

Terms of Reference

EVALUATION of PAA Africa Programme in Senegal's Kédougou Region from September 2013 to July 2016 PAA Africa/WFP-FAO Coordination Unit

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1. Introduction

1. These Terms of Reference (TOR) are for the evaluation of **PAA (Purchase from Africans for Africa) Programme in Senegal's Kédougou region**. This evaluation is commissioned by PAA Africa/WFP Coordination Unit in coordination with PAA Africa/FAO Coordination Unit and will cover the period from September 2013 to July 2016, the second phase of PAA Africa in Senegal – *phase de consolidation*.
2. These TOR were prepared by the PAA Africa/WFP (World Food Programme) Coordination Unit in collaboration with the PAA Africa/FAO (Food and Agriculture Organization of the United Nations) Coordination Unit with the technical leadership of the International Policy Centre for Inclusive Growth (IPC-IG) based upon an initial document review, preliminary monitoring reports and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. The final evaluation, which is subject of this ToR, shall assess the programme's relevance, effectiveness, efficiency, sustainability as well as its outcomes. The evaluation is to be composed of two interlinked parts: a.) a process evaluation including activities and outputs and b.) an outcome evaluation. Both parts of the evaluation shall draw on qualitative methods (focus group discussions and key informant interviews), as well as the analysis of quantitative indicators (based on existing programme reports as well as secondary data to be collected as part of the evaluation activities).

2. Reasons for the Evaluation

4. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

5. The evaluation is being commissioned for the following reasons: PAA Africa is approaching the end of its second phase in all five implementation countries (Ethiopia, Malawi, Mozambique, Niger and Senegal). Being an innovative and unprecedented programme which integrates school feeding, institutional procurement and agricultural support in one single intervention, it is crucial to document the programme's achievements and its potential to improve the lives of poor and vulnerable people in rural areas in the future, as well as to assess the potential for improvement in its implementation process.
6. The evaluation will have three main uses for the PAA Africa / WFP-FAO coordination unit. First, the evaluation results shall in particular inform the design and implementation modalities of the envisaged scale-up of the programme in Senegal, as well as in other programme countries. Second, the evaluation shall inquire whether the innovative elements introduced under the PAA Africa programme have the potential to contribute to a development of other Home Grown School Feeding Programmes (HGSFP) and the WFP's Purchases for Progress (P4P) initiative in the future. Lastly, the evaluation results will be important for the mobilization of resources on the scale up of PAA Africa and it will also inform national policies, strategies and programmes about good practices.

7. The evaluation shall inform stakeholders about the PAA Africa's relevance, effectiveness, efficiency, sustainability and outcomes in Senegal. Such information is crucial to decide on changes in the programme's design and implementation as well as to inform a possible scale-up of the programme. Moreover, the evaluation shall inquire whether the innovative elements introduced under the PAA Africa programme (see section 4) have the potential to contribute to the development of other HGSF Programmes or smallholder farmers and social protection initiatives in the future.

2.2. Objectives

8. Evaluations in WFP and FAO serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance of implemented activities and delivered outputs and on results of the PAA Africa programme.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform partnership coordination improvement, operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems
9. Given that the PAA Africa programme is expecting a scale-up starting from the second semester of 2016, the learning component will have an even greater importance than the accountability component for this evaluation. In particular, it is crucial to identify good practices as well as bottlenecks in the programme's implementation in order to further improve the programme during its scale-up phase. Secondly, the findings of the outcome evaluation are important to document the programme's potential to improve the lives of its participants, which in turn will constitute an evidence base for the allocation of funds for PAA Africa or similar programmes in the future.

2.3. Stakeholders and Users

10. A number of stakeholders both inside and outside of WFP and FAO have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.
11. Accountability to affected populations, is tied to FAO and WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP in partnership with FAO is committed to ensuring gender equality and women's empowerment in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	

WFP Country Office (CO) Senegal, Dakar	Responsible for the country level planning and operations implementation related to food procurement and school feeding, It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.
FAO Country Office (CO) Senegal, Dakar	Given that PAA Africa component of support to farmers and farmer's organizations is implemented by FAO, the Country Office in Dakar also has a direct stake in this evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.
WFP Regional Bureau (RB) West and Central Africa, Dakar	Responsible for both oversight of COs and technical guidance and support WFP CO activities in general, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
FAO Regional Office for Africa (RAF), Accra	Responsible for both oversight of FAO reps. and technical guidance and support, the FAO regional office for Africa in Accra also has an interest in an independent/impartial account of the operational performance as well as in learning from experience to inform decision-making.
WFP HQ	WFP has an interest in the lessons that emerge from evaluations, particularly as they relate to WFP strategies, policies, thematic areas, or delivery modality with wider relevance to WFP programming.
FAO HQ	The FAO headquarter also has an interest in the lessons that emerge from evaluations, particularly as they relate to FAO strategies, policies, thematic areas, or delivery modality. In particular, the FAO's Nutrition and Food Systems Division (ESN) and the Emergency Operations and Rehabilitation Division (TCE) will be important stakeholders and users of this evaluation.
WFP Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
FAO Office of Evaluation (OED)	Similarly to the WFP OEV, the FAO OED has a stake in ensuring that evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality.

WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings may feed into annual syntheses and into corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance and productive and agricultural outputs marketing support, beneficiaries have a stake in WFP and FAO determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought. In PAA Africa, in Senegal, direct beneficiaries are: Farmers' Unions, GIEs (Groupes d'Intérêt Économique), smallholder farmers (rice producers), school canteens in Kédougou; students benefiting from school meals.
Government	The Government has a direct interest in knowing whether WFP and FAO activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. In PAA Africa Senegal the Ministry of Education (Ministère de Education Nationale) through its Département des Cantines Scolaires (DCas) and the Ministry of Agriculture and Rural Equipment (Ministère de l'Agriculture et de l'Équipement Rural - MAER) are directly involved in the programme and this evaluation will be of their best interest. It is also important to highlight the establishment of the Comité Technique du PAA (National Technical Committee for PAA), chaired by the Secrétariat Exécutif du Conseil National de Sécurité Alimentaire – SECNSA (National Food Security Council Executive Agency), which is directly subordinated to the Senegalese Prime Minister. Also, the Délégation Générale à la Protection Social et à la Solidarité Nationale - DGPSN (National Delegation for Social Protection and Solidarity) has been increasing its participation in the programme through the Committee (where it is represented by "Commisariat à la Sécurité Alimentaire/CSA).
UN Country team (UNCT)	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP and FAO operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP and FAO at policy and activity level. Importantly, PAA Africa is implemented as a joint initiative of WFP and FAO and the programme's management requires coordinated measures from both agencies.

NGOs	<p>NGOs are FAO and WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. In PAA Africa Senegal, NGOs were crucial for the programme operation: GADEC (Groupe de Action pour le Développement Communautaire) was one of the main implementer partners in productive support, working at the community-level in Kédougou to build up a relationship with beneficiary GIEs and smallholder farmers. PAPIL (Projet d'Appui à la petite irrigation locale) and Yellitaré were responsible for the logistic support in post-harvesting, providing transportation and rice shelling services, respectively.</p> <p>ADEPME (Agence de Développement et d'Encadrement de Petites et Moyennes Entreprises) provided training in organizational management and financial education during the first phase of the programme, and BAMTAARE developed a baseline study for PAA in Senegal for gathering important indicators and data before the programme's implementation. BAMTAARE has also participated in the capacity building component of PAA Africa Senegal by providing training in Integrated Production and Pest Management (Gestion Intégrée de la Production et des Déprédateurs – GIPD). All implementing partners should use the evaluation report to improve their performance in the coming phases of the programme, as well as other related activities.</p>
Donors Government of Brazil (GoB) and the United Kingdom Department for International Development - DFID	<p>WFP operations and FAO projects of voluntary contributions are funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if FAO and WFP's work and partnership have been effective and contributed to their own strategies and programmes. In PAA Africa, the Brazilian Government is represented by the Ministry of Foreign Affairs - General Coordination of International Actions against Hunger (CGFOME), in collaboration with the Brazilian Embassy in Dakar and official representations in the country. While Brazil has committed funds for supporting operations and knowledge management of PAA Africa, DFID's contribution was exclusively directed to support the programme's knowledge management, monitoring and evaluation. In PAA Africa, DFID is represented by the First Secretary Development (Food Security, Nutrition and Sustainable Agriculture) - DFID Brazil.</p>

12. The primary users of this evaluation will be:

- The PAA Africa/WFP-FAO Coordination Unit and its partners in decision-making notably related to programme implementation and/or design, Country Strategy and partnerships. It will also be used to decide on changes in the programme's design and implementation as well as to inform the scale-up of the PAA Africa programme in Senegal.

- Given the core functions of the Regional Bureau of WFP (RB) and the technical and operational role of FAO Regional Office (RAF), both are expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
- WFP and FAO HQ may use evaluations for wider organizational learning and accountability.
- WFP OEV and FAO OED may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the WFP Executive Board and FAO governing bodies.
- The Government of Brazil (GoB) and the United Kingdom Department for International Development (DFID). As PAA Africa main donors, GoB and DFID may find this evaluation crucial for the accountability of the programme's component in Kédougou/Senegal.
- African governments, mainly the government of Senegal, FAO Nutrition and Food System Division (ESN) and the Division for Emergency Operations and Rehabilitation (TCE), FAO Regional Office in Accra, other UN Agencies in Senegal, IPC-IG and the general audience will also benefit from this evaluation learning component.

3. Context and subject of the Evaluation

3.1. Context

13. Although Senegal is one of the most politically stable countries in its region, it is characterized by high levels of poverty and food insecurity, as well as low levels of education. According to the World Bank, in 2014 Senegal had a population of approximately 14.67 million, out of whom 46.7% live in poverty. The average annual per capita income amounts to 1050 USD and the country's HDI is classified as "low" with an index value of 0.485.
14. 72% of households are reported to practice some agriculture activity. In fact, a large proportion of Senegal's population depends on smallholder agriculture for living subsistence. Currently, almost 70% of food consumption (based on rice and corn) comes from external sources, which worsens the country's economic situation and makes the population vulnerable to the fluctuation of price levels on the international market.
15. Net primary school enrolment¹ and attendance² rates in Senegal are very low. According to UNICEF (2013), from 2008 to 2012, only 81.2% of Senegalese girls are enrolled in primary school (76.6% of the boys). Attendance rates amount to only 63.4% for girls and 59.6% for boys. Furthermore, only about a third of all Senegalese children progress to secondary school (34.9% of the girls and 32.3% of boys).
16. Senegal presents substantial regional disparities in human development indicators. In the region of Kédougou, where PAA Africa is implemented, 56% of the population are poor and 33% are living in a situation of food insecurity. The educational indicators mentioned above are not available at a disaggregated level, but it can be expected that enrolment and attendance rates are even lower in the region of Kédougou.

¹ The number of children enrolled in primary school who belong to the age group that officially corresponds to primary schooling, divided by the total population of the same age group.

² Percentage of children in the age group that officially corresponds to primary schooling who attend primary school. These data come from national household surveys.

17. A large part of the country is located in the Sahel - characterized by semi-arid climate and extremely vulnerable to climate shocks. According to the WFP, Senegal's nutritional crisis is very likely to be a consequence of drastic climatic changes that affected the country over the last decade. While in 2006 and 2007 severe droughts have affected the country, in 2009 and 2012 the Senegalese population suffered with floods. Altogether, those events have contributed to move 800,000 people into food insecurity (WFP, 2014).
18. Between 2010 and 2013 the proportion of households living under insufficient food consumption levels increased from 15 to 25% in rural areas and from 9 to 12% in urban zones. In Kédougou, acute malnutrition levels increased from 5,4% in 2010 to 9,3% in 2013 (WFP, 2014).
19. Against this background, the region of Kédougou has been chosen as one of the intervention areas of PAA Africa, with the aim of improving food security, provide smallholder farmers with a stable market for their surplus production and improve the educational outcomes of the children living in the region.
20. For Phases I and II, the Ministry of Agriculture signed a partnership with FAO in which the agency was endorsed to implement PAA Africa in Kédougou, with the institutional support from DRDR and SDDR (Services Départementaux du Développement Rural), regional representations legally attached to the Ministry. Also, through partnership signed between the Ministry of Education and WFP, PAA Africa received the direct support, which engaged with the project through regional representations, especially Kédougou Academic Inspection Offices - IAs (Inspections Académiques from Kédougou), and the Regional Education Inspection Office - IEDs (Inspections Départementales pour l'Éducation, from Kédougou and Salemata).
21. In June 2015 PAA Africa in Senegal was nationally validated by a letter from the Prime Minister, which strengthened the programme and contributed to PAA inscription into the "Plan Triennal d'Investissement Prioritaire" (PTIP) of the Senegalese government, with a budget of 22 billion CAF for the next years (2017: 1 billion; 2018: 2 billion; 2019: 19 billion). This process has been encouraged by FAO/WFP through workshops and the elaboration of analyses on the potential of a scale-up. A substantial expansion of the programme is planned over the 2017-2019 period, throughout which PAA Africa shall be consolidated in the region of Kédougou and extended to the 3 regions of Casamance and 2 regions of the Vallée du Fleuve.
22. PAA Africa in Senegal is executed in coordination with National School Feeding Programme, implemented by the Ministry of Education with the support of WFP. Since 2014, the Senegalese government has been studying the implementation of a National School Feeding Programme Plan (Plan de Développement des Cantines Scolaires), under the scope of the National School Feeding Programme Policy (Politique Nationale d'Alimentation Scolaire). As mentioned above, national authorities established the Comité Technique du PAA, a national coordination board of PAA Africa in Senegal. It is chaired by the Secrétariat Exécutif du Conseil National de Sécurité Alimentaire (SECNSA), which is directly subordinated to the Senegalese Prime Minister. The committee is composed of PAA focal points at FAO, WFP, the Ministry of Education (through its Département des Cantines Scolaires), Ministry of Agriculture and Rural Equipment, as well as representatives of the Délégation Générale de la Protection Sociale (through the Commissariat à la Sécurité Alimentaire). A future aim of PAA Africa in Senegal is to improve the coordination between the programme and other social protection policies in Senegal, most notably the country's cash transfer "Programme National de Bourses de Sécurité Familiale" (PNBF).

3.2. Subject of the evaluation

23. The subject of this evaluation is the PAA Africa programme's second phase (September 2013- July 2016), implemented in Senegal's Kédougou region. PAA Africa in Senegal is implemented as a joint initiative of FAO and WFP, with an increasing involvement of the Senegalese government, most notably the Ministries of Education through its Département des Cantines Scolaires (DCaS) and the Ministry of Agriculture and Rural Equipment (MAER) through the DRDR (Direction du Développement Rural). In its second phase (phase II or 'phase de consolidation'), the programme's productive support component was implemented in three arrondissements of the Kédougou region: Fongolimbi, Dar Salam, and Bandafassi. Within these arrondissements, three farmers' unions have been selected to partner with the programme (Unions de producteurs de Dimboli, Dar Salam, and Bandafassi). These unions are in turn composed of Groupes d'Intérêt Économique (GIEs), a form of primary cooperatives at the smallest associational level in Senegal.
24. Phase II was expected to reach 1,000 farmers and 180 schools by providing productive support, capacity building and locally purchased meals for around 23,000 school pupils. During phases I and II, the only crop that has been incorporated into the programme in Senegal was rice. In exchange for receiving agricultural inputs from FAO, farmers' organizations committed to selling part of their rice production to PAA Africa: 250kg of rice per beneficiary farmer per year.
25. PAA Africa Senegal activities can be divided into three main components, as detailed bellow: productive support to farmers and farmers' organizations, under overall responsibility of FAO; institutional procurement, under overall coordination of the WFP; and capacity strengthening, a shared responsibility of both agencies.

- Productive support to smallholder farmers:

Provision of inputs (seeds and fertilizers) and training to support the rice production of 1,000 targeted smallholder farmers, who are all members of the three farmer unions mentioned above. This first component has been under the overall responsibility of FAO, which has partnered with the NGO GADEC and the Regional Direction for Rural Development (Direction Regionale de Développement Rurale – DRDR, from MAER) in the Kédougou region to distribute inputs (seeds and fertilizers).

FAO was also responsible for the training programme in Integrated Production and Pest Management (Gestion Intégrée de la Production et des Déprédateurs - GIPD), based on the Farmers Field Schools approach ('Champ École') and Club d'Écoute Communautaires (CECs - Community based approach for capacity development). These techniques combine practical classes of rice cultivation with community integration strategies³. All classes were based on the 'training the trainers' method, in which all participants are taught how to replicate the programme's contents to other participants of the programme. In total, 20 participants received three training sections during the second half of 2015 (Mbengue and Ndiaye, 2015).

- Institutional procurement and support to the post-harvest processing of the beneficiary farmer's surplus rice production:

³ OSRO-RAF-202-BRA- RAPPORT formation GIPD 14 au 21 Juin 2015 version finale

This project component has been under the overall coordination of WFP for the WFP-sponsored school feeding programmes in the region of Kédougou. WFP signed agreements with local partners in order to support its activities, in particular with PAPIL (Projet d'Appui à la Petite Irrigation Locale) to support the transport of the rice to the shelling sites, as well as the post-harvest storage of the rice, and with Yellitaré, which was made responsible to monitor and support the rice shelling process.

- **Capacity strengthening:**

Capacity strengthening activities for the national and regional governments to enhance national local food purchase programmes, in particular for school feeding programmes. Within this programme component, national and international workshops have been organized, information materials produced, and partnerships with national and regional government authorities established.

In total, 3 workshops have been organised. One inception workshop happened at the end of Phase 1 in 2013, one workshop was organized in July 2014 and one in June 2015. One joint monitoring report has been published by WFP and FAO. Other knowledge materials include one targeting case study, one film; yearly reports and final reports of the implementing partners; one forum report; a PAA Africa Senegal fact sheet published by WFP and FAO; one executive summary; and a joint report of WFP and FAO.

26. The PAA Africa programme introduces some important innovations with respect to other home-grown school feeding programmes and institutional demand programmes:

- As compared to other HGSF programmes, PAA Africa makes an explicit attempt to link local institutional buyers (e.g. schools, institutions in charge of supplying food for school feeding programmes) with local suppliers (farmers and farmer organizations). Food is not only sourced domestically, but it is also produced by smallholder farmers in the immediate proximity of the beneficiary schools.
- As compared to other institutional demand programmes, such as WFP's P4P initiative, the programme has a stronger supply side focus and supports the productive capacity of smallholder farmers through technology transfer, extension services and the provision of inputs.

The envisaged activities, outputs and outcomes of the programme are described in PAA Africa's logical framework for Senegal which shall inform the evaluation and is attached in the Annex 5.

4. Evaluation Approach

4.1. Scope

27. The evaluation shall focus on the second phase of PAA Africa Senegal (improved pilot phase / *phase de consolidation*) between September 2013 and up to the end of the evaluation activities (programme activities are expected to end in July 2016). Although the programme's operation were centralized in Kédougou, it is expected that the evaluation will include not only operations developed at the regional level, but also the work developed at the national level concerning all stakeholders involved in PAA Africa in Senegal.

28. Kédougou is located in south-eastern Senegal, where approximately 33% of households suffer from food insecurity⁴. PAA Africa productive support component is implemented by FAO in three arrondissements of the Kédougou region: Fongolimbi, Dar Salam, and Bandafassi.
29. Within these arrondissements, three farmer organizations have been selected to partner with the PAA: Unions de Producteurs de Dimboli, Dar Salam, and Bandafassi. In total, 30 GIEs were targeted to receive FAO-sponsored inputs and technical assistance to participate in PAA purchases. Within each farmer union, GIEs were supposed to be targeted taking into consideration special selection criteria, for instance, be geographically located in a villages affected by the drought of 2010-2011 and have no access to other agriculture projects supporting rice production.

The table below illustrates the main characteristics and targets of Phase II:

Phase II	
Number of beneficiary smallholders	1,000 households in 3 Farmers Unions
Number of beneficiary schools	180
Number of beneficiary students	22,960
School Year	2014-2015: 23,924 school meals for 136 days
Agricultural Inputs	Seeds, fertilizers and technical equipment (three rice shellers)
Expected production	3t/ha.

30. Therefore, the scope of this evaluation shall consider the importance of assessing all three components of PAA Africa in Senegal taking into consideration the specificities of each stakeholder and implementing partner working in the region of Kédougou. A complete description activities and target groups can be found in PAA Africa Senegal programme documents and in the Midterm Monitoring Report.

4.2. Evaluation Criteria and Questions

31. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of relevance, effectiveness, efficiency, and sustainability of implemented activities and outputs and shall also evaluate the outcomes of the second phase of PAA Africa in Senegal's Kédougou region. Due to data and budget constraints, an impact evaluation is not foreseen at this stage.

⁴ <http://documents.wfp.org/stellent/groups/public/documents/ena/wfp266799.pdf>

32. Evaluation Questions. Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the PAA Africa programme, which could inform future strategic and operational decisions. Specific questions on the governance of the programme were added to assess the efficiency and effectiveness of project implementation process. Furthermore, gender equality considerations in project implementation and management are mainstreamed throughout.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance/Appropriateness	<ul style="list-style-type: none"> • Are the <i>arrondissements</i> where PAA Africa is implemented characterized by food insecurity? How does the prevalence of food insecurity compare to national averages? • What were the average enrolment, attendance, and dropout rates in the PAA schools before the start of the intervention? Do these rates differ between boys and girls? How do these rates compare to national averages? • Has food insecurity been a reason for children not to attend school in the intervention areas? • What was the socioeconomic situation of the targeted farmers before the intervention? • How was the productive capacity and access to markets of the targeted farmers and farmer organizations before the intervention? • Did the socioeconomic situation, productive capacities and market access differ between male and female smallholder farmers? • What was the overall relevance of the intervention with regard to Senegal's national policies and strategies on agriculture, social protection and education sectors? • Was the intervention in line with WFP, FAO, UNDP main goals and strategies in Senegal?

Effectiveness	<p><u>School-feeding component</u></p> <ul style="list-style-type: none"> • Is the initiative in a position to regularly provide adequate school meals to children in the beneficiary schools? • Does the community actively participate in the school-feeding programme? • How does the intervention's effectiveness compare to other school feeding programmes? • Has the school meals met the national dietary standards if these exist? • Is food safety assured adequately (handling and preparation, water availability, minimum infra-structure for school canteens, hygiene practices and related trainings)? <p><u>Institutional demand component</u></p> <ul style="list-style-type: none"> • Is the intervention in a position to reach male and female smallholder farmers and provide them with stable markets for their products? • What is the percentage of the beneficiary schools' food purchases which were supplied by the beneficiary farmer organizations? What is the percentage of food which was purchased through other channels? • How does the intervention's effectiveness compare to other institutional demand programmes? • Were there any significant barriers for farmers' unions and smallholder farmers to participate in the programme? In particular: <ul style="list-style-type: none"> ○ Was the payment mechanism effective? Was there any time delay in payments to beneficiary farmers? ○ Were the contractual mechanisms effective? Was there any legal barrier for the
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	participation of targeted beneficiaries?
Efficiency	<p><u>School-feeding component</u></p> <ul style="list-style-type: none"> • What were the annual costs of providing one meal per day under the PAA Africa programme (per beneficiary)? • How do the prices paid under the PAA food procurement differ from market prices? • What were the annual costs of assuring the enrolment and regular participation of one additional student through the school-feeding programme? • How does the intervention's efficiency compare to other school feeding programmes⁵? • How does the intervention's efficiency compare to other social protection interventions? (e.g. cash transfers) <p><u>Productive support / institutional demand component</u></p> <ul style="list-style-type: none"> • What were the annual costs of increasing the productivity of different crops (USD needed to increase productivity by 1 ton/ha)? • What were the annual costs of increasing the total production of beneficiary farmers (USD) by 1 ton? • How does the intervention's efficiency compare to institutional demand programmes in other contexts? • How does the intervention's efficiency compare to other agricultural interventions (e.g. input

⁵ The numbers from the following papers can serve as a benchmark to compare the efficiency of the intervention with those of other school feeding programmes: http://hgsf-global.org/en/bank/downloads/doc_details/265-cost-efficiency-of-providing-food-through-schools and http://hgsf-global.org/en/bank/downloads/doc_details/148-school-feeding-outcomes-and-costs

	subsidy programmes, extension programmes)?
Outcomes	<p><u>School-feeding component</u></p> <ul style="list-style-type: none"> • What are PAA's outcomes on school participation and enrolment? • What are PAA's outcomes on educational performance? • What are PAA's outcomes on child nutrition? • Are the above-mentioned outcomes different for boys and girls? • Has the programme improved the nutritional situation of the families of the school children who benefit from it? • Has the programme contributed to changes with respect to food preparation and diversity of meals in the beneficiary schools? • Have the schools improved their fund management capacity and are able to carry out purchases in local market as well as negotiations with farmer organizations or others? • Has the school-feeding programme changed eating habits within the families of the beneficiary school children? • To what extent were the outcomes of the PAA programme been achieved? What were the major factors influencing the achievement or non-achievement of the outcomes of the PAA programme? • Have any unintended consequences triggered by the PAA programme? For instance: have efforts to implement the school feeding programme diverted teachers/schools from teaching children?

	<p><u>Institutional demand component</u></p> <ul style="list-style-type: none"> • How has the programme affected the socioeconomic situation of the beneficiary farmers? • How has the programme affected the agricultural production capacity and marketing capacity of the beneficiary farmers? • How has the programme affected the associative life in the beneficiary farmer organizations? • How has the programme affected the marketing capacity of the beneficiary farmer organizations? • What was the price received by the beneficiary farmers? Was it higher/similar/lower than market price? Was the price linked to a higher required quality? • Has PAA Africa helped farmers to receive a better price also outside the programme? Has it impacted their income? <p><u>Cross-cutting outcomes:</u></p> <ul style="list-style-type: none"> • Is the intervention in a position to strengthen/empower local institutions and facilitate the capacity development of local leaders? • To which extent has the project changed attitudes towards gender? Is the intervention in a position to empower girls/women? • To which extent has PAA Africa contributed to the development/change of attitudes, values and norms in the participating <i>arrondissements</i>, in particular in relation to gender?
Sustainability	<ul style="list-style-type: none"> • Have farmers and/or farmers organizations built capacity in a sustainable way to participate in

	<p>institutional and non-institutional markets even with a reduced external support in terms of training and agricultural inputs distribution?</p> <ul style="list-style-type: none"> • Will the government of Senegal be able to sustain the school-feeding programme under the PAA Africa modalities after a possible end of donor's contributions? • Will the WFP-supported school feeding programme in Kédougou continue to buy from local smallholder farmers after the end of the initiative? • Will the agricultural improvements related to PAA Africa be sustained, even after the end of programme activities? • Will it be possible to sustain possible socioeconomic improvements due to the social protection function of PAA Africa?
Governance of the programme	<ul style="list-style-type: none"> • How can the programme's performance in terms of effectiveness / efficiency be explained? • In the eyes of the main stakeholders and programme managers, what are the steps that could be taken to improve the PAA Africa's effectiveness, efficiency, and sustainability? • To which extent has the programme addressed lessons learned from the first phase of PAA Africa in Senegal? • To which extent does the current proposal for a scale-up of PAA Africa incorporate lessons learned from the implementation of the first and the second phase of PAA in Senegal?⁶ • Has the WFP and FAO partnership strategy been appropriate and effective? Is there potential for improvement and in which respect?

⁶Lessons learned and suggestions for improvement have been identified in PAA's phase I learning and results report (http://paa-africa.org/wp-content/uploads/2015/02/Report-Phase-I_low.pdf), in the country report for Senegal for phase I, as well as in the monitoring report for phase II (both are internal documents which shall be made available to the evaluating institution).

	<ul style="list-style-type: none"> • What are the current limitations of the partnership? • Has the involvement of the Government of Senegal been appropriate and effective? Is there potential for improvement and in which respect? • Were any civil society organizations involved in the design and/or implementation of the programme at grass roots and political/national levels? What civil society organizations have participated and in which levels were they engaged in the project?
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33. The key criteria and questions listed in Table 2 were organised taking into consideration that both parts of the evaluation shall draw on qualitative methods (focus group discussions and key informant interviews), as well as the analysis of quantitative indicators as detailed in section 4.3. A further explanation of methodology is available on section 4.4.

4.3. Data Availability

34. PAA Africa Senegal the evaluation process can count on sources of information from both governmental and non-governmental stakeholders. Baseline datasets are mainly quantitative, which highlights the importance of producing more qualitative data on the topic. We identified three main datasets which the evaluation team is expected to draw on:

- BALISE, from the Ministry of Education's school feeding database: The Base de données pour l'Alimentation Scolaire au Sénégal (BALISE), administrated by the Division des Cantines Scolaires (School Feeding Department); BALISE is a national dataset disaggregated at the regional level that allows the monitoring of Senegal's national school feeding programme, and disposes specific data on school enrolment, dropout rates, pupils frequency, among others, reported in three month and annual reports.
- 'StatEduc': a database from the Planning and Education Reform Direction (Direction de la Planification et de la Réforme de l'Education's – DPRE).
- BAMTAARE's baseline study: PAA Africa Senegal partner BAMTAARE⁷ is the Organization for the Support to Methods and Techniques in Rural Activities and the Environment, a rural development center associated to the state-owned cotton manufactory SODEFITEX. It is nationally recognized for being specialized in local development and small scale agriculture

⁷Base d'Appui aux Méthodes et Techniques pour l'Agriculture, les autres Activités Rurales et l'Environnement

production and it is structured in three main areas: i. Prospective studies and information systems; ii. Production systems development and research; iii. Capacity development. In a partnership with FAO, BAMTAARE has developed a baseline study for the region of Kédougou documenting the situation of smallholder farmers in PAA intervention areas. The document *Rapport de Situation de Reference* together with other individual reports dispose data collected between 2012 and 2013 and allows a before-and-after comparison of how smallholder farmers has changed during the PAA Africa intervention.

35. Other sources of data:

The evaluation team may also use data available on government datasets and documents from PAA Africa Senegal implementing partners. As follows a list of recommend sources:

- Senegal National Statistics System (Système Statistique National du Senegal - SSNS), coordinated by the National Agency for Statistics and Demography (L'Agence Nationale de la Statistique et de la Démographie). SSNS gathers information at both national and regional levels; however, access to it is limited as different areas of the organization's website are not complete.
- World Food Programme and Food and Agriculture Organization country documents on Senegal, such as the *Analyse Globale de la Vulnérabilité, de la Sécurité Alimentaire et de la Nutrition* (2014), in French, and the *WTO Agreement on Agriculture: The Implementation Experience - Developing Country Case Studies* (2003), that supply important information on agriculture and food security in Senegal.
- ☐ Programme documents prepared by PAA Africa/WFP-FAO Coordination Unit, especially PAA Senegal Country Project (Note Conceptuelle FAO PAM - Senegal), the Midterm Monitoring Report (IPC-IG) and the Logical Framework (Annex 5).
- ☐ Programme documents from PAA Africa Senegal implementing partners, such as intermediate reports from DRDR, and final reports from GADEC and PAPIL, which supply more qualitative data for the evaluation assessment.

36. Concerning the quality of data and information, the evaluation team should:

- ☐ Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection;
- ☐ Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4 Methodology

37. In order to answer these research questions, the evaluation team shall evaluate both the process of implementation of the PAA Africa programme in Senegal, and the outcomes of the intervention:

- a) A process evaluation will assess the implementation of the PAA Africa's second phase in Senegal through the analysis of indicators, review of programme documents, case studies as well as interviews with key informants among the different layers of stakeholders. Moreover, focus group discussions will be organized among farmers, school staff, parents

and government official to clarify details of the implementation as well as to get a better understanding of the challenges faced by the programme and how corrective mechanisms were adopted (or not) and why.

b) An outcome evaluation will analyse outcome indicators, as well as the perceived impacts of the programme among key stakeholders.

38. In order to measure the effectiveness, efficiency, and outcomes of the PAA Africa programme in Senegal, the evaluation team shall collect qualitative and quantitative data in both intervention schools/districts and non-intervention areas. Collecting data from non-intervention areas is crucial in order to construct a counterfactual, against which the outcomes of the PAA Africa programme can be compared. This approach will help to disentangle changes which can be attributed to the PAA Africa programme, from changes which have occurred due to external factors.

39. Collecting data from non-intervention areas is also crucial for the process evaluation. Indicators on the effectiveness and efficiency need to be compared to other contexts in order to investigate on the programme's improvement against the status quo and its relative performance as compared to other interventions. Therefore, both qualitative and quantitative data collections are expected.

40. Process Evaluation

The process evaluation will draw on both, the analysis of quantitative indicators, and on qualitative methods. The evaluation team shall develop a list of indicators which are going to be collected in order to answer the research questions listed in section 2.1. The list of indicators will be an important part of the evaluation plan (deliverable 1) and need to be approved by FAO/WFP before the beginning of the field work.

Moreover, the process evaluation will draw on focus group discussions with the following stakeholders:

- ☐ Mothers of school children who are involved in the food preparation
- ☐ Teachers
- ☐ Farmers who are members of the beneficiary farmer unions (male/female farmers separately)
 - Heads of the participating Groupes d'Intérêt Économique (GIE)

Lastly, key informant interviews shall be conducted with:

- ☐ School directors
- ☐ Heads of farmer unions
- ☐ Representative of GADEC
 - Representative of the DRDR in Kédougou
 - Representative of PAPIL in Kédougou
 - Representative of Yellitaré
- ☐ Officials of the Ministry of Education (in particular: Division des Cantines Scolaires) involved in the implementation of the project
- ☐ Officials of the Ministry of Agriculture and Rural Equipment involved in the implementation of the project

- Officials at Senegal's Primature involved in the implementation of the project
- ☐ WFP and FAO staff who are involved in the management of the project at headquarter, country office and sub-office level.
- ☐ IPC-IG staff involved in the monitoring of the project

41. Outcome evaluation

The outcome evaluation shall be based on the analysis of quantitative indicators, as well as on qualitative methods.

42. Difference-in-Difference Analysis of educational indicators

In order to answer the research questions relating to the educational outcomes of the programme, the evaluation team will conduct a difference-in-difference (DiD) analysis, comparing changes in educational indicators in PAA beneficiary schools, with changes in similar schools which have not benefited from the programme. It is expected that this DiD analysis can be based on data from the Ministry of Education's school feeding database Base de données Alimentation Scolaire au Sénégal (BALISE) and/or the Direction de la Planification et de la Réforme de l'Education's (DPRE) database "StatEduc". Collecting, evaluating and correcting the raw data from the BALISE and StatEduc will be a crucial task of the outcome evaluation. In case that the information systems are not properly implemented or absent in the intervention schools, the evaluation team will propose alternative measures to collect indicators relating to the programme's educational outcomes to FAO/WFP/IPC-IG.

43. Before-and-After comparisons of agricultural indicators

It is expected that the evaluation can draw on baseline data documenting the productive situation of smallholder farmers in PAA intervention areas which had been collected in 2012 and 2013 by the PAA Africa's partner BAMTAARE. Taking in consideration the baseline survey indicators, the evaluation team shall collect similar data describing the current situation of these farmers. A before-and-after comparison of the data shall give a sense of how the situation among smallholder farmers has changed during the PAA Africa intervention. This quantitative analysis shall inform the answers to the research questions listed in Table 2 to the greatest possible extent.

44. Qualitative Evaluation on the perceived outcomes:

The qualitative part of the outcome evaluation shall draw on focus group discussions with key stakeholders (beneficiary farmers, non-beneficiary farmers beneficiary school children, non-beneficiary school children, parents of the children, teachers):

- ☐ Pupils, 2nd grade (possibly for boys and girls separately in order to capture possible gender-specific impacts)
- ☐ Pupils, 6th grade (possibly for boys and girls separately in order to capture possible gender-specific impacts)
- ☐ Guardians of school children (male/female separated)
- ☐ Teachers
- ☐ Farmers who are a member of the beneficiary farmer organizations (male/female separated)
- ☐ Inhabitants of the intervention communities who do not directly benefit from the programme

The Focus Group Discussions (FGDs), as well as the key informant interviews are to be conducted in each of the three intervention arrondissements where PAA Africa is implemented. Moreover, focus group discussions with the same stakeholders shall also be conducted in two comparable non-intervention arrondissements so that the evaluation can benchmark the statements from the FGDs in intervention areas with those in non-intervention areas. The evaluation team shall propose two suitable non-intervention arrondissements after the inception mission (see section 4). The list needs to be approved by FAO/WFP/IPC-IG before the beginning of the fieldwork.

The evaluation team shall develop a catalogue of questions to be posed during the different focus group discussions and key informant interviews in the evaluation plan. This list needs to be approved by FAO/WFP/IPC-IG before the beginning of the fieldwork.

45. Cultural Sensitivity of the Evaluation: The evaluation shall address cultural sensitivities to the greatest possible extent. In particular, during the FGD and data collection in the field, the evaluation shall draw on local personnel speaking Fula and/or Malinke being familiar with local traditions and particularities.
46. The methodology will be refined by the evaluation team during the inception phase. It should:
 - ☐ Employ the relevant evaluation criteria above;
 - ☐ Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality;
 - ☐ Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means;
 - ☐ Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - ☐ Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders groups participate and that their different voices are heard and used;
 - Mainstream gender equality and women's empowerment, as above.
47. The following mechanisms for independence and impartiality will be employed: Corresponding to the multi-stakeholder character of PAA Africa an Evaluation Committee shall be established in order to oversee the implementation of the evaluation and guarantee its impartiality. This committee will be composed of representatives of WFP, FAO and the International Policy Centre for Inclusive Growth (IPC-IG).
48. The following potential risks to the methodology have been identified: A limited availability of quantitative data might pose a risk to the envisaged semi-experimental evaluation component described above (difference-in-difference estimation). In case the proposed evaluation methodology is not considered feasible by the evaluating institution, it shall provide a suggestion for an alternative methodology to the evaluation committee (FAO, WFP, IPC-IG). The evaluating institution and the evaluation committee shall collaboratively decide how to proceed.

4.5 Quality Assurance

49. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and

standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

50. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Step by Step Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
51. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
52. In addition, to enhance the quality and credibility of this evaluation, an external reviewer directly managed by WFP's Office of Evaluation in Headquarter will provide:
 - a. systematic feedback on the quality of the draft inception and evaluation reports; and
 - b. Recommendations on how to improve the quality of the evaluation.
53. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
54. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP's Directive (#CP2010/001) on Information Disclosure.
55. Corresponding to the multi-stakeholder character of PAA Africa an Evaluation Committee shall be established in order to oversee the implementation of the evaluation and assure its quality. This committee will be composed of representatives of WFP, FAO and IPC-IG.

5. Phases and Deliverables

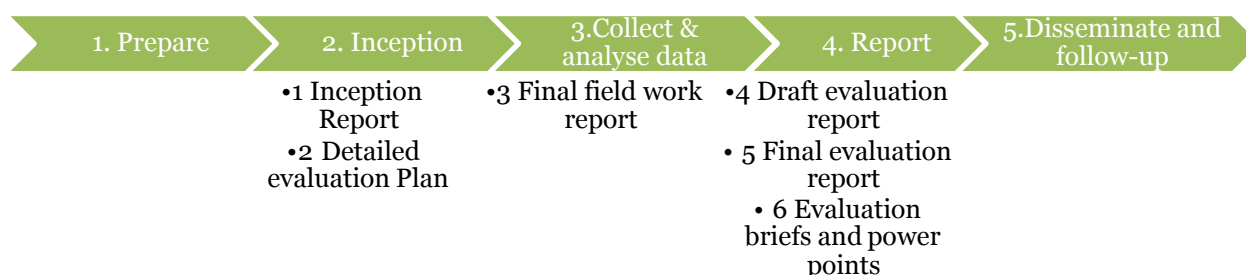
56. The evaluation will proceed through the following phases:
 - **Desk Review and elaboration of an evaluation plan (2 weeks):** Review of relevant programme documents, reports on data availability, the local context, and the evaluation methodology. Elaboration of an inception report and detailed evaluation plan. During this inception phase, weekly skype calls shall be scheduled between IPC-IG and the evaluating institution. These calls shall provide an opportunity for IPC-IG to transfer its knowledge on the project to the evaluating institution and to provide guidance and advice on the development of the evaluation plan.
 - **Discussion of the evaluation plan with FAO, WFP, and IPC-IG.** Incorporation of adjustments if needed **(1 week)**
 - **Field work (4 weeks):**
 - o 1st week (Dakar): Briefing meetings with FAO and WFP country offices, as well as relevant other stakeholders in Dakar. Possibly staff from IPC-IG and FAO and WFP headquarters will accompany the evaluating institution during this first week of the mission to provide guidance and support and continue discussions on the evaluation plan.

- 2nd-3rd week (Kédougou region): Collection of the quantitative and qualitative data foreseen in the evaluation plan. In case that parts of the data cannot be collected as foreseen in the evaluation report, the evaluation team shall report back to FAO/WFP/IPC-IG in order to discuss possible alternatives/solutions.
- 4th week (Dakar): Debriefings in Dakar and clarification of remaining questions with country offices and ministries
- **Elaboration of a draft evaluation report (2 weeks):** WFP, FAO and IPC-IG shall review the draft evaluation report to ensure that the evaluation meets the required quality criteria and planned objectives.
- **Discussion of the draft evaluation report with FAO, WFP, and IPC-IG (1 week).**
- **Elaboration of the final evaluation report and evaluation brief (2 weeks).**
- **Participation in at least 1 knowledge sharing event.**

57. The deliverables and deadlines for each phase are as follows:

1. **Detailed Evaluation Plan & Inception Report** (2 weeks after the begin of the evaluation activities): Based on the desk review, an evaluation plan shall be prepared, detailing the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, suggested sources of data and data collection procedures. The plan should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. Moreover, it shall include a list of indicators that the evaluation team aims at collecting during the fieldwork and a list of questions to be posed for each of the FDGs and key informant interviews.
The evaluation plan provides FAO/WFP/IPC-IG and the evaluating institution with an opportunity to verify that they share the same understanding about the evaluation and clarify any misinterpretation at the beginning. Upon approval of the evaluation plan, the evaluating institution can start the data collection in the field.
2. **Final field work report** (1 week after the end of the fieldwork): The final field work report shall describe the data collection process in detail. In particular, it shall provide a list of all indicators which have been collected (by school), and also include information on the focus group discussions and key informant interviews (time and date, number of participants, unforeseen circumstances, an appendix with summaries of all FDGs and interviews)
3. **Draft Evaluation Report** (2 weeks after the end of the fieldwork): The evaluation report shall answer the evaluation questions listed in section 2 of this ToR. Moreover, the report shall include a detailed description of the PAA Africa programme in Senegal, a description and justification of the adopted evaluation methodology, and a detailed presentation and discussion of the evaluation results.
4. **Final Evaluation Report** (4 weeks after the end of the fieldwork).
5. **Evaluation Brief** (5 weeks after the end of the fieldwork).
6. **Power Point Presentation on the Evaluation Results** (5 weeks after the end of the fieldwork).

Figure 1: Summary Process Map



58. A more detailed evaluation schedule can be found in Annex 2.

6. Organization of the Evaluation

6.1. Evaluation Conduct

59. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation committee (FAO, WFP, IPC-IG) and the evaluation manager Francesco Slaviero. The team will be hired following agreement with WFP and FAO on its composition.

60. The evaluation team will not be involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

61. The evaluation shall respect the evaluation schedule in Annex 2. Changes to the timeline are subject to the consent of WFP and FAO.

6.2. Team composition and competencies

62. The evaluation team is expected to include 3 members, including the team leader. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR.

63. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Agriculture (particularly in the evaluation of policies/programme/projects with a view to support smallholder farmers)
- Education (particularly in the evaluation of home-grown school feeding policies/programmes– including procurement processes)
- Food security and nutrition
- Economics
- Gender expertise / good knowledge of gender issues
- All team members should have strong analytical and communication skills and evaluation experience.

- At least one team member should speak at least one of the local languages from where the field work will take place
 - The evaluation shall address cultural sensitivities to the greatest possible extent. In particular, during the FGD and data collection in the field, the evaluation shall draw on local personnel speaking Fula and/or Malinke and being familiar with local traditions and particularities.
64. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English and French writing and presentation skills.
65. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
66. The other team members, namely, the evaluation expert and the evaluation assistant will bring together a complementary combination of the technical expertise as per paragraph 63 and have a track record of written work on similar assignments.
67. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3. Security Considerations

68. **Security clearance** where required is to be obtained from UNDSS Dakar.
- As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
 - Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system’s Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.⁸
69. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
- ☐ The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
 - The team members observe applicable UN security rules and regulations – e.g. curfews etc.

7. Roles and Responsibilities of Stakeholders

The PAA Africa/WFP-FAO Coordination Unit

⁸ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

a- The PAA Coordination Unit will take responsibility to:

- Assign an Evaluation Manager for the evaluation: Francesco Slaviero, PAA/WFP coordinator.
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final Tor, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and TN on Independence and Impartiality).
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations

b- Evaluation Manager:

- Manages the evaluation process through all phases including liaising with IPC-IG who was responsible to draft this TOR and with FAO PAA Africa/ Coordination Unit and FAO OED;
- Ensure quality assurance mechanisms are operational;
- Consolidate and share comments from WFP, IPC-IG and WFP on draft TOR, inception and evaluation reports with the evaluation team;
- Ensures expected use of quality assurance mechanisms;
- Ensure that the evaluation team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with local stakeholders; set up meetings, field visits; provide all logistic support during the fieldwork, including to FAO's implemented activities; and arrange for interpretation, if required.
- Organise security briefings for the evaluation team and provide any materials as required.

c- An internal Evaluation Committee has been formed as part of ensuring the independence and impartiality of the evaluation composed of PAA/FAO, PAA/WFP and IPC-IG. Kindly refer to annex 3 where a complete list of members is available.

An evaluation reference group has been formed, as appropriate, with representation from the key internal stakeholders (WFP/FAO: Office of Evaluation/HQ, two programme officers or M&E officers in the COs (one in FAO and one in WFP), an independent and external expert on national food and nutrition security and/or rural development policies; FAO Office of Evaluation/HQ,) and external stakeholders (a representative of the Gov. of Brazil, a representative of DFID/Brazil, three representatives of the government, one from the Ministry of Education, one from the Ministry of Agriculture and Rural Equipment and one representative of the Secrétariat Exécutif du Conseil National de Sécurité Alimentaire (SECNSA) in Senegal and, additionally a representative of the African Union for the evaluation. For details please refer to Annex 3 where a complete list of members is available. The evaluation reference group will review the evaluation products as further safeguard against bias and influence.

70. The Regional Bureau (RB) (When not the PAA Africa/WFP Coordination Unit), RB management will take responsibility to:

- Assign a focal point for the evaluation: the M&E Advisor in the Regional Bureau in Dakar will be the focal point for this evaluation;
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant;
- Provide comments on the draft TOR, Inception and Evaluation reports;
- Support the Management Response to the evaluation and track the implementation of the recommendations.

71. **Relevant WFP-FAO Headquarters divisions** will take responsibility to:

- Discuss WFP and FAO strategies, policies or systems in their area of responsibility and subject of evaluation;
- Comment on the evaluation TOR and draft report.

72. **The Office of Evaluation (OEV).** OEV will advise the Evaluation Manager and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective. It also ensure a help desk function upon request from the Regional Bureaus.

73. **Other stakeholders:** The FAO will co-supervise the evaluation given its role as a partner on equal footing

8. Communication and budget

8.1. Communication

74. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. In particular, the evaluating institution shall provide bi-weekly email updates to the evaluation committee in order to inform about the state of the evaluation. Emails and inquiries from evaluation committee members shall be answered as soon as possible, with a maximum delay of three working days.

75. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the report will possibly be translated into French, Portuguese and other languages, as the PAA coordination deems appropriate.

8.2. Budget

76. **Budget:** For the purpose of this evaluation, the budget will:

- Hire of individual consultants through Human Resources (HR) action, in which case budget will be determined by "HR regulations on consultancy rates"

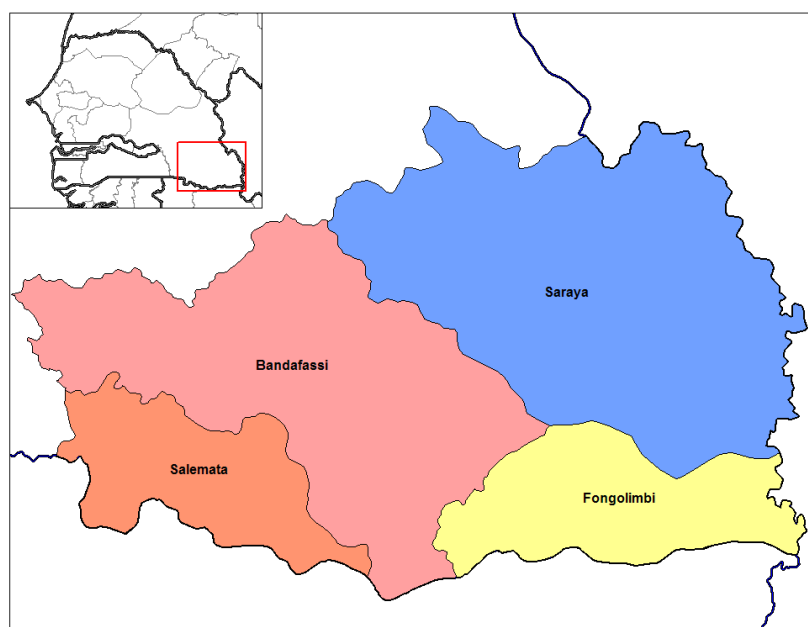
Please send any queries to [Francesco Slaviero, PAA/WFP coordinator], at [francesco.slaviero@wfp.org, 00390665133271]

Annex 1 Map

Senegal's Administrative Divisions



Kédougou Region – Division in Departments



Annex 2 Evaluation Schedule

Activities	Date
TOR finalization	25/05/2016
TOR advertisement - call for expression of interest	26/05/2016 – 12/06/2016
Analysis of CVs and interviews	13/06/2016 – 20/06/2016
Evaluation team announcement	21/06/2016
Issue of contracts	08/07/2016
Desk Review & elaboration of an evaluation plan	09/07/2016 – 24/07/2016
Discussion and revision of the evaluation plan	25/07/2016 – 31/07/2016
Field research & briefings in Senegal	01/08/2016 – 26/08/2016
Elaboration of the evaluation report draft	29/08/2016 – 12/09/2016
Draft discussion	13/09/2016 – 16/09/2016
Submission of final evaluation report	26/09/2016

Annex 3 Membership of the internal evaluation committee and of the evaluation reference group

Internal Evaluation Committee	
World Food Programme	<ul style="list-style-type: none"> - 1 Programme coordinator – PAA Africa Coordination Unit - 1 WFP senior officer - 1 WFP evaluation officer – Office of Evaluation (OEV)
Food and Agriculture Organisation	<ul style="list-style-type: none"> - 1 Programme coordinator – Nutrition and Food Systems Division – PAA Africa project - 1 FAO senior officer – Lead technical unit - Nutrition and Food Systems Division - 1 FAO evaluation officer – FAO independent office of evaluation (OED)
International Policy Centre for Inclusive Growth	<ul style="list-style-type: none"> - 1 Research Coordinator - 1 Research Associate
Evaluation Reference Group	
<ul style="list-style-type: none"> - 1 WFP evaluation officer – Office of Evaluation (OEV) - 1 national expert of policy on food and nutritional security and rural development - 1 FAO evaluation officer – FAO independent office of evaluation (OED) - 2 programme officers or M&E officers from WFP and FAO country offices (one from FAO and other from WFP) - 1 Representative of the Government of Brazil - 1 Representative of DFID/Brazil - 2 Representatives of Ministries, one from Senegal’s Ministry of Agriculture and other from the Ministry of Education - 1 Representative of Senegal’s Secrétariat Exécutif du Conseil National de Sécurité Alimentaire (SECNSA) - 1 Representative of the African Union 	

Annex 4 Acronyms

ADEPME	Agence de Développement et d'Encadrement de Petites et Moyennes Entreprises
BALISE	Base de données Alimentation Scolaire au Sénégal
CGFOME	General Coordination of International Actions against Hunger
CO	Country Office
DCAS	Département des Cantines Scolaires
DEQAS	Decentralized Evaluation Quality Assurance System
DFID	Department for International Development
DGPSN	Delegation for Social Protection and Solidarity
DiD	Difference-in-Difference
DPRE	Direction de la Planification et de la Réforme de l'Education
DRDR	Regional Direction for Rural Development
EB	WFP Executive Board
ESN	FAO's Nutrition and Food Systems Division
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organization
FGD	Focus Group Discussions
GADEC	Groupe de Action pour le Développement Communautaire
GIE	Groupe d'Intérêt Économique
GIPD	Gestion Intégrée de la Production et des Déprédateurs
GOB	Government of Brazil
HGSFP	Home Grown School Feeding Programmes
IPC-IG	International Policy Centre for Inclusive Growth
MAER	Ministry of Agriculture and Rural Equipment
OED	FAO Office of Evaluation
OEV	WFP Office of Evaluation

PAA	Purchase from Africans for Africa
PAPIL	Projet d'Appui à la Petite Irrigation Locale
P4P	Purchase for Progress
RB	Regional Bureau
SECNSA	Secrétariat Exécutif du Conseil National de Sécurité Alimentaire
SSNS	Système Statistique National du Senegal
TCE	Emergency Operations and Rehabilitation Division
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety & Security
WFP	World Food Programme

Annex 5 Logical Framework for Senegal/Cadre Logique

Intitulé	Indicateurs	Moyens d vérification
Objectifs:		
Objectif du projet Améliorer la sécurité alimentaire des élèves et les revenus des cultivateurs de subsistance et renforcer la viabilité du programme des cantines scolaires à travers des initiatives d'achat local de céréales pour les cantines scolaires.	% de ménages bénéficiaires ayant amélioré la couverture de leurs besoins céréaliers et leurs revenus % pourcentage de cantines scolaires de la région alimentées par la production de riz du projet % d'élèves ayant reçu un repas par jour	Rapport final du projet
Effet		
<ul style="list-style-type: none"> ▪ L'insécurité alimentaire et la pauvreté des ménages bénéficiaires est réduite par l'augmentation de la production de riz et l'amélioration de leurs revenus ▪ Les besoins en riz des cantines scolaires sont couverts par la production locale générée par le projet 	<ul style="list-style-type: none"> • % de ménages bénéficiaires ayant amélioré la couverture de leurs besoins céréaliers et leur revenus; • % pourcentage de cantines scolaires de la région alimentées par la production de riz du projet 	Rapport d'évaluation du projet
Résultats et activités		

Intitulé	Indicateurs	Moyens d verification
Résultat 1. 1000 ménages ruraux vulnérables affiliés à trois unions de producteurs de riz reçoivent un kit de semences et d'engrais pour mettre en valeur 2500 m2 de culture de riz de bas-fonds.	<ul style="list-style-type: none"> • Nombre de ménages, de GIE et d'unions soutenus dans leur production de riz • Ratio ménage hommes /femmes bénéficiaires • Superficie emblavée 	<ul style="list-style-type: none"> - Liste des producteurs, GIE et Union ; - Rapport du partenaire opérationnel
Activité 1.1 Définition de partenariats institutionnels, techniques et opérationnels	Nombre de contrats et de Lettres d'Entente signés avec les partenaires	Lettre d'Entente et Contrats disponibles
Activité 1.2 Identification des Unions : et ciblage des GIE	<ul style="list-style-type: none"> • Critères de ciblage définis ; • Nombre de GIE de producteurs (ancien GIE / producteurs reconduits, et nouveaux GIE/Producteurs retenus ; • Nombre d'unions retenus 	Liste des producteurs, GIE et Unions ; Note méthodologique du ciblage
Activité 1.3 Mise en place et distribution des intrants aux bénéficiaires du projet Responsabilité de mise en oeuvre:	Quantité de semences certifiées de riz et d'engrais (urée et 15-15-15) distribuées	Rapport d'activités du partenaire technique opérationnel
Activité 1.4 Mise en place et distribution des intrants aux bénéficiaires destinés à conduire le volet semences communautaires	Quantité de semences de pré base de riz et d'engrais (urée et 15-15-15) distribuées	Rapport d'activités du partenaire technique
Résultat 2.1 000 ménages bénéficiaires du projet ont augmenté leur production et leurs revenus;	<ul style="list-style-type: none"> • Taux d'augmentation du rendement moyen ; • Taux d'augmentation du revenu moyen par ménage bénéficiaire • % des ménages ayant augmenté leurs revenus • % des ménages ayant augmenté leur production 	<ul style="list-style-type: none"> - Rapport d'activités du partenaire - Rapport d'évaluation des effets du projet

Intitulé	Indicateurs	Moyens d verification
Activité 2.1 Suivi des activités du projet au niveau opérationnel	<ul style="list-style-type: none"> Dispositif (ou cadre) de suivi mis en place (planning des activités des partenaires, fiches producteurs), Nombre de missions de suivi 	Rapports des partenaires opérationnels ; Rapports de mission conjoints (FAO/PAM et points focaux) Fiches « producteurs » renseignés
Activité 2.2 Consolidation de l'étude sur la situation de référence	<ul style="list-style-type: none"> Les indicateurs sont définis ; Les indicateurs sur la situation de référence sont renseignés (disponibilité de l'information sur la zone de couverture du projet) 	Rapport de l'Etude
Activité 2.3 Evaluation des effets du projet	<ul style="list-style-type: none"> Superficies emblavées Rendements Productions Revenus Taux de couverture des besoins céréaliers 	Rapport d'évaluation
Résultat 3: 3 unions de GIE producteurs de riz ont vendu 250 Tonnes de riz Blanc brisé 50(%) au PAM	<ul style="list-style-type: none"> Quantité de riz paddy produite dans le cadre du projet Quantité de riz décortiquée ou paddy achetée par le PAM auprès des unions Nombre d'écoles couvertes par la production de riz du projet Nombre d'élèves bénéficiés 	<ul style="list-style-type: none"> Rapports de suivi rapport d'évaluation du projet
Activité 3.1 Appui à la Formalisation des relations de travail entre les producteurs et leurs organisations (unions, GIE) et à la gestion des GIE pour qu'ils aient les moyens d'honorer les contrats avec le PAM/P4P (formations en gestion de contrat)	<ul style="list-style-type: none"> Nombre de GIE et de ménages dans l'union ayant contractualisés pour le PAA ; % de producteurs ayant signé un contrat avec le PAA 	Rapports d'activités des partenaires opérationnels

Intitulé	Indicateurs	Moyens d verification
Activité 3.2 Etablissement de contrats entre les unions de GIE et le PAM pour l'achat de 60% de la production de riz du projet	<ul style="list-style-type: none"> • Nombre de contrats tripartites signés 	Rapport d'activités
Activité 3.3 Appui aux unions en équipements de transformation du riz	<ul style="list-style-type: none"> • Nombres d'unités mobiles de décortilage mis en place 	
Activité 3.4 Appui aux GIE pour organiser la collecte et le décortilage de la production qui sera achetée par le PAM	<ul style="list-style-type: none"> • Quantité de riz collectée et décortiquée 	
Activité 3.5 Appui aux GIE pour faciliter la vente du riz au PAM/P4P	<ul style="list-style-type: none"> • Quantité de riz blanc vendue par les GIE au PAM 	
Activité 3.6 Distribution de 253tonnes de riz blanc brisé 50% aux écoles ciblées;	<ul style="list-style-type: none"> • Quantité de riz distribuée pour les cantines scolaires 	
Résultat 4. 180 écoles ont été approvisionnées et les besoins des élèves couverts