

TERMS OF REFERENCE

PERFORMANCE EVALUATION OF

“THE MISIZI MARSHLANDS AGRICULTURAL PROJECT AMONG REFUGEES AND HOST COMMUNITIES IN GISAGARA DISTRICT, RWANDA

Evaluation key information

Title of the evaluation:	Performance Evaluation of “The Misizi Marshlands Agricultural Project among refugees and host communities in Gisagara District, Rwanda
Timeframe covered:	September 2018- December 2021
Type of exercise:	End of Project Performance Evaluation
Evaluation commissioned by:	UNHCR Rwanda with funding support from the IKEA Foundation
Evaluation manager’s contact:	Arifur Rahman, rahman@unhcr.org
Date	16 September 2021

I. Introduction

1.1 Background and Context

1. The reduction of dependency on humanitarian assistance, graduation out of extreme poverty through socio-economic inclusion and the promotion of self-reliance are at the heart of UNHCR’s protection mandate. UNHCR Rwanda and the Government of Rwanda (GoR) are committed to advancing the agenda of promoting refugees’ access to work opportunities to improve refugee self-reliance and reduce dependency on humanitarian assistance.
2. Rwanda is a signatory to the 1951 Refugee Convention, the 1967 Protocol and the 1969 Organization African Unity Convention for Refugees. Though some non-legal barriers remain, refugees enjoy the right to work, freedom of movement, the right to own land, access to documentation and other policies that favor livelihoods improvements and establishment of self-reliance among refugees.
3. In September 2016, the 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. Further to the NYD, the GoR made four specific commitments, which focused on creating an enabling environment for the socio-economic integration of refugees. One specific commitment focused on enabling and supporting refugees to access work opportunities, become self-reliant and graduate out of humanitarian assistance. Further, in 2018, the GoR committed to applying the Comprehensive Refugees Response Plan (CRRF) that provides a comprehensive and sustainable response to the benefits of the refugees and the hosting communities. Subsequently, the GoR made a set of new commitments at the first [Global Refugee](#)

Forum (GRF) held in 2019, including in the areas of jobs and livelihoods to enhance refugee's socio-economic inclusion in Rwanda.¹

4. To support the above commitments, the former Ministry of Disaster Management and Refugee Affairs (MIDIMAR), 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. The strategy envisioned that refugees and neighboring communities would be able to fulfill their productive potential as self-reliant members of the Rwandan society who contribute to the economic development of their host districts. A follow-up strategy for the 4 year-period 2021-24 re-emphasizes the pertinence of maintaining such an approach and reiterates a commitment to enable a pathway for self-reliance through such an integrated approach.
5. Preliminary livelihoods and participatory assessments conducted by UNHCR in 2019 and 2020 in all major hosting sites as part of the standard programme planning process identified priority livelihoods problems faced by the refugees alongside their host community population. The key obstacles for the beneficiaries 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 labor markets. Additional problems cited were high dependency on humanitarian aid, women engaging in negative coping strategies, and youth unable to continue into higher education.
6. In the Mugombwa sector that hosts the project, the host community and the refugees share important common characteristics, i.e., a farming background with limited education and a high poverty rate². With the District Development Strategy (2018-2024), modernizing and increasing agricultural productivity has become a priority with a long-term vision of transforming the district into an agro-processing hub.³ As a district that is heavily affected by a higher than national average poverty rate, and limited available employment opportunities for the host communities, the prospects for refugees to meet their basic needs were challenging.
7. Despite having the right to work in Rwanda and a farming background, refugees usually don't have access to arable land; food security and, consequently, their income remains low. As a result, refugee lives and livelihoods largely depend on humanitarian assistance. Another challenge refers to a limited interaction between refugee and the host community, which limits refugee socio-economic inclusion and also, access to employment opportunities.
8. 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 10,940 refugees (2,268 households) (March 2021), while the surrounding communities in Mugombwa Sector host approximate 22,700 local Rwandan population⁴. Following the CRRF whole-of-

¹ <https://www.unhcr.org/global-refugee-forum.html>; <https://www.unhcr.org/rw/15853-rwanda-1000-hills-and-a-big-heart.html>

² 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

³ https://gisagara.gov.rw/fileadmin/document/Gisagara_District_Development_Strategy_for_2018-2024.pdf

⁴ <https://www.citypopulation.de/en/rwanda/sector/admin/>

society approach⁵, the project is implemented on 55 ha land availed by the refugee hosting district of Gisagara 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 1127 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.

