deaths. Borders have been closed, trade disrupted, and travel greatly curtailed.	the field work in camps. FATE will be provided with clear tools, guidance and feedback from the TANGO Team Leader and technical experts to ensure the field work is effective, accurate and timely. ZOOM, Skype, and similar apps will be used to conduct KIIs and to carry on discussions with office-based staff in Kigali and elsewhere.
<b>Quality and availability of secondary data</b>	Secondary data sources/ documents, including baseline and other assessments, typically vary in quality and reliability. Some of the data/ information the evaluation team requests may not be available or may take a significant time investment to acquire and interpret.	Assess the quality of secondary sources; prioritise analysis of research/data deemed high-quality; triangulate data across sources and provide opportunities for diverse stakeholders to validate findings. Consult with UNHCR, and other stakeholders early in the evaluation process to identify data needs and gaps to enable primary data collection to address gaps and quality issues.
<b>Budget and time constraints</b>	The scope of the evaluation and time in the field are determined by resources available and timing constraints. The scope must therefore be clearly defined and delimited.	Use the inception phase to determine, per consultation with UNHCR and stakeholders, evaluation priorities and special points of interest (e.g., thematic, geographic, strategic). Ensure clear expectations of all parties on the main evaluation questions/sub-questions and the extent to which these can feasibly be investigated given existing data/ information and the time and resources available for collecting and analysing this and new information. Additionally, TANGO will use FATE, a trusted local research firm known to deliver the services and data per the agreed timeline.  TANGO has requested from UNHCR/partners a high level of mobilisation of respondents to ensure their timely participation in the interviews.
<b>Mobility/access constraints</b>	The team may encounter mobility limitations such as those due to weather/flooding or security issues. These constraints could affect the field schedule.	The evaluation team will communicate regularly with the staff and partners based in the field to anticipate any possible access constraints and will be ready to make changes to travel plans as necessary without compromising the completion of the study.

## Data Protection

41. TANGO maintains daily backup copies of all qualitative and quantitative data in a secure physical location, on site at TANGO headquarters as well as in separate secure locations on secure cloud servers that are only accessible by TANGO data managers. Data are uploaded daily from the field to secure cloud servers in an encrypted format. Data on the servers are only accessible by authorized TANGO data managers. The downloadable Open Data Kit (ODK) software TANGO uses does not have any mechanisms that might allow ODK to access or control TANGO's devices or systems. TANGO contracts with an IT specialist who follows a protocol to ensure that TANGO IT systems (hardware and software) are equipped with current anti-virus, malware, and other relevant tools to ensure the maintenance and security of the data and information that TANGO collects and produces in the course of business.

## 4.5. Quality Assurance

42. TANGO is committed to transparent and high-quality operational research, monitoring, and evaluation, and builds quality assurance (QA) into all phases of the evaluation process. TANGO's evaluation protocols adhere to United Nations Evaluation Group Norms and Standards for Evaluators, American Evaluation Association Guiding Principles for Evaluators, and the OECD-DAC criteria. TANGO also applies standards from the Core Humanitarian Standards on Quality and Accountability, Sphere Humanitarian Charter, and the Humanitarian Accountability Partnership.

### QA roles and staffing

43. TANGO standard procedure is for a TANGO Executive Officer (EO) to manage each evaluation as Team Leader,<sup>37</sup> supported by a TANGO QA Manager. For this evaluation, the EO is TANGO Vice President Bruce Ravesloot, and TANGO Senior Associate and M&E Advisor Maryada Vallet is the QA Manager. The EO is the point of contact with the contracting agency on contractual and financial issues. The EO, in conjunction with senior technical specialists, reviews the evaluation design and methodology and ensures that the tools and methods are well-designed to answer the evaluation questions. The EO is also responsible for evaluation implementation, team supervision, and preparation of deliverables. The EO works with the QA Manager to provide team orientation, setting expectations for the quality of the evaluation products, providing technical guidance, monitoring team performance, and problem-solving.
44. The TANGO QA manager interacts with the ET at key points of the evaluation process:
- During the inception phase, to educate the team on expectations for data quality and the standards to which evaluation outputs will be held.
  - To review all draft evaluation outputs against internal and adopted standards, provide constructive feedback, and guide the team through iterations of each output until a final version is approved for submission to UNHCR. The QA manager continues to support the team through the review process, ensuring that the team responds adequately to all comments and provides sound rationale for any comments that did not result in edits to the evaluation products.
  - To provide support and answer questions about QA standards and processes as needed throughout the analytical and reporting process.

### QA by phase

45. TANGO will communicate regularly with the UNHCR Evaluation Managers and other relevant stakeholders to keep them informed of progress and address challenges that could affect the quality of the evaluation as they arise. Main QA activities by phase are described below.
46. **Inception.** Consultation with the commissioning entity and stakeholders has been extensive during this phase to finetune the TOR, review background documents, make an evaluability assessment, and identify constraints or opportunities for the evaluation. The resulting inception report has undergone internal QA and addressed to all comments.
47. **Data collection and analysis.** The initial days of this phase are dedicated to the ET's internal meetings to ensure understanding of evaluation objectives and context, roles and responsibilities, and competency in the selected methodology. The ET then meets with field teams and other stakeholders for interviews and further planning. During remote data collection,

---

<sup>37</sup> Where possible. If not possible, a senior consultant will be proposed as Team Leader.

TANGO employs various quality control procedures such as pairing ET members in the first set of interviews to allow for senior/junior member observation, spot checks of notes, and protocols for data management. The ET will have weekly meetings to compare their findings from interviews and document review, discuss emerging themes and patterns, identify issues that may affect data quality and adjust plans, procedures, and approach as needed, such as adding specific lines of inquiry to further explore evolving themes or tailoring data organization matrices to fit emerging needs. When data collection is complete, the ET conducts up to two debriefing sessions, which may also take the model of a validation workshop. These engagements serve to present, discuss and validate key findings and preliminary conclusions, aiding in the development of the draft report.

48. **Reporting.** The reporting phase results in an evaluation report and related products. The EO assigns staff for quantitative data analysis and may assign additional staff to support qualitative data analysis and report assembly. TANGO has experience using UN agency QA tools (e.g., UN Editorial Manual, WFP Evaluation Quality Assurance System (EQAS)). The EO, senior technical staff, and QA manager review the report draft against the evaluation criteria and QA standards, as well as for good use of primary and secondary data, clear articulation of the evidence base, and well-supported and feasible recommendations, as well as for completeness, clarity of presentation, and readability. The same EO and QA manager review stakeholder comments and engage in a similar internal process to address them.

## 5. Organisation of the Evaluation

### 5.1. Roles and Responsibilities

49. The evaluation team will be managed and led by TANGO International, Inc. TANGO will provide overall project management, QA, and high-level analysis, and takes responsibility for the timely delivery of research activities and outputs. In-field data collection will be organised and conducted by FATE Consulting, with TANGO oversight. Table 5 below outlines the ET members and their respective roles:

Table 5. Evaluation Team Members and Roles

Core Team		
<i>TANGO Executive Officer and Team Lead</i>	Provide oversight of the technical quality and completeness of the final deliverables. Lead evaluation design and analysis processes; manage the team to ensure timing and quality standards are met; and manage and facilitate client meetings and consultations. coordinate the drafting of deliverables among TANGO team.	Bruce Ravesloot
<i>Evaluation Manager and Qualitative Specialist</i>	Organize day-to-day evaluation activities. Guide the inputs around focus group and key informant interview topical outline tool design, methodology and sampling options. Lead report writing.	Chloe Hein
<i>Survey Design, Sampling, and Statistics Expert</i>	Guide the inputs around survey design, methodology and sampling options. Guide the inputs around survey implementation in complex settings and among hard-to-reach populations, including modalities (e.g., mobile, in-person, etc.), lead remote survey training.	Towfique Aziz
<i>Team Members and Qualitative Researchers</i>	Support on the literature review, remote consultations, and drafting of survey modules, qualitative topical outlines and documents as needed. Team members are based in Kigali, Rwanda and will conduct in-person qualitative data collection (as	Justin Tuyiringire, Daria Muteteri

	possible and in coordination with UNHCR).	
<b>Technical Support</b>		
<i>Technical Support/Advising</i>	Provide technical input and quality assurance over quantitative design and analysis.	Dr. Mark Langworthy
<i>Project Manager/Quality Assurance</i>	Project Manager and final quality assurance over all deliverables.	Maryada Vallet

50. The evaluation is supported by both the UNHCR regional evaluation service support unit and UNHCR Rwanda. The evaluation manager identified in the ToR is Arifur Rahman, supported by Anne-Lyse Bizindavyi. In addition to the identified evaluation manager, an evaluation reference group will be utilized to review and provide feedback on all deliverables associated with this evaluation. The evaluation reference group consists of individuals who have been identified by UNHCR to be directly engaged in the following activities:

- Review and provide feedback on the inception report.
- Review and provide feedback on the first draft evaluation report.
- Review the final draft evaluation report.
- Review the presentation highlighting the results and recommendations from the evaluation (TBD: this step may occur between the submission of the draft evaluation report and prior to finalisation).

## 5.2 Timeline

51. The timeline for this evaluation has shifted from the TOR to prioritise a robust inception phase. Key dates for this evaluation are highlighted in Table 6. The overall timeline across evaluation phases is included in Table 7. The detailed evaluation timeline broken down by evaluation phase (inception, data collection, analysis and report writing) and included in Annex 8.

Table 6. Key dates for the evaluation

Evaluation Phases	Updated Final Timeline
Submission of draft inception report	Draft was submitted on 31 <sup>st</sup> January
Inception report finalization	UNHCR Feedback on the draft IR was received on February 23 <sup>rd</sup> and tool feedback on February 25 <sup>th</sup> (4 <sup>th</sup> week of February). Thus, this timeline must be adjusted to accommodate this. IR will be finalized 2 weeks after feedback received, which is March 11 <sup>th</sup>
Data Collection Training	April 18 <sup>th</sup> - 22 <sup>38</sup>
Remote Data Collection	April 23 <sup>rd</sup> – May 7 <sup>th</sup>
In-Person quantitative survey and qualitative data collection	April 23 <sup>rd</sup> – May 7 <sup>th</sup>
First draft of evaluation report	June 6 <sup>th</sup>
Final report submission	Dependent upon timing of UNHCR feedback, the evaluation team can complete revisions two weeks after feedback is received from UNCHR, tentatively expected in mid-July 2022

<sup>38</sup> NOTE: Genocide Memorial Day is on April 7<sup>th</sup>, and the memorial period in which communities may be engaged in memorial observance/unavailable or unwilling to participate in data collection lasts from April 7<sup>th</sup> – 13<sup>th</sup>. Thus, data collection period will begin after this period.

52. **The final report will be submitted by 30 July 2022.** This is an adjusted timeline considering pace of the evaluation process so far, and the final scope and expected timing of evaluation activities going forward. Based on experience with previous contracts of similar scope, the ET is accounting for a draft evaluation report review process spanning 6 weeks. This allows ample time for all stakeholders to review and provide feedback. Multiple rounds of review are time-intensive, particularly if there is considerable feedback from multiple stakeholders. The ET would like to ensure all feedback is appropriately addressed and expectations are managed to the satisfaction of all involved. Based on the indicated timeline, the ET is proposing the final report to be finalised and submitted by 30 July 2022. Should the review process be completed in a shorter timeframe, the final deadline can be moved up.

Table 7. Timeline for all evaluation phases

Month	Dec 21				Jan 22				Feb 22				Mar 22				Apr 22				May 22				June 22				July 22			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Inception Phase																																
Preliminary Analysis																																
Evaluability Exercise																																
Inception discussions/KIIs with UNHCR staff (as required)																																
Inception Report development																																
Submission of draft Inception Report to UNHCR																																
Inception Report review (by UNHCR)																																
Inception Report Revision and Finalization																																
Data Collection phase																																
Remote data collection: remote KIIs with high level staff.																																
Field tour + data collection: trainings, KIIs and FGDs. Quantitative Survey data collection.																																
Analysis and Reporting Phase																																
Validation and triangulation of findings + reporting writing.																																
First draft of Evaluation Report to UNHCR																																
Evaluation Report review + feedback (by UNHCR)																																
Evaluation report finalization																																
Online validation meeting/workshop																																
Final report submitted																																

## 6. Information and Support Required and Next Steps

53. The following Table 8 presents roles, responsibilities and support required for the inception and data collection phases, between TANGO and UNHCR Rwanda evaluation teams. This table also includes the required support from both ET and UNHCR to complete the inception phase and for future phases.

Table 8. Support, information, and decisions required.

Item	Provider/ Source	Status
<b>General support through the evaluation</b>		
Support from point person for running custom queries on programme documentation and databases (through all phases).	UNHCR Eval Manager	Ongoing
Assistance with scheduling meetings/interviews for inception and data collection phase and introducing the evaluation team to the selected KIIs / reminding KIIs of evaluation purpose.	UNHCR Eval Manager	Ongoing
Remain available for progress check-ins every 2 weeks	UNHCR Eval Manager and TANGO team	Ongoing
<b>Support in Inception Phase</b>		
Provide a longlist of individual stakeholders for key informant interviews (KIIs) to be engaged in the Inception and Data Collection phases. This includes high-level/senior management and operational staff for remote and in-field KIIs	UNHCR Eval Manager	Ongoing
Input on determining focus group areas of inquiry.	UNHCR Eval Manager and TANGO team	Complete
Identification of focus group participants (beneficiaries)	UNHCR Eval Manager and TANGO team	To do
Coordination of timely stakeholder review of inception and evaluation report drafts and consolidating comments into one matrix for the final report (inception and reporting phases).	UNHCR Eval Manager	Ongoing
Develop sampling strategy and size.	TANGO team with input from UNHCR	Complete
Conduct evaluability exercise: review data to inform end-line indicator scope/feasibility for performance comparison.	TANGO team	Complete
Develop Inception Report featuring evaluation matrix, sampling strategies and sample size calculation, all data collection tools, detailed work plan.	TANGO team	Complete
<b>Support in the Data Collection Phase</b>		



Item	Provider/ Source	Status
Support TANGO team to resolve information and document gaps.	UNHCR Eval Manager	On-going
Organise all local permits where necessary for this evaluation, including travel, government, camp-based and research permits.	UNHCR Eval Manager	To do
NISR approval: either acquire approval or involve MINEMA into the evaluation for an exemption.	UNHCR Eval Manager	To do
Assign a point-person(s) to accompany the qualitative field team to all KII/field sites.	UNHCR Eval Manager	To do
Organise availability of beneficiaries and programme staff for KIIs/FGDs by the qualitative field team during their tour.	UNHCR Eval Manager	To do

## Annex 1: Terms of Reference



ToRs-RWANDA\_Misiz  
i Marshland Project Pr

## Annex 2: Evaluation Matrix

Table 9. Evaluation matrix.

Lines of Inquiry	Evaluation OECD-DAC Criteria	Indicators / Data Points	Data Sources (based on sources currently available)	Data Collection Techniques
<b>Key Evaluation Question 1: Effectiveness: Has the Misizi Marshlands' project managed to achieve its planned short-term and immediate objectives (outputs and outcomes)?</b>				
1.1. Has beneficiaries' income increased and to what extent?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Indicator: % of targeted PoC who self-report (increased) income compared to previous season</li> <li>Endline survey Module C</li> <li>Proportion of refugee and host community households whose income has increased compared to baseline values.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline Dataset, which includes data collected on % of targeted PoC who self-report (increased) income compared to previous season.</li> <li>KPI Matrix, which includes baseline value and targets for % of targeted PoC who self-report (increased) income compared to previous season</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>
1.2. Has beneficiaries' access to formal markets improved, and to what extent?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Indicator: % of cooperatives' agricultural production sold to specialised post-processing service companies</li> <li>Endline survey Module E</li> <li>Is it easier for refugee and host community households to access markets where they buy and sell agricultural products now as compared to baseline?</li> </ul>	<ul style="list-style-type: none"> <li>KPI Matrix, which includes baseline value and targets for % of cooperatives' agricultural production sold to specialised post-processing service companies</li> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> <li>Baseline data</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDs and KIIs with participants, market actors, and partners working on market-linages</li> </ul>
1.3. Has agriculture productivity increased during the project period, and to what extent?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Indicator: Land productivity (yield in kg/hectare) per self-employed PoC (last season)</li> <li>Endline survey Module D</li> <li>Amount refugee and host community households have produced in the last agricultural harvest, compared to baseline</li> </ul>	<ul style="list-style-type: none"> <li>Baseline data</li> <li>Livelihoods KPI Survey Data</li> <li>KPI Matrix includes target for year one, but does not include baseline data or targets for years two or three for Land productivity (yield in kg/hectare) per self-employed PoC (last season)</li> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>
1.4. Has the cooperatives' self-sustainability been maintained or increased, and to what extent (focusing on institutional and financial sustainability)?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>This RQ will be addressed in coordination with 4.1 and 4.2</li> <li>Indicator: % of cooperative members able to reinvest income into agricultural activities for following season's production</li> </ul>	<ul style="list-style-type: none"> <li>Livelihood Assessment includes data collection on % of cooperatives able to reinvest income into agricultural activities for following season's production</li> <li>KPI Matrix includes targets for years 1 -3, but no baseline value for % of cooperatives able to</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>

		<ul style="list-style-type: none"> <li>Has the proportion of group associations in the cooperative that are able to reinvest income into agricultural activities for the following season's production increased since baseline?</li> <li>Is the cooperative sustainably producing a high quantity and quality to continue to have income to reinvest into future cooperative/production activities? (Note this will be addressed with qualitative data only).</li> <li>Has cooperative management improved since baseline? (Note this will be addressed with qualitative data only).</li> <li>Are beneficiary households accessing support from their cooperative? (Endline survey question D109, D110, D112, E102, G103)</li> </ul>	<p>reinvest income into agricultural activities for following season's production</p> <ul style="list-style-type: none"> <li>Cooperative trainings and study tours concept note and implementation guidance documents.</li> </ul>	
1.5. To what extent have there been any negative effects of the project and/or unforeseen achievements and how were these addressed by UNHCR?	<ul style="list-style-type: none"> <li>Impact</li> </ul>	<ul style="list-style-type: none"> <li>Have there been any instances of negative impacts due to project activities?</li> <li>Have there been any instances of positive impacts due to project activities outside of planned objectives outlined in the program design?</li> <li>What did UNHCR do in response to these instances?</li> </ul>	<ul style="list-style-type: none"> <li>Misizi project reports, and particularly the yearly narrative report is available for 2018, 2019 and 2020</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative KIIs with project staff, field implementers, and partners.</li> </ul>
1.6. To what extent was the AGD policy reflected in results?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>This will be addressed in alignment to RQ 2.4, as the topics overlap</li> <li>This RQ refers to the UNHCR Policy on Age, Gender and Diversity published in 2018.</li> <li>How was the AGD policy used to develop the project design?</li> <li>Did programming follow the age, gender, and diversity (AGD) approach?</li> </ul>	<ul style="list-style-type: none"> <li>UNHCR Policy on Age, Gender and Diversity 2018</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative KIIs with key UNHCR staff knowledgeable about AGD policy and project results.</li> </ul>
1.7 To what extent the project contributed to peaceful co-existence of refugees and host communities?	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Endline survey Module H includes social cohesion analysis</li> <li>Is the relationship between refugee and host community households in the</li> </ul>	<ul style="list-style-type: none"> <li>Livelihood KPI survey 2020-2021</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>

		project area peaceful at endline? Has this improved or changed since baseline?		
<b>Key Evaluation Question 2: Relevance: Was the project design, implementation, and monitoring consistent with beneficiary requirements, country needs and policies, and global priorities in terms of achieving refugee self-reliance and socio-economic inclusion?</b>				
2.1 Has the Misizi project met the beneficiaries' needs (refugees and hosts)?	• Relevance	<ul style="list-style-type: none"> <li>2.1 and 2.2 will be evaluated together, as the two sub-questions overlap</li> <li>How has the Misizi project identified beneficiaries' needs?</li> <li>What was the criteria utilized by the Misizi project to target beneficiary households?</li> <li>How did the project design utilize existing assessments, or conducted assessments, to identify refugee and host communities needs and incorporate this information into development of the project objectives?</li> </ul>	<ul style="list-style-type: none"> <li>Project proposal, which includes project design</li> <li>Theory of Change</li> <li>KPI Matrix results framework targets</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative KIIs with project staff, field implementers, partners</li> <li>FGDs with refugee and host community beneficiaries</li> </ul>
2.2. To what extent were the project' objectives and achieved results relevant for refugees and host communities' needs, separately taken?				
2.3. Is the theory of change that drove the project design still valid at the end of the project?	• Relevance	<ul style="list-style-type: none"> <li>Has the theory of change as presented in the project proposal remained accurate/relevant to project outcomes?</li> <li>Did implementation follow the theory of change pathway as described in the design?</li> </ul>	<ul style="list-style-type: none"> <li>Theory of Change</li> <li>Project Proposal</li> <li>Implementation Guidance Documents</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative KIIs with project staff, field implementers, and partners</li> </ul>
2.4. To what extent was the project design, implementation, and monitoring aligned with the AGD Policy (Age, Gender, Diversity) as it pertains to both refugees and host communities?	• Relevance	<ul style="list-style-type: none"> <li>This will be addressed in alignment to RQ 1.6, as the topics overlap</li> <li>This RQ refers to the UNHCR Policy on Age, Gender and Diversity published in 2018.</li> <li>How was the AGD policy used to develop the project design?</li> <li>Did programming follow the age, gender, and diversity (AGD) approach?</li> </ul>	<ul style="list-style-type: none"> <li>Theory of Change</li> <li>Project Proposal</li> <li>Implementation Guidance Documents</li> <li>UNHCR Policy on Age, Gender and Diversity 2018</li> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative KIIs with key UNHCR staff knowledgeable about AGD policy and project design and implementation.</li> </ul>
<b>Key Evaluation Question 3: Efficiency: Was the project design, implementation and monitoring consistent with expected results of the project?</b>				
3.1. To what extent was the project efficient, specifically looking at the processes in design, implementation and monitoring?	• Efficiency	<ul style="list-style-type: none"> <li>Time spent vs. value add created</li> <li>Level of transaction costs</li> <li>Did time and resource investments lead to expected results?</li> </ul>	<ul style="list-style-type: none"> <li>Project proposal, which includes project design and monitoring plan</li> <li>Misizi marshland development design &amp; environmental impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative key informant interviews with UNHCR/Misizi project implementing staff and those involved in design process</li> </ul>

3.2. Were the allocated funds sufficient to achieve the immediate outcomes of the project?	<ul style="list-style-type: none"> <li>Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Burn rates: over and under expenditure</li> <li>Analysis of budget spent vs output and outcome results achieved</li> <li>Engagement of finance with program functions</li> <li>Quality of budget management</li> </ul>	<ul style="list-style-type: none"> <li>Budgets for reporting period 2018, 2019 and 2020</li> <li>Documentation of requested operating level budget increase in January 2021 and August 2021</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative key informant interviews with UNHCR/Misizi project accountant and implementing staff</li> </ul>
3.3. Were the allocated human resources sufficient and skilled to achieve the planned outputs and outcomes of the project?	Efficiency	<ul style="list-style-type: none"> <li>Staff turnover</li> <li>Hiring processes</li> <li>Duration of vacancy of key positions</li> <li>Staff capacity</li> <li>Engagement of HR with programme functions</li> </ul>	<ul style="list-style-type: none"> <li>Detailed list of project implementing partners and their roles</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative key informant interviews with UNHCR operations staff and implementing partners</li> </ul>
3.4 How and to what extent UNHCR-MINEMA joint programming supported the design, implementation, and monitoring of the project? Was it sufficient to achieve the expected project' results?	<ul style="list-style-type: none"> <li>Coherence</li> </ul>	<ul style="list-style-type: none"> <li>How was joint programming between UNHCR and MINEMA organized, did implementation follow the project design?</li> <li>How did the coordination between UNHCR and MINEMA help/hinder results?</li> </ul>	<ul style="list-style-type: none"> <li>Detailed list of project implementing partners and their roles</li> <li>Project proposal</li> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative key informant interviews with UNHCR and MINEMA staff</li> </ul>
3.5. What were the challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project? How were the challenges solved? And how effective and efficient were the solutions?	<ul style="list-style-type: none"> <li>Coherence</li> </ul>	<ul style="list-style-type: none"> <li>What challenges arose?</li> <li>UNHCR response to challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative key informant interviews with UNHCR programming team</li> </ul>
<b>Key Evaluation Question 4: Sustainability: How are the achieved results and gains of the project going to be sustained once the project ends?</b>				
4.1 What are the sustainability mechanisms in place to ensure the cooperatives' institutional and financial sustainability, and to what extent are they effectively implemented?	Sustainability	<ul style="list-style-type: none"> <li>RQs 4.1 and 4.2 will be address via the same analysis, in coordination with RQ 1.4</li> <li>Has the project established sustainability mechanisms with cooperatives? If so, what are these mechanisms?</li> </ul>	<ul style="list-style-type: none"> <li>Theory of Change</li> <li>Project Proposal</li> <li>Implementation Guidance Documents</li> <li>Baseline Data</li> <li>Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>

4.2 Have the cooperatives attained self-sustainability once the project ends, and to what extent?		<ul style="list-style-type: none"> <li>• What are the expectations for “self-sustainability” from the program and from cooperatives?</li> <li>• Indicator: % of cooperatives able to reinvest income into agricultural activities for following season's production</li> <li>• Has the proportion of cooperatives that are able to reinvest income into agricultural activities for the following season's production increased since baseline?</li> <li>• Are cooperatives sustainably producing a high quantity and quality to continue to have income to reinvest into future cooperative/production activities?</li> <li>• Has cooperative management improved since baseline?</li> <li>• Are beneficiary households accessing support from their cooperative? (Endline survey question D109, D110, D112, E102, G103)</li> </ul>	<ul style="list-style-type: none"> <li>• Livelihood Assessment includes data collection on % of cooperatives able to reinvest income into agricultural activities for following season's production</li> <li>• KPI Matrix includes targets for years 1 -3, but no baseline value for % of cooperatives able to reinvest income into agricultural activities for following season's production</li> <li>• Cooperative trainings and study tours concept note and implementation guidance documents.</li> </ul>	
4.3 Are the beneficiaries of the project able to sustain the outcomes (the KPIs) of the project once it ends?	Sustainability	<ul style="list-style-type: none"> <li>• 4.3 and 4.4 will be evaluated together, as the two sub-questions overlap</li> <li>• Endline survey Module D, E, F, G, H</li> <li>• Have household beneficiaries exceeded KPI target outcomes?</li> <li>• Have beneficiary households participated in project activities that increased access to finance, agricultural production knowledge that they will continue after project closure?</li> <li>• Identification of which skills the project aimed for beneficiaries to obtain</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline data</li> <li>• Field Monitoring Monthly Reports, 2019, 2020, 2021</li> <li>• KPI Matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Household Survey</li> <li>• FGDS</li> <li>• KIIs</li> </ul>
4.4 Are the beneficiaries of the project equipped (skills, finance, human resources) to sustain the project results and gains, and to what extent?				
4.5 Has the approach of joint farming between refugees and host communities under the marshland project contributed to sustainability of results and to what extent?	Sustainability	<ul style="list-style-type: none"> <li>• Has the project established/strengthened cooperatives which include both refugee and host community members?</li> <li>• How has the project enabled joint-farming activities?</li> <li>• Do staff and participants perceive this to have increased sustainability of results?</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Guidance Documents</li> <li>• Field Monitoring Monthly Reports, 2019, 2020, 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Household Survey</li> <li>• FGDS</li> <li>• KIIs</li> </ul>

		<ul style="list-style-type: none"> <li>Are joint farming activities likely to continue after program closure?</li> </ul>		
<b>Key Evaluation Question 5: Shocks and Resilience: Was the project design, implementation, monitoring, objectives and results impacted by COVID-19 and to what extent?</b>				
5.1. Has the project helped beneficiaries to cope up with the COVID-19 shocks on livelihoods and to what extent?	Impact	<ul style="list-style-type: none"> <li>Endline Survey Module I</li> <li>What was the impact(s) of COVID-19 on refugees and host community beneficiary households?</li> <li>Were beneficiary households able to avoid negative coping strategies in response?</li> <li>Have there been any additional major shocks (besides COVID-19) that have impacted beneficiary households? Which/how so?</li> </ul>	<ul style="list-style-type: none"> <li>Interim Annual Report covering period 1 January 2020 to 31 December 2020</li> <li>Theory of Change (identifies reduced coping strategies)</li> <li>PDM survey, joint survey completed in partnership with WFP in 2020 (includes FCS, HDDS, reduced coping strategies index data)</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>
5.2. What were the mechanisms set in place by UNHCR and MINEMA to support beneficiaries to cope with the COVID-19 pandemic and safeguard the benefits of the project?	Impact	<ul style="list-style-type: none"> <li>Endline survey Module I</li> <li>How did UNHCR and MINEMA respond to COVID?</li> <li>What new mechanisms were developed in response to COVID-19?</li> </ul>	<ul style="list-style-type: none"> <li>Interim Annual Report covering period 1 January 2020 to 31 December 2020</li> <li>PDM survey, joint survey completed in partnership with WFP in 2020</li> </ul>	<ul style="list-style-type: none"> <li>Household Survey</li> <li>FGDS</li> <li>KIIs</li> </ul>



## Annex 3: Evaluability Assessment

For the matrix below: green indicates information is sufficiently available and comprehensive for answering EQs and sub-areas; orange indicates information is incomplete, but gaps can reasonably be bridged via key informant interviews and further document requests; and red indicates available data is not comprehensive nor available to meet evaluation standards.

Table 10. Evaluability Assessment Matrix

Eval. Questions (EQ)	Sub-Areas	Key documents in our possession	Evaluability		
			Secondary data availability	Primary data availability	Overall Evaluability and Comparability to Baseline
<b>KEQ 1 Effectiveness: Has the Misizi Marshlands' project managed to achieve its planned short-term and immediate objectives (outputs and outcomes)?</b>	1.1. Has beneficiaries' income increased and to what extent?	Baseline Dataset, which includes data collected on % of targeted PoC who self-report (increased) income compared to previous season.	Baseline and KPI livelihoods survey included two direct questions (did income increase, what percent did it increase). Note this does not produce reliable income estimates.	Endline survey (Annex 7) will include the same survey questions included in the baseline, and collect additional data on actual income estimates, including differentiation of income increases/decreases before/since COVID-19.  Qualitative FGDs and KIIs with participants topical outlines (Annex 4) will probe for income changes and the impact of these changes.	Comparability of BL to EL is limited to data available at baseline and retrospective data collected at endline.
		KPI Matrix, which includes baseline value and targets for % of targeted PoC who self-report (increased) income compared to previous season			
	1.2. Has beneficiaries' access to formal markets improved, and to what extent?	KPI Matrix, which includes baseline value and targets for % of cooperatives' agricultural production sold to specialised post-processing service companies	Note, baseline data collection was limited to direct questions (has your market access improved). Details on market access were not collected.	Endline survey (Annex 7) will include a more detailed module on market access in addition to baseline questions.  Qualitative FGDs and KIIs (Annex 4) with participants, market actors, and partners working on market-linages topical outlines (Annex 4) will probe for changes in market access and the impact of these changes.	Comparability of BL to EL is limited to data available at baseline and retrospective data collected at endline.
		Field Monitoring Monthly Reports, 2019, 2020, 2021			
		Baseline data			
	1.3. Has agriculture productivity increased during the project period, and to what extent?	Baseline data	Units used for collection of agriculture production data are different in baseline (hectares) and livelihoods KPI survey (acres). Baseline hectares was estimated at	Endline survey (Annex 7) will include baseline questions in addition to more detailed agriculture production module. Endline survey will collect	Agriculture production data is comparable from baseline to endline. Baseline data units will be converted to be comparable to endline.
		Livelihoods KPI Survey Data KPI Matrix includes target for year one, but does not include baseline data or targets for years two or three for Land productivity			

		(yield in kg/hectare) per self-employed PoC (last season)	interviewer level. This method is likely to result in conversion error issues.	agriculture production data in Ares/Acres/Hectares.	
		Field Monitoring Monthly Reports, 2019, 2020, 2021		Qualitative FGDs (Annex 4) will include probes on agricultural productivity.	
	1.4. Has the cooperatives' self-sustainability been maintained or increased, and to what extent (focusing on institutional and financial sustainability)?	Livelihood Assessment includes data collection on % of cooperatives able to reinvest income into agricultural activities for following season's production	Baseline dataset does not include indicator: % of cooperatives able to reinvest income into agricultural activities for following season's production. However, this is included in livelihood KPI survey, which can be used for comparability at endline.	Endline survey (Annex 7) will include livelihood assessment questions, as well as household asset module (expanded from what is available in Baseline to include livestock assets)	<p><b>Evaluation will have to rely primarily on qualitative data to address this RQ</b></p> <p><b>Quantitative comparison endline to baseline can only be compared specifically for indicator “% of cooperatives able to reinvest income into agricultural activities for following season's production” based on livelihood KPI survey results (conducted after baseline).</b></p>
		KPI Matrix includes targets for years 1 -3, but no baseline value for % of cooperatives able to reinvest income into agricultural activities for following season's production			
		The Rwanda Joint Livelihoods Strategy (2016-2020) based on UNHCR Global Livelihoods Strategy (2014-2018), and the Country Operations Plan (COP) for 2018		Qualitative FGDs and KIIs (Annex 4) will include probes on cooperatives institutional and financial sustainability.	
		Cooperative trainings and study tours concept note and implementation guidance documents.			
	1.5. To what extent have there been any negative effects of the project and/or unforeseen achievements and how were these addressed by UNHCR?	Misizi project reports, and particularly the yearly narrative report are available for 2018, 2019 and 2020		Qualitative KIIs with project staff, field implementers, and partners.	
	1.6. To what extent was the AGD policy reflected in results?	UNHCR Policy on Age, Gender and Diversity 2018		Qualitative KIIs with key UNHCR staff knowledgeable about AGD policy and project results.	
	1.7 To what extent the project contributed to peaceful co-existence of refugees and host communities?	Livelihood KPI survey 2020-2021	No baseline data available for comparison. The livelihood KPI survey includes limited direct questions (yes improved, no not improved, why).	<p>Endline survey (Annex 7) will include a modified social cohesion module to capture bonding and bridging social capital, with additional questions specific to Misizi project.</p> <p>Qualitative data FGDs (annex 4) with refugee and host community beneficiaries will include probes for social cohesion and the impact of project contributions.</p>	<p><b>Comparability EL to BL only possible for direct question included in livelihood KPI survey 2020-2021</b></p>

KEQ2 Relevance: Was the project design, implementation, and monitoring consistent with beneficiary requirements, country needs and policies, and global priorities in terms of achieving refugee self-reliance and socio-economic inclusion?	2.1 Has the Misizi project met the beneficiaries' needs (refugees and hosts)?	Project proposal, which includes project design		Qualitative KIIs with project staff, field implementers, partners, and FGDs with refugee and host community beneficiaries (Annex 4) will include probes on project achievements and impact on beneficiaries needs.	
	2.2. To what extent were the project' objectives and achieved results relevant for refugees and host communities' needs, separately taken?	UNHCR-WFP Joint Principles for Targeting Assistance to Meet Food and Other Basic Needs to Persons of Concern			
		WFP-UNHCR Joint Assessment Mission (JAM) 2017 and 2018, and WFP-SZHC Phase II Outcome Monitoring Survey (WFP-VAM) April 2018			
		Theory of Change			
		KPI Matrix results framework targets			
	2.3. Is the theory of change that drove the project design still valid at the end of the project?	Theory of Change		Qualitative KIIs with project staff, field implementers, and partners	
		Project Proposal			
		Implementation Guidance Documents			
	2.4. To what extent was the project design, implementation, and monitoring aligned with the AGD Policy (Age, Gender, Diversity) as it pertains to both refugees and host communities?	Theory of Change		Qualitative KIIs with key UNHCR staff knowledgeable about AGD policy and project design and implementation.	
		Project Proposal			
Implementation Guidance Documents					
UNHCR Policy on Age, Gender and Diversity 2018					
Field Monitoring Monthly Reports, 2019, 2020, 2021					
KEQ 3 Efficiency: Was the project design, implementation and monitoring consistent with expected results of the project?	3.1. To what extent was the project efficient, specifically looking at the processes in design, implementation and monitoring?	Project proposal, which includes project design and monitoring plan		Qualitative key informant interviews with UNHCR/Misizi project implementing staff and those involved in design process	
		Misizi marshland development design & environmental impact assessment			
		The graduation approach on page 36 of the strategy document (3.10 The Graduation Approach: A Prioritized Framework)			
	3.2. Were the allocated funds sufficient to achieve the immediate outcomes of the project?	Budgets for reporting period 2018, 2019 and 2020, and final project budget and interim financial report.	Actual budget data for 2021 will be available and shared with the ET by the end of April 2022 per UNHCR reporting requirements.	Qualitative key informant interviews with UNHCR/Misizi project accountant and implementing staff	It is noted that the ET will receive the 2021 actual budget data before the end of this evaluation period, in which case it can be considered in the analysis. However, if this data is not available within the evaluation timeframe, it will be noted as a limitation in the final report (although this is not expected at this stage).
		Documentation of requested operating level budget increase in January 2021 and August 2021			
	3.3. Were the allocated human resources sufficient and skilled to achieve the	Detailed list of project implementing partners and their roles	List of UNHCR dedicated staff allocated to Misizi and their role	Qualitative key informant interviews with UNHCR	

	planned outputs and outcomes of the project?			operations staff and implementing partners	
	3.4 How and to what extent UNHCR-MINEMA joint programming supported the design, implementation, and monitoring of the project? Was it sufficient to achieve the expected project' results?	Detailed list of project implementing partners and their roles Project proposal Field Monitoring Monthly Reports, 2019, 2020, 2021		Qualitative key informant interviews with UNHCR and MINEMA staff	
	3.5. What were the challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project? How were the challenges solved? And how effective and efficient were the solutions?	Field Monitoring Monthly Reports, 2019, 2020, 2021		Qualitative key informant interviews with UNHCR programming team	
<b>KEQ 4</b> <b>Sustainability:</b> <b>How are the achieved results and gains of the project going to be sustained once the project ends?</b>	4.1 What are the sustainability mechanisms in place to ensure the cooperatives' institutional and financial sustainability, and to what extent are they effectively implemented?	Theory of Change		Qualitative FGDs and KIIs with participants, cooperative members, cooperative leaders, and cooperative trainers, topical outlines (Annex 4) will probe for institutional and financial stability and sustainability.  KIIs with UNHCR implementing staff will address to what extent sustainability plans have been implemented.  Quantitative survey (Annex 7) includes modules on access to credit, access to formal banking institutions, and respondent involvement in different cooperative associations/community-based organizations.	<b>Based on available data, this will be addressed through qualitative data collected from the coops and any financial performance data made available by UNHCR.</b>  <b>Comparability from BL to EL on access to formal banking institutions, and engagement in different community-based associations.</b>
		Project Proposal			
		Implementation Guidance Documents			
	4.2 Have the cooperatives attained self-sustainability once the project ends, and to what extent?	Baseline Data			
		Field Monitoring Monthly Reports, 2019, 2020, 2021			
		Livelihood Assessment includes data collection on % of cooperatives able to reinvest income into agricultural activities for following season's production			
		KPI Matrix includes targets for years 1 -3, but no baseline value for % of cooperatives able to reinvest income into agricultural activities for following season's production			
		Cooperative trainings and study tours concept note and implementation guidance documents.			
		Baseline data			
	4.3 Are the beneficiaries of the project able to sustain the outcomes (the KPIs) of the project once it ends?	Baseline data		Quantitative survey (Annex 7) includes modules on access to credit, access to formal banking institutions, and respondent	<b>The ET defines the following components within this RQ: skills [participated in training], finance [access to credit/savings], human</b>

	4.4 Are the beneficiaries of the project equipped (skills, finance, human resources) to sustain the project results and gains, and to what extent?	Field Monitoring Monthly Reports, 2019, 2020, 2021		involvement in different cooperative associations/community-based organizations.  Qualitative FGDs and KIIs (annex 4) will probe for sustainability of outcomes and the extent to which they are equipped to do so.	resources [participation in cooperatives].  Comparability BL to EL on access to formal banking institutions, and engagement in different community-based associations.
		KPI Matrix			
	4.5 Has the approach of joint farming between refugees and host communities under the marshland project contributed to sustainability of results and to what extent?	Implementation Guidance Documents		Quantitative survey (Annex 7) will include BL questions on engagement in agriculture and/or other business activities, and additional question on joint-farming activities.  Qualitative FGDs and KIIs with participants of joint-farming activities, implementing staff of joint-farming activities.	The extent of comparability of EL to BL data will be determined after conversion and data quality review of BL data set
		Field Monitoring Monthly Reports, 2019, 2020, 2021			
KEO5 Shocks and Resilience: Was the project design, implementation, monitoring, objectives and results impacted by COVID-19 and to what extent?	5.1. Has the project helped beneficiaries to cope up with the COVID-19 shocks on livelihoods and to what extent?	Interim Annual Report covering period 1 January 2020 to 31 December 2020	Annual report not yet available for 2021	Quantitative survey will include the additions of a COVID-impact module and reduced Coping Strategy Index (not available in BL).  Qualitative FGDs and KIIs with participants and implementing staff.	BL did not include reduced coping strategies index so this will not be comparable to EL. EL data will only be comparable against UNHCR/WFP PDM survey conducted in 2020.
		Theory of Change (identifies reduced coping strategies)			
		PDM survey, joint survey completed in partnership with WFP in 2020 (includes FCS, HDDS, reduced coping strategies index data)			
	5.2. What were the mechanisms set in place by UNHCR and MINEMA to support beneficiaries to cope with the COVID-19 pandemic and safeguard the benefits of the project?	Interim Annual Report covering period 1 January 2020 to 31 December 2020	Annual report not yet available for 2021	Quantitative survey (annex 7) will include module regarding additional assistance received and who provided this assistance.  Qualitative FGDs and KIIs with participants and implementing staff. KIIs with UNHCR and Misizi partners.	
		PDM survey, joint survey completed in partnership with WFP in 2020			

## Annex 4: Qualitative Topical Outlines

### Focus Group Discussion Topical Outline Tool

The following topics provide general guidance for the semi-structured focus group discussion interviews, which will include both refugee and host community project participants. The corresponding evaluation question sub-area are indicated in the far-right column of the tool.

**Interviewer name:**

**Notetaker name:**

**Date:**

**Names of interviewee(s):**

**Location of the interview:**

**Introduction/consent:** Interviewers will introduce themselves and explain the purpose of the interview and how the information will be used. The interviewers will inform the FGD participants that their participation is strictly voluntary, that all information discussed is confidential, and that people will not be individually identified in the reporting of findings. Participants can refrain from answering any question and can stop the interview at any time, without providing a reason. The interviewer must gain verbal consent as per the Introductory Comments.

\*\*\*\*\*

**Introductory Note: Ensure you make eye contact with each individual participant to confirm their consent prior to beginning the interview.**

Thank you for being willing to talk with our team. My name is \_\_\_\_\_. I am a researcher with Fate Consulting, working with international consultant firm TANGO International to conduct an evaluation of the UNHCR-supported Misizi project. This interview will be confidential, meaning the information discussed during this group discussion today will not be shared verbatim with UNHCR or any other entity, and you individually will not be identified alongside anything you share today. All the discussion today will be presented at a high-level, not specific to any one specific group interview. The information will be used to evaluate the results of the Misizi project create general learning about how UNHCR can improve its programming. I will be asking your role, experience and opinions about this project. The interview will take about 60 minutes. Your participation is completely voluntary, and you are free to choose not to respond to a specific question or leave the group at any time.

Do you all agree to participate in this group discussion? Do you have any questions about myself or the interview before we begin?

No.	Theme/Topic	Question	Probes	Evaluation RQ Addressed
1	Participation, Relevance	What activities have you (or your cooperative) participated in through the Misizi Marshland project?	Possible activities include: <ul style="list-style-type: none"> <li>• Participation in cooperative/joint-farming activities</li> <li>• received farming inputs (seeds, fertilizers)</li> <li>• technical farming techniques trainings</li> <li>• access to agricultural extension services</li> <li>• linkage to financial services</li> <li>• irrigation system</li> <li>• utilization of drying/storage facility</li> <li>• Livestock activities</li> </ul>	
2		Were these activities relevant/appropriate to meet your livelihood needs?	<ul style="list-style-type: none"> <li>• Why/why not? How so?</li> <li>• What were the specific needs being met or not met? Any remaining gaps of needs not met?</li> <li>• How does participation in these activities complement support received from other organizations/projects for health, education, food assistance and nutrition, etc?</li> <li>• Examples of participants who dropped out of activities and why they dropped out</li> </ul>	2.1, 2.2
3	Productivity, Effectiveness	How has your agricultural productivity changed since 2018 to now?	<ul style="list-style-type: none"> <li>• Project-supported crops: tomato, onion, cabbage, maize, beans soybeans</li> <li>• Differences in Season A, B or C?</li> <li>• Increased/decreased, why?</li> <li>• Utilization of modern farming techniques promoted by the project/agricultural extension officers</li> <li>• Impact of inputs provided by the program.</li> <li>• Impact due to COVID-19 or any other shocks?</li> <li>• For refugees: how has access to land through this project impacted your household's agricultural productivity?</li> </ul>	1.3
4	Market Access, Effectiveness	How has your market access (for selling agricultural production) changed since 2018 to now?	<ul style="list-style-type: none"> <li>• Project-supported crops: tomato, onion, cabbage, maize, beans soybeans</li> <li>• Increased/decreased, why?</li> <li>• Access to formal vs. informal markets</li> <li>• What new/additional markets do you have access to sell produce, that you didn't have before the project?</li> <li>• Market changes BEFORE and AFTER the onset of COVID-19 related market restrictions</li> <li>• Market changes due to any other shocks (besides COVID-19)?</li> <li>• Impact of Misizi project activities on market access</li> <li>• Describe and discuss your coop's market access or the ability to sell your goods and services</li> </ul>	1.2
5	Income, Effectiveness	How has your household income changed since 2018 to now?	<ul style="list-style-type: none"> <li>• Increased/decreased, why?</li> <li>• How many/what income sources?</li> <li>• Is agricultural production through this project your primary income source?</li> <li>• What has been the impact of the change in income for the household? For the community?</li> <li>• Access to savings?</li> <li>• Access to financial services?</li> <li>• Impact due to COVID-19 or any other shocks?</li> </ul>	1.1
6	Cooperative Effectiveness, Sustainability	What kind of support do you receive from your cooperative? / What are the benefits of cooperative membership to you?	<ul style="list-style-type: none"> <li>• Access to financial services? Agriculture technique trainings? Inputs?</li> <li>• Will this support continue after project closure? Why?</li> </ul>	1.4, 4.1, 4.2



			<ul style="list-style-type: none"> <li>Do the coop members find that the coop is a good use of their time?</li> <li>Do you feel women in this coop are supported to contribute in the same ways as the male members? (Why or why not?)</li> <li>What other supports or skills would women need to be able to participate more?)</li> </ul>	
7		<b>Describe and discuss your cooperative's income generation and the adequacy of income earned.</b>	<ul style="list-style-type: none"> <li>Has your cooperative been able to reinvest income into agricultural activities for the following season's production?</li> <li>Is there a business plan to show what you need to reach break-even? If so, do you know when that will be and what targets you need to hit?</li> </ul>	1.4, 4.1, 4.2
8		<b>Has the management of your cooperative improved since 2018 to now?</b>	<ul style="list-style-type: none"> <li>How so? / In what ways?</li> <li>Why/why not?</li> <li>Impact of training/support provided by FAO</li> <li>Role of women coop members in coop leadership?</li> </ul>	1.4, 4.1, 4.2
9		<b>Will you continue to participate in the cooperative after this project ends?</b>	<ul style="list-style-type: none"> <li>Why, why not?</li> <li>Will the cooperative continue to function after project closure? Why/why not?</li> <li>Do you believe the coops will last after the project ends?</li> </ul>	1.4, 4.1, 4.2, 4.3
10	Joint-Farming, Effectiveness	<b>What has been the impact of joint-farming activities conducted through this project?</b>	<ul style="list-style-type: none"> <li>What joint-farming activities have there been? Have these been successful? Why/why not?</li> <li>Are joint-farming activities likely to continue after project closure? Why/why not?</li> <li>Did activities effectively include all groups? Men, women, youth, elderly, disabilities...?</li> </ul>	4.5
11	Relations between groups, Effectiveness	<b>How has the relationship between host community members and refugees changed from 2018 to now?</b>	<ul style="list-style-type: none"> <li>Impact of project activities on relations between the two groups</li> <li>Increase/decrease in peaceful co-existence? Why/how?</li> </ul>	1.7
12	Impacts	<b>Have there been any negative impacts on your household, community or cooperative as a result of this project/your participation in the project?</b>	<ul style="list-style-type: none"> <li>What, specifically?</li> <li>What was the impact on the refugee/host community members?</li> <li>How was this dealt with by the program?</li> <li>Gender differentiated impacts (i.e., mothers spending time in trainings/in fields, increased difficulty taking care of children)</li> </ul>	1.5
13		<b>What has been the impact of COVID-19 on your households, and cooperatives? How have things changed because of COVID-19?</b>	<ul style="list-style-type: none"> <li>How have you (household level) been coping (actions taken in response to) with these impacts/changes?</li> <li>How has the cooperative coped (responded to) with these impacts?</li> <li>What has the project done in response to COVID-19? Has this helped? How so?</li> </ul>	5.1, 5.2
14	Sustainability	<b>Do you feel you (and/or your cooperative/fellow cooperative members) have gained enough skills, access to finance, and resources to sustain the changes to market access, income, and agricultural productivity you mentioned earlier after the project ends?</b>	<ul style="list-style-type: none"> <li>Why/why not?</li> <li>What barriers remain?</li> <li>What skills/inputs have been most impactful?</li> <li>Have you been able to purchase all necessary inputs (seeds, fertilizers, etc) for your production, without project support?</li> <li>Does your cooperative have the ability to maintain infrastructure and equipment maintenance or replacement costs (drying sheds, irrigation)?</li> <li>Do you have access to finance/savings to invest in your agricultural production?</li> <li>What are the agricultural coops' greatest barriers to sustainability?</li> </ul>	4.3, 4.4



15	Closing	Is there anything else you feel would be important for us to know, that we haven't already discussed?		
----	---------	---	--	--

## Key Informant Interview Discussion Topical Outline Tools

The following topics provide general guidance for the semi-structured key informant interviews, which will be tailored to the different types of key informants/stakeholders as relevant, thus, not all questions included in the topical outline will be asked of all key informants. Only questions relevant to the specific key informant will be covered in that interview. The corresponding evaluation question sub-area are indicated in the far-right column of the tool.

**Interviewer name:**

**Date:**

**Key informant(s) name:**

**Key Informant(s) position/title:**

**Location of interview:**

**Introduction/consent:** Interviewers will introduce themselves and explain the purpose of the interview and how the information will be used. The interviewers will inform the KII participants that their participation is strictly **voluntary**, that all information discussed is **confidential**, and that people will not be individually identified in the reporting of findings. However, the final report will include a listing of the KIIs. Participants can refrain from answering any question and can stop the interview at any time, without providing a reason. The interviewer must gain verbal consent as per the Introductory Comments.

\*\*\*\*\*

**Introductory Comments:** If notes are available, you can be specific as to why that individual was selected to be a Key Informant, for example "in your role as a field implementer working on irrigation installation..."

Thank you for being willing to talk with our team. My name is \_\_\_\_\_. I am a researcher with \_\_\_\_\_ [TANGO International OR FATE Consulting, working with international consultant firm TANGO International] to conduct an evaluation of the UNHCR-supported Misizi project. This interview will be confidential, meaning what you share with me will not be shared verbatim with anyone else or included in the report. Your responses will not be tied specifically to you individually, however, a list of all key informants will be included as an annex to the report. I will be asking your role, experience and opinions about this project. The information you share with us today will be used to evaluate the results of the Misizi project create general learning about how UNHCR can improve its programming. The interview will take about 45-60 minutes. Your participation in this interview is completely voluntary, and you can certainly refrain from answering any question and can stop the interview at any time, without providing a reason.

Do you agree to begin this interview? Do you have any questions about myself or the interview before we begin?

No.	Theme/Topic	Question	Probes	Evaluation RQ Addressed
-----	-------------	----------	--------	-------------------------

1	Introduction	<b>To start, can you please introduce yourself and give a bit of background on your specific role within the Misizi project?</b>	<ul style="list-style-type: none"> <li>Please describe your functions/responsibilities for the project</li> <li>Services provided or supported</li> <li>Ways in which your office/organization supports the project</li> <li>Timeline of when you first became engaged with the project (design, inception, implementation phase)</li> </ul>	
2	Relevance and Design	<b>Were the activities of this project relevant to the needs of host community and refugee participants? How so?</b>	<ul style="list-style-type: none"> <li>How were the “needs” identified/what does that mean to you? What needs were being met by the project? What gaps remain?</li> <li>Were there specific activities that were the most needed/relevant? Which ones?</li> <li>How did the project design utilize existing assessments, or conducted assessments, to identify refugee and host communities needs and incorporate this information into development of the project objectives?</li> </ul>	2.1, 2.2
3		<b>Describe the Theory of Change. Did implementation follow the TOC, how/how not?</b>	<ul style="list-style-type: none"> <li>Do you feel today is the TOC is still right for the project/in alignment with project outcomes?</li> <li>Appropriate for the context?</li> <li>Relevant to beneficiary needs and strengths?</li> <li>What would you change?</li> </ul>	2.3
4		<b>How was UNHCR’s policy on age, gender, and diversity integrated into the project design?</b>	<ul style="list-style-type: none"> <li>How has this impacted results/been reflected in results?</li> <li>Which activities specifically were designed in alignment with the AGD policy?</li> <li>What would be done differently in future program design processes?</li> </ul>	1.6, 2.4
5	Partnership	<b>Describe the coordination between project partners. Has this coordination been effective/efficient in achieving project results?</b>	<ul style="list-style-type: none"> <li>Partners include: UNHCR, WFP, FAO, MINEMA, District of Gisagara, GlZ, KCB Bank, Umurenge SACCO, MINAGRI, Africa Improved Foods</li> <li>What challenges have there been? What examples of success?</li> <li>How has communication / coordination between partners been?</li> <li>Are all partners able to collect accurate and timely data to measure the projects progress and/or for the requirements of IKEA Foundation?</li> </ul>	
6		<b>Describe the joint-partnership between UNHCR and MINEMA. Was this partnership effective? Why/why not?</b>	<ul style="list-style-type: none"> <li>How was joint programming between UNHCR and MINEMA organized, did implementation follow the project design?</li> <li>How did the coordination between UNHCR and MINEMA help/hinder results?</li> </ul>	3.4
7	Effectiveness	<b>Do you feel the project has achieved its expected outcomes? Which ones? Why/why not?</b>	<ul style="list-style-type: none"> <li>Four expected outcomes: (1) Improved household income among the beneficiaries (refugees and local farmers), (2) Improved access to formal markets for the beneficiaries (refugees and local farmers), (3) Increased agricultural productivity for the beneficiaries (refugees and local farmers), (4) Enhanced</li> </ul>	1.1, 1.2, 1.3, 1.7, 4.3

			<p>peaceful coexistence between refugees and local farmers.</p> <ul style="list-style-type: none"> <li>What was the most impactful activity(ies) for observed results?</li> <li>What were the enabling/disabling factors for these results?</li> <li>Will these outcomes be sustained after project closure? Why/why not?</li> </ul>	
8	Efficiency	Were allocated funds sufficient to achieve the project objectives? Why/why not?	<ul style="list-style-type: none"> <li>Did time and resource investments lead to expected results?</li> <li>Were there areas of over/under expenditure? Which, why?</li> </ul>	3.1, 3.2
9		Were there enough human resources (staff) to achieve project objectives? Why/why not?	<ul style="list-style-type: none"> <li>Enough staff for each function: monitoring, implementation, management, donor relations/reporting</li> <li>Were there enough staff capacity/skills for each function?</li> <li>Staff turnover – were the same staff involved in the design of the project still involved at endline?</li> </ul>	3.1, 3.3
10	Challenges	Describe some of the key challenges that arose during this project and how those challenges were dealt with.	<ul style="list-style-type: none"> <li>What were the challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project?</li> <li>How were the challenges solved? How effective and efficient were the solutions?</li> </ul>	3.5
11		Were there any unintended impacts of the project?	<ul style="list-style-type: none"> <li>Were there any negative (unintended) effects of the project? How have these been mitigated?</li> </ul>	1.5
12		How has COVID 19 affected the project and its implementation?	<ul style="list-style-type: none"> <li>Were changes made to project implementation as a result of COVID-19? What were these changes? What impact did this have on implementation?</li> <li>How did UNHCR and MINEMA respond to COVID?</li> <li>What new mechanisms were developed in response to COVID-19? Have these proven to be effective? Why/why not?</li> </ul>	5.1, 5.2
13	Sustainability	Has the project established sustainability mechanisms with cooperatives? If so, what are these mechanisms?	<ul style="list-style-type: none"> <li>management of cooperative, training provided, linkage to financial services</li> <li>What is UNHCR doing to ensure profitability of the coops and their sustainability once the project is over?</li> <li>Do you believe the coops will last after the project ends? Why/why not?</li> <li>Are there any lessons or good practices that are relevant or replicable for other UNHCR contexts?</li> </ul>	4.1
14		Do you feel the project participants have been equipped with the skills, access to finance, and resources needed to sustain the project results? Why/why not?	<ul style="list-style-type: none"> <li>To what extent?</li> <li>What skills have participants gained as a result of participation? Which activities enabled this most?</li> <li>What skills or activities are expected to be sustained?</li> <li>Are there any known risks for skills or activities that aren't expected to sustain? Why is that?</li> </ul>	4.3, 4.4

15	Closing	Is there anything else you feel would be important for us to know, that we haven't already discussed?		
----	---------	---	--	--

## Annex 6: List of Key Informants by Phase

The list of key informants identified by UNHCR for inclusion in this endline evaluation are listed below.

Table 11. Key informants

PROPOSED KEY INFORMANT RESPONDENTS FOR THE PERFORMANCE EVALUATION OF THE MISIZI PROJECT			
NAME	POSITION/RESPONSIBILITY	EMAIL	TEL
KIGALI LEVEL			
	Livelihoods and Economic Inclusion Officer, UNHCR Rwanda		
	Assistant Livelihoods & Economic Inclusion Officer, UNHCR Rwanda		
	Programme Advisor, WFP Rwanda		
	Deputy Country Director, FAO Rwanda		
	Livelihoods Officer, MINEMA		
FIELD OFFICE KEY INFORMANTS			
UNHCR HUYE Field Office			
	Head of Huye Field office		
	Former Head of Huye Field Office, involved in the design and implementation of the project.		
	Livelihood and Economic Inclusion Associate		

	Refugee farmer	-	
	Refugee farmer	-	
<b>MINEMA AT CAMP LEVEL</b>			
	Mugombwa refugee Camp Manager		
	Mugombwa refugee Deputy camp Manager		
<b>HOST COMMUNITY REPRESENTATIVES</b>			
	Host community Farmer	-	
	Host community Farmer	-	
<b>LOCAL AUTHORITIES (DISTRICT &amp; SECTOR)</b>			
	District Director of Agriculture and Natural Resources		
	Mugombwa Sector Agronomist		
<b>UNWFP</b>			
	Programme Associate/ Smallholder Agricultural Market Support (SAMS)		
	Monitoring assistant		
<b>UNFAO</b>			
<b>Africa Improved Food Company</b>			
	Local Sourcing Coordinator		
<b>Kenya Commercial Bank</b>			
	Business Banker		

## Annex 7: Quantitative Survey Tool



UNHCR Misizi  
Performance Evaluatic

## Annex 8: Detailed Evaluation Timeline

Table 12: Detailed timeline for data collection phase

Data Collection Phase									
Activity	Key Outputs	Apr 22				May 22			
		1	2	3	4	1	2	3	4
Remote data collection: remote KIIs with high level staff.	All remote interviews with high level staff will be conducted by TANGO consultants. 4 weeks have been allocated for remote interviews to allow for schedule flexibility of high-level stakeholders/staff. Data points collected from remote KIIs will be fed into the in-field data collection, to maximise efficiency.								
Survey Training	Survey Training will take place over 4 days								
Field tour + data collection: trainings, KIIs and FGDs.	3 weeks are accounted for in-field data because of any potential permit/travel requirements.								

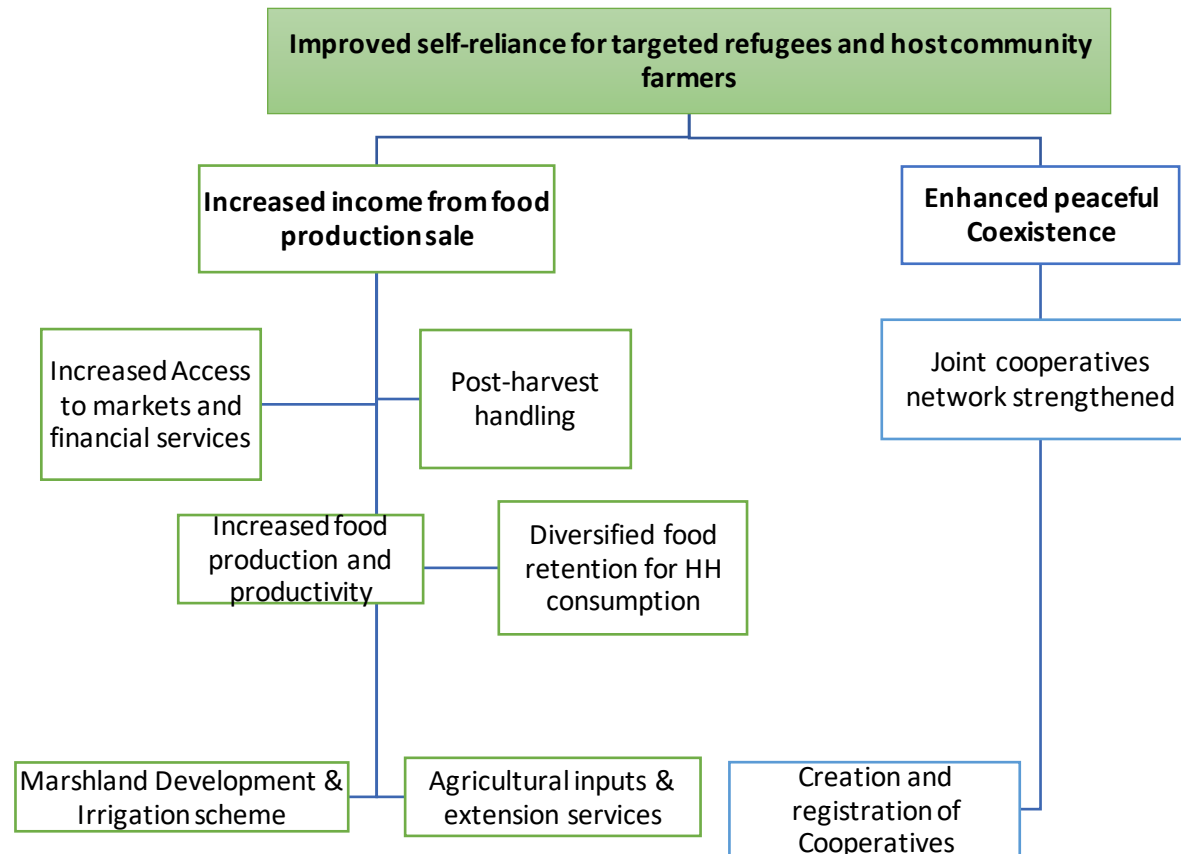
Table 13: Detailed timeline for analysis and reporting phase

Analysis and Reporting Phase													
Activity	Key Outputs	May 21				June 22				July 22			
		1	2	3	4	1	2	3	4	1	2	3	4
Validation and triangulation of findings + reporting writing.	Validation and triangulation can begin as soon as data collection is completed. Key activities include: <ul style="list-style-type: none"> <li>Triangulation of findings across remote and in-field data collection, with secondary data sources.</li> <li>Trend and attribution analysis of survey data.</li> <li>Building preliminary findings for the final report.</li> </ul>												





## Annex 9: Program Theory of Change



## Annex 10: Bibliography

- Humanitarian Policy Group (HPG). The Comprehensive Refugee Response Framework Progress in Rwanda. September 2019. P. 3 Accessed <https://cdn.odi.org/media/documents/12936.pdf>
- National Institute of Statistics of Rwanda (NISR). Agricultural Household Survey 2020. January 2022. Accessed. <https://www.statistics.gov.rw/publication/agricultural-household-survey-2020>
- National Institute of Statistics of Rwanda (NISR). Fifth Integrated Household Living Conditions Survey 2016/17. 6 December 2018. Accessed <https://www.statistics.gov.rw/datasource/integrated-household-living-conditions-survey-5-eicv-5>
- Organization African Unity Convention, Addis Ababa, Ethiopia 10th September 1969, United Nations, Treaty Series No. 14691, accessed [https://au.int/sites/default/files/treaties/36400-treaty-36400-treaty-oau\\_convention\\_1963.pdf](https://au.int/sites/default/files/treaties/36400-treaty-36400-treaty-oau_convention_1963.pdf)
- Republic of Rwanda and UNHCR. The Ministry in Charge of Emergency Management (MINEMA) And the United Nations High Commissioner for Refugees (UNHCR) Joint Strategy on Economic Inclusion of Refugees and Host Communities in Rwanda 2021-2024. May 2021. Accessed <https://reliefweb.int/sites/reliefweb.int/files/resources/RWA--MINEMA->
- Republic of Rwanda Ministry of Agriculture and Animal Resource. Strategic Plan for the Transformation of Agriculture in Rwanda – Phase II (PSTA II). February 2009. Accessed [https://www.gafspfund.org/sites/default/files/inline-files/Rwanda\\_StrategicPlan.pdf](https://www.gafspfund.org/sites/default/files/inline-files/Rwanda_StrategicPlan.pdf).
- Republic of Rwanda Southern Province Gisagara District. Gisagara District Development Strategy (2018 – 2024). August 2018. Accessed [https://gisagara.gov.rw/fileadmin/document/Gisagara\\_District\\_Development\\_Strategy\\_for\\_2018-2024.pdf](https://gisagara.gov.rw/fileadmin/document/Gisagara_District_Development_Strategy_for_2018-2024.pdf)
- Republic of Rwanda. Economic Development and Poverty Reduction Strategy II 2013-2018 (EDPRS 2). May 2013.
- The World Bank. World Bank national accounts data, and OECD National Accounts data files. Agriculture, forestry, and fishing, value added (% of GDP) – Rwanda. Accessed <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?end=2020&locations=RW&start=1965&view=chart>
- UNHCR (2015). *Policy on the Protection of Personal data of Persons of Concern to UNHCR*
- UNHCR (2018). *UNHCR Policy on Age, Gender and Diversity*.
- UNHCR Regional Bureau for the East and Horn of Africa and the Great Lakes. Update on GRF follow-up in the region: Tracking progress on pledge implementation. 8 December 2021. Accessed [https://reliefweb.int/sites/reliefweb.int/files/resources/EHAGL\\_GRF%20Update%20Report%20on%20flagship%20pledges\\_2021.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/EHAGL_GRF%20Update%20Report%20on%20flagship%20pledges_2021.pdf)
- UNHCR Rwanda. Livelihood's assessment field surveys, June-July 2019.
- UNHCR Rwanda. Mugombwa Refugee Camp Profile. 15 April 2021. Accessed <file:///C:/Users/Ideer/Downloads/UNHCR%20Rwanda%20Mugombwa%20Camp%20Profile%20April%202021.pdf>
- UNHCR. 2021 Rwanda Country Refugee Response plan. Accessed <https://reporting.unhcr.org/sites/default/files/2021%20Rwanda%20Country%20Refugee%20Response%20Plan.pdf>
- UNHCR. Accessed <https://www.unhcr.org/global-refugee-forum.html>; <https://www.unhcr.org/rw/15853-rwanda-1000-hills-and-a-big-heart.html>
- UNHCR. Comprehensive Refugee Response Framework. Accessed <https://www.unhcr.org/en-us/comprehensive-refugee-response-framework-crrf.html>.

United Nations (2019). *United Nations Disability Inclusion Strategy*.

United Nations Evaluation Group (2020). *UNEG Ethical Guidelines for Evaluation*.

United Nations General Assembly. New York Declaration for Refugees and Migrants. 3 October 2016. Resolution adopted by the General Assembly on 19 September 2016. A/RES/71/1. Accessed [https://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/71/1](https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/71/1).

USAID. Food Assistance Fact Sheet – Rwanda. 24 February 2020. Accessed <https://www.usaid.gov/rwanda/food-assistance>