9. The Misizi Marshlands Project is expected to achieve the following outcomes:

- Improved household income among the beneficiaries (refugees and local farmers)
- Improved access to formal markets for the beneficiaries (refugees and local farmers)
- Increased agricultural productivity for the beneficiaries (refugees and local farmers)
- Enhanced peaceful coexistence between refugees and local farmers

10. The progress so far involves: a two-year consecutive production of maize and beans (spread on 4 agricultural seasons); the formation of a joint agricultural cooperative (comprising refugees and the host community) to promote working together to increase linkages with markets and integrate production within existing farming value chains; training of beneficiaries on smart agricultural techniques to increase production and productivity, as well as training to improve sale practices. During the first two years of implementation, beneficiaries also had access to free agricultural inputs, that allowed them to start up the activities without up-front heavy investments. In 2021, the project is expected to focus on improving the sustainability through cooperative management training as well as entering a new value chain of transformation of maize grains into maize flour for sale.

11. The key partners involved in the project refer to 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. MINEMA also played a crucial role in facilitating the planning process, the implementation, and the monitoring of the project. Other stakeholders include refugees and host communities and the cooperative leadership. It is envisaged that primary stakeholders will be engaged in the evaluation through establishment of an Evaluation Reference Group that will review main evaluation deliverables presented during the Inception, the Field-Mission or Data Collection and Reporting Phases. Feedback from the evaluation will also be provided to cooperative members by UNHCR through the field-office.

II. Justification of the Evaluation

12. As of January 2021, early results' indicators suggest that the Misizi Marshland agricultural project proved to be a successful approach in enabling refugees and host communities to work together for improved income, food security, access to markets and peaceful coexistence. Being the first joint refugee-host community

⁵ The CRRF is a comprehensive set of commitments to be implemented in situations involving large-scale movements of refugees. The approach is based on the 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. It aims at facilitating their involvement to foster complementarity, synergies, effectiveness and sustainability.

agricultural project to be implemented in Rwanda, the Misizi project is a pilot, currently becoming a benchmark and an incentive for other donors (e.g. Denmark) and refugee hosting districts in Rwanda (Nyamagabe and Gatsibo Districts) to avail funds and land, respectively, for the replication of similar agricultural project models.

13. While early findings show increased household income, its magnitude needs to be captured to understand whether the project support is contributing to refugees and host farmers households' self-reliance. Increased agricultural production was also observed, particularly, for maize production where market linkages were established with the Africa Improved Food Company (AIF) to buy the maize production at a fair price for further transformation.
14. Though some generic assessments were conducted in 2019 and 2020,⁶ there is a need to evaluate systematically the overall performance of the project and generate lessons that can inform other similar projects going forward, especially, as the project is coming to an end. A baseline study of the project was conducted at the beginning of the project implementation period using some global broad indicators. It involved beneficiaries of the project only, from the refugees and host communities. It was conducted with support from UNHCR HQ and through the application of the corporate Livelihood Monitoring Survey⁷ framework (using KoBo Toolbox/ODK Collect). Later, an analysis of the baseline dataset detected some inconsistencies that UNHCR Rwanda M&E team is currently working on cleaning the dataset. Data on the control groups (refugees and hosts) was not collected at baseline to avail a credible counterfactual for future evaluations. The end-line for the same study was completed in December 2020, and results reported in March 2021 were not conclusive due to the baseline data issues mentioned above. The corporate Livelihoods Monitoring Survey was a light-touch monitoring tool that has not allowed UNHCR and partners in Rwanda to derive greater insights on the performance of the project, the underlying drivers and constraints to an effective and efficient project, as well as opportunity to draw out lessons and forward recommendations on how to strengthen the project design to optimize performance and impact.
15. The other justification for a performance evaluation refers to the COVID-19 pandemic that has, so far, severely, and negatively impacted host communities and refugees' livelihoods in camps and urban areas. Early fields assessments especially through the joint UNHCR-WFP Post-Distribution Monitoring (PDM) conducted in December 2020 identified a negative impact of COVID-19 on refugees' livelihoods in all the camps in Rwanda. A UN Rwanda Study (June 2020) also identified overall negative impact on food prices and food security situation in and around refugee camps in Rwanda (pp. 90-98, chapter 7).⁸ The extent to which COVID-19 affected the gains/benefits derived from the Marshlands project in Mugombwa camp is, therefore, explored in this evaluation. It is not unconceivable that similar shocks will erupt in the future, requiring UNHCR and stakeholders to derive lessons from the current situation in order to support refugee livelihoods resilience in the future, in case such shocks happen again, or the current pandemic persists.

⁶ Source: *Livelihoods assessment field surveys, June-July 2019*

⁷ <https://lis.unhcr.org/>

⁸ <https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/UNDP-rba-COVID-assessment-Rwanda.pdf>

III. Objectives

Based on the above, 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. Ultimately, the results of the evaluation should help optimize UNHCR and partners' contribution to improving refugee self-reliance and facilitate socio-economic inclusion in similar future project. It should be noted that this performance evaluation, 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.

16. The objectives of the evaluation are to:

- 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
- 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
- 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"
- Understand the effects of Covid-19 on the project performance and coping capacity of the beneficiaries

IV. The Performance Evaluation Approach

4.1 Scope

17. The evaluation should be an in-depth, external, independent performance evaluation focusing on the beneficiaries (refugees and the host community) of the project, residing in the Mugombwa refugee camp and host community area. It should cover the implementation period of the Misizi Marshlands project, i.e., from September 2018 – December 2021 (subject to evaluation field work possibilities), with the mandate to cover project areas and stakeholders linked to the above cited objectives of the evaluation.

4.2 Target audience

18. The target audience for this evaluation is primarily the Government of Rwanda (represented by MINEMA) and UNHCR Rwanda (Livelihoods programming, the Executive Team and Field Offices). For accountability purpose, the second target audience for this study are the funding organizations IKEA F, WFP and FAO that took the risk to invest in such an innovative pilot project, as well the beneficiaries that UNHCR is serving. The evaluation will inform the beneficiaries on the gains of the project with the view to invite them to propose improvements on similar projects looking ahead. Furthermore, the results of the performance evaluation may also benefit implementing and operational partners involved in livelihoods programming, as well as wider stakeholders including UNHCR' country level and regional livelihoods sector working group members, humanitarian-development partners, other UN agencies, private sector partners, bi-lateral development partner agencies and multi-lateral financial institutions, e.g., the WB.

19. The evaluation is expected to guide them on the best practices to design and implement agricultural livelihoods projects in refugee contexts. The results of the evaluation will be of particular interest for MINEMA and the GoR as it has committed, through the Global Refugee Forum (GRF), to support refugee self-reliance and socio-economic inclusion as well as the promotion of joint agricultural projects between refugees and host communities. Finally, the results of the evaluation will be available to all interested in

refugee self-reliance through agriculture projects, in addition to increasing the limited corpus of literature on refugee self-reliance.

4.3 Key Evaluation Questions (KEQs)

20. The evaluation will address the key questions listed below that mirror UNHCR's ongoing dialogues with the GoR and other stakeholders including inter-agency partners (WFP, FAO) and wider Livelihoods Sector working group members. During the Inception Phase, the evaluation team is expected to finetune sub-questions as relevant

KEQ 1 Effectiveness: Has the Misizi Marshlands' project managed to achieve its planned short-term and immediate objectives (outputs and outcomes)?

This KEQ 1 will seek to answer the following Sub-questions:

- 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 cooperatives' self-sustainability been maintained or increased in comparison to baseline information that was available at the design of the project, 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?

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) ?
- 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 ?

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?
- 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?

KEQ 4 Sustainability: 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 cooperatives' institutional and financial sustainability, and to what extent are they effectively implemented?
- 4.2 Have the cooperatives 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?

KEQ5 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?
- 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?

4.4 Approach and Methodology

21. This evaluation is expected to take place a few months before the end of the project funding (i.e. in December 2021) and thus should be considered as a summative performance evaluation. The evaluation will investigate the actual results of the projects based on the end of project outputs and short-term outcomes' results indicators that were planned at the beginning of the project.

22. Based on the above, the evaluation should deploy a mixed method approach combining quantitative and qualitative data collection and analysis techniques to answer the key evaluation questions and sub-questions.

The evaluation will include:

I) **A desk review and content analysis** of relevant background documents including but not limited to policy level documents and partnership LOUs; programmatic results and monitoring data, assessment and studies conducted during implementation and programmatic strategy documents.

II) **Primary data generation will seek to give answers to all the KEQ and sub-questions as much as possible, and will involve:**

- a) **Focus group discussions and in-depth interviews** with UNHCR staff (at head office and field office) involved in the Misizi Marshlands project; the Gisagara district authorities as well as MINEMA representing the GoR; the inter-agency funding partner (WFP, FAO); partners and other stakeholders involved in the project implantation at the local level (i.e. Rwanda Agriculture Board – RAB); the POCs that participated in the project i.e. key informants such as refugees and host community leaders in the project, managers of the cooperative, private sector partners (Africa Improved Food);
- b) **A quantitative survey administered** to a representative sample of the project’ participants at individual level (also representing the household), to respond to the relevant KEQs and sub-questions. The survey should not follow up on previous baseline data collection, but rather be established as a single survey that seeks to establish the baseline situation (before the project); progress (during implementation) and end-line (after the project ends).

III) A specification of deployed sampling strategies for qualitative and qualitative data generation will be conducted based on AGD policy if possible

IV) In terms of data analysis, descriptive analysis combined with inferential analysis is expected to derive credible insights, subject to data availability.

23. The evaluation is open to the use of diverse, participatory, and innovative evaluation methods. The detailed methodology with identification of relevant benchmarks – including details on the data collection and analytical approach(es) used to answer the evaluation questions – will be designed by the evaluation team during the inception phase and presented in an evaluation matrix. However, given the on-going restrictions caused by COVID-19 prevention measures, attention should be given to alternative data collection tools (phone survey) that respect social distancing measures. All camps in Rwanda have recently experienced a total lockdown, preventing face-to-face interactions with refugees, and thus traditional data collection methods may not be suitable. The selected consulting firm will be invited to present realistic, effective, and efficient options to collect data in the inception report.

24. The evaluation team is responsible for finalizing the elaboration of the key questions and sub-questions based on prior interviews to be held with UNHCR Rwanda Livelihoods Team during the inception phase. The evaluation team will also be responsible of gathering, analyzing, and triangulating data (e.g., across types, sources and

analysis modality) to demonstrate impartiality of the analysis, minimize bias, and ensure the credibility of evaluation findings and conclusions.

4.5 Evaluability: Risks and Assumptions

25. This performance evaluation should not be confused with an impact evaluation which covers different objectives. As such, communication on the purpose of the study and its results should be carefully designed and follow-up to avoid potential confusions. The GoR as the counterpart and other partners should be clearly informed on the objectives of the study. The GoR (through MINEMA)' endorsement is also critical in the evaluation design and implementation.
26. The processes for receiving any GoR approval for the evaluation (including methods) and camp access may be delayed and/or constrained due to methodological delimitations or other reasons including bureaucratic complexities to obtain the authorization on time. COVID-19 related containment measures and travel restrictions may impose further challenges and delays in administering the evaluation. In such cases, timeline may need to be adjusted in line with any revised evaluation strategy (to be agreed with UNHCR Rwanda by the consulting firm) and COVID-19 restriction measures.

V. Evaluation Quality Assurance

27. The evaluation consultant/firm is required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements.
28. In line with established standards for evaluation in the UN system (the UNEG Norms and Standards), the UN Ethical Guidelines for evaluations and UNHCR's Data Protection Policy, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility and it calls for protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.
29. The evaluation is also expected to adhere with pilot 'Evaluation Quality Assurance' (EQA) guidance, which clarifies the quality requirements expected for UNHCR evaluation processes and products.
30. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service, among other with, quality assurance.

VI. Data and information sources

31. The Misizi project, and the livelihoods strategy with other related interventions in Rwanda Operations have generated data and information that will be reviewed, complemented, and triangulated during the evaluation. Below is an overview on some data and information available:
 - The Misizi Marshlands project documents and reports
 - The GoR National Strategic Plan for Refugee Inclusion (2019-2024)
 - The Past Joint MIDIMAR – UNHCR Livelihoods Strategy for refugees (2016-2020)

- The new MINEMA-UNHCR Joint Strategy on Livelihoods and Economic Inclusion of Refugees and Host Communities in Rwanda (2021-2024)
- The joint UNHCR-WFP Post Distribution Monitoring report that embeds a vulnerability analysis of the PoCs in all the camps, and in the Mugombwa camp in particular – currently under finalization.
- UNHCR participatory Assessment 2020
- UNHCR-GoR Livelihoods Assessment (Dec 2019)
- WFP/UNHCR Joint Assessment Mission (JAM) Report (Dec 2019)
- UN Report on Socio-Economic Impact of COVID-19 in Rwanda (June 2020)
- Planning, budget and spending information.
- Baseline and mid-term surveys data conducted with support from UNHCR HQ under the Livelihoods Monitoring Survey (using kobo toolbox/ODK Collect)
- Program-related background documents
- Ikea Foundation grant proposals for the agriculture project

VII. Organisation, management and conduct of the evaluation

32. Head of Livelihoods and Economic Inclusion Team of UNHCR Rwanda will be the **Evaluation Manager** with support from a M&E consultant to be hired for technical supervision. While the Evaluation Manager will be responsible for overall management of the evaluation work and coordination with all stakeholders involved including government, the IKEA Foundation (funding agency) and HQ evaluation services, the M&E consultant will be responsible for: **(i)** managing the day to-day aspects of the evaluation process; **(ii)** providing the evaluators with available secondary information and facilitating communication with relevant stakeholders; **(iv)** reviewing the interim deliverables and final reports to ensure quality – under the overall guidance of the Evaluation Manager with support from the UNHCR Evaluation Service and RB Livelihoods Technical Team. UNHCR Evaluation Services through the Evaluation Lead of the Regional Bureau will provide additional quality assurance services on all evaluation deliverables, i.e., the inception and draft reports, alongside technical peer review inputs from RB Livelihoods team to improve the evaluation reports and support learning within the organization.
33. The **Evaluation team** is expected to produce written products of high standards, informed by evidence and triangulated data and analysis, copy-edited, and free from errors.

The language of work of this evaluation and its deliverables is English.

7.1 Expected deliverables and evaluation timeline

- The evaluation should be carried out between Mid-October 2021 to March/April 2022, under a service contract to be contracted to an existing UNHCR evaluation service provider TANGO International. During the selection process, the research firm (TANGO International) will submit a detailed design, work plan and budget which upon contractual agreement with the firm will be further streamlined during the inception phase based on mutual agreement.
34. The key evaluation deliverables are:
- **An Inception report** that will specify the evaluation methodology and the refined focus and scope of the evaluation. It will include an assessment of the overall evaluability, and it will clarify strategies for

overcoming any limitations observed. If relevant, it will propose adjustments to evaluation questions, present analytical and benchmarking frameworks, and, importantly, an Evaluation Plan Matrix detailing evaluation questions, sub-questions, indicators developed and evidence identified to answer to each question, analysis strategies and stakeholders engaged to answer each question. The evaluation team is also expected to clarify sampling criteria and strategies related to all primary data generation. The evaluation team is expected, furthermore, to clarify strategies for conducting analyses and disaggregation of data with a view to assess UNHCR's contribution to diverse right holder groups. In the Inception Report, the team will also explain its approach to triangulation and quality assurance of all evaluation deliverables and the division of labour between the evaluation team members. Finally, it will clarify its operationalization of the UN Ethical Standards, the data protection- and Age Gender and Diversity policy.

- **A Data collection toolkit** (including interview guides, focus group discussion guides) and details on the data analysis plan developed for / used in the evaluation. This should be submitted together with the Inception report.
- **Raw data** – Quantitative and qualitative datasets provided in structured formats to UNHCR.
- **A validation of findings and recommendations workshop.**
- **Draft and Final evaluation report** including recommendations (Not more than 30-50 pages excluding executive summary and annexes).
- **An Executive summary** at the beginning of the report (3-5pages max)⁹.
- Presentation of findings and recommendations to UNHCR Rwanda (virtual or in-person), IKEA Foundation, the Evaluation Reference Group, main partners, and relevant stakeholders and UNHCR's regional office to optimize learning at the end of the Field Mission and Reporting Phases. When COVID -19 situation allows the findings will also be communicated to cooperatives as part of the accountability process to affected population.

⁹ The evaluation ToR, final report with annexes, and formal management response will be made public and posted on the evaluation section of the [UNHCR website](#). All other evaluation products (e.g. Inception Report) will be kept internal.

Activity	Deliverables and payment schedule	Indicative timeline
Evaluation ToR finalised and call for proposals issued	ToR and call for Expression of Interest	By 16 Sept 2021
Technical and Financial Proposal submitted by service provider (TANGO International)	<p>1. Short technical proposal: Short background section, scope and objective, how Tango proposes to conduct the evaluation, methods and approach, QA, roles and responsibilities and timeline reflecting the practical requirements for TANGO to conduct the impact evaluation (access under COVID19, authorization from the Gov for camp access etc.) and mitigating strategies, if this is not possible – a performance evaluation.</p> <p>2. Financial proposal: An all-inclusive financial offer as per the deliverable in the up-dated TOR.</p>	23 Sept 2021
Selection process completed: proposal evaluated; discussion and endorsement by MINEMA, Identification of the service provider		By 30 Sept 2021
Signing of contract	Contract signed	5 Oct 2021
Inception phase including: <ul style="list-style-type: none"> - Initial desk review and key informant interviews. - Discussion with IKEA F and MINEMA on broad framework/approach - Data sharing agreement finalized/signed - Draft Inception report circulated; UNHCR Rwanda share collated comments (including from MINEMA, field offices, District, WFP, FAO Rwanda) and RB Livelihoods and Economic Inclusion unit; External QA review on the draft Inception Report done by the UNHCR Evaluation Service - Incorporation of comments on the inception report and production of a final report. 	Final inception report – including methodology, refined evaluation questions (as needed) and evaluation matrix.	By 10 Nov, 2021

Field work: Data collection and analysis and debrief with Country Operation; subject to Covid situation/containment measures - A debrief with the CO office and the ERG (main partners)	Primary data collection (limited) Primary and secondary data analysis	By 31 Dec, 2021
Report writing phase including: - Stakeholder feedback and validation of evaluation findings, conclusions, and proposed recommendations.	Preliminary Draft report and recommendations (for circulation and comments internally and to partners) Presentation of preliminary findings and conclusions to UNHCR Rwanda	By 21 Feb, 2022
First draft report submitted for External QA and comments from the CO, the RB livelihood unit and shared with TANGO	Draft Report	10 March
Second draft report submitted by TANGO; UNHCR to share the report with all stakeholders including MINEMA and share collated comments that will be submitted to TANGO	Revised Draft Report	22 March- 5 April
Finalisation of Evaluation Report and executive summary, a ppt with findings	Final Evaluation Report (including recommendations and executive summary)	By 17 -April, 2022
Presentations of findings and lessons: a) to country operation staff – internal discussion b) to relevant stakeholders in Rwanda Gov, UN partners (WFP, FAO) and other as appropriate c) RB presentation – livelihoods network	Presentations to UNHCR CO, national external stakeholders including Government and livelihoods network in the region.	25 April 2022

VIII. Evaluation team qualifications

- 3. Functional requirements** for an evaluation firm comprising up to 3 evaluation experts, team members – who should be able and willing to travel to Rwanda in Kigali, in the Mugombwa camp in Gisagara District and be able to work and draft in English – are as follows:
 - A post-graduate degree in economics, micro-finance, agriculture or food security plus a minimum of 10 years of relevant professional experience or a post-graduate degree plus a minimum of 8 - 10 years of relevant professional experience in livelihoods-related areas.
 - Minimum of 7 years of evaluation experience in quantitative and qualitative analysis and synthesis of livelihoods/energy interventions in development and humanitarian settings
 - Proven experience in successfully leading an evaluation team and managing fieldwork in complex environments.
 - Technical expertise in refugee livelihoods sector, including relevant analytical frameworks and programming approaches and standards, particularly work employment, savings, and protection.

- Experience in evaluation in development settings preferred (UNDP, UNHCR, World Bank, etc).
- Institutional knowledge of UNHCR's mandate and modus operandi.
- In depth knowledge of and proven experience with various data collection and analytical methods and techniques used in evaluation and operational research.
- Experience in generating useful and action-oriented recommendations to management and programming staff.

The Evaluation Team will be responsible for contracting local enumerators and translators as required for field level data collection.

Evaluation Team Member

- University degree in the areas of economics; energy; social science; micro-finance; agriculture and food-security or the equivalent plus, a minimum, of 5 years of relevant professional experience, or a post-graduate degree with at least 4 years of relevant experience to refugee protection and/or livelihoods.
- Proven experience (minimum 5 years) in supporting quantitative and qualitative data collection and analysis for evaluation purposes (preferable) or studies and operational research around outcomes mapping, vulnerability/risk mapping, protection and livelihoods issues.
- In depth knowledge with various data collection and analytical methods and techniques used in evaluation and operational research.
- Proven expertise in facilitating participatory workshops involving different groups and participants.

Evaluation Team Member – Statistician/Quantitative Expert

- Advanced degree in statistics or economics with a minimum of 5 years of relevant experience to livelihoods research/evaluation.
- Proven experience with survey design, development, testing and implementation of complex surveys and analysis.
- Deep understanding and experience of quantitative survey design methodologies, sampling design procedures, sampling size calculations, variance estimation, compound weights, simulation studies.
- Experience with data quality assurance protocols and data collection in the domains of sampling and measurement error, nonresponse and coverage bias to ensure reliable data collection.

Evaluation Team Member –Qualitative Expert

- Advanced degree in sociology/anthropology, development studies, agriculture or relevant discipline with a minimum of 5 years of relevant experience to livelihoods research/evaluation.
- Proven experience with qualitative methods, development, testing, implementation and analysis of qualitative surveys and interviews, including FGDs, KIIs, participatory assessments etc.
- Experience with integrating qualitative data with quantitative findings

IX. Selection of Evaluation Service Provider

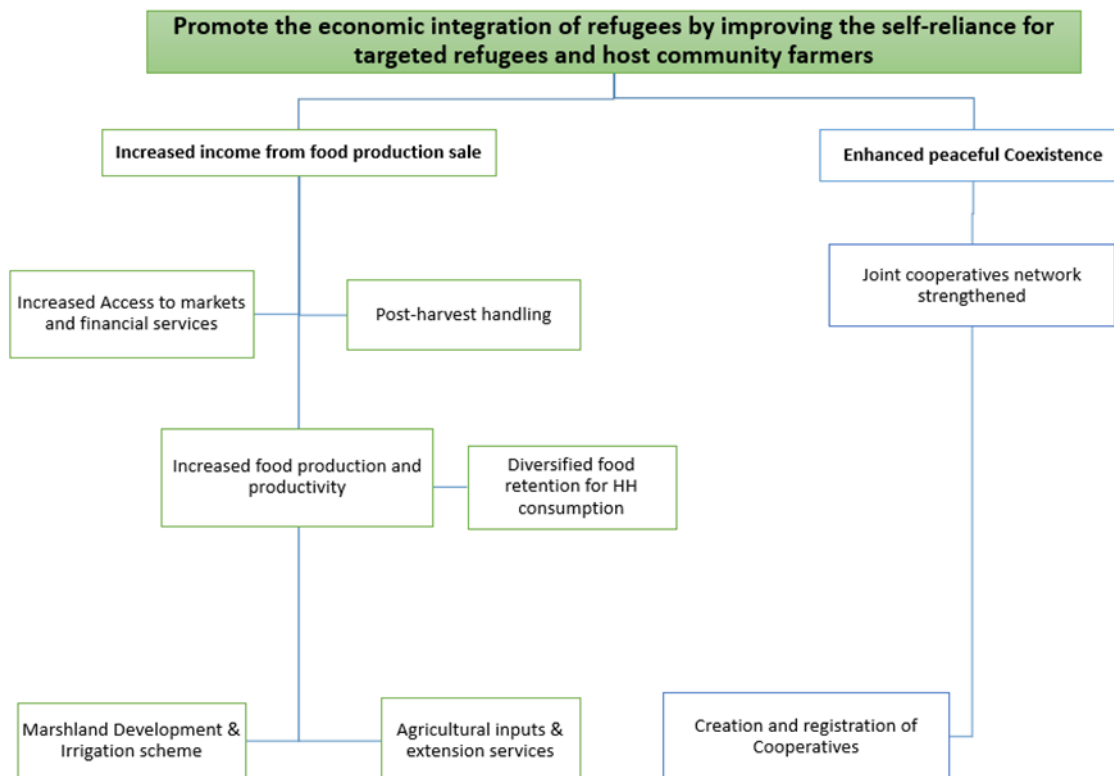
- After consultation with UNHCR HQ and IKEA F, it was proposed to use the services of an existing UNHCR evaluation service provider TANGO International and extend the existing contract to undertake the Misizi Marshland Project evaluation given the commonalities between the current (Ethiopia) and this proposed evaluative exercises in Rwanda, the successful delivery of evaluation services from Tango, its expertise in

livelihoods and its understanding of the Rwandan operation context from its previous successful evaluation assignment in Rwanda (and in Ethiopia).

- Reference to relevant HCC decision (HCC/2018/020) and clause VIII of the adopted Standard Operating Procedures on Awarding Business to Frame Agreement holders, May 2018, and in view of the reasons laid out above, UNHCR Rwanda received a waiver for secondary bidding process and to engage Tango International to conduct the Misizi project evaluation in Rwanda, through the extension of contract number 2019/SMS/SRV/102 (2019-2022) that Tango has with UNHCR HQ Evaluation Service for ongoing evaluation of IKEA-funded similar project in Ethiopia.

Annex 1: Theory of Change for the Misizi Marshlands Project

Theory of Change provides an overview of the casual logic between activities, outputs, outcomes and longer-term objectives.



Annex 2 : Results Framework

Objective: Self-reliance and livelihoods improved						
Outcome	Impact Ind.	Definition/Description	Baseline	Target Year1 (Sep 18 - Aug 19)	Target Year 2	Target Year 3
Formal access to markets is improved	% of cooperatives' agricultural production sold to specialized post-processing service companies	There are companies in Rwanda (to which farmers can supply their harvest) that are specialized in the post processing services. Usually, a middleman facilitates the sale between the farmers in the company. We aim to measure how much of the cooperatives' yields are sold via these formal channels (as opposed to what is reserved for personal consumption or the informal market); we want to see a yearly increase in yield sold through formal channels.	0	40	45	50
Cooperatives' self-sustainability maintained or increased; peaceful coexistence is enhanced	% of cooperatives able to reinvest income into agricultural activities for following season's production	By measuring the percentage of cooperatives able to generate plowback capital of the i.e. how many are able to reinvest into their agricultural production, we will be able to gauge the degree to which their activities are self-sustainable. The continued participation of PoC alongside Rwandan nationals in these cooperatives will be an indication of peaceful coexistence, a central concern of UNHCR's CRRF	0	100	100	100

Agricultural production increased (taking the host community's existing exploitation of the marshlands as the baseline)	Land productivity (yield in kg/hectare) per self-employed PoC (last season)	This measures the agricultural production achieved by PoC which, combined with access to markets, is a good proxy indicator to capture the viability/sustainability of the agricultural project as driver of self-reliance.	N/A	6,000 kg maize / ha	<p><i>Target will be assessed according to previous' season's results.</i></p> <p><i>It is found out that the yield target set at the project design stage for the potential crops was not correct (very high beyond the national and regional average). The main crops were produced in misizi marshland: Maize and Beans and the corresponding national and southern province (under which the misizi marshland is) average yield for 2018 was 1,525 kg/ha and 1,725 kg/ha respectively (NISR/Seasonal Agriculture Survey 2018). In case of Beans, the average yield for southern province was 673kg/ha.</i></p> <p>https://www.statistics.gov.rw/datasource/seasonal-agricultural-survey-2018</p>
			N/A	1,500 kg beans / ha	
				2,500 kg soybeans / ha	
			N/A	7,500 kg cabbage / ha	
				6,000 kg tomatoes' / ha	
				1,500 kg onions / ha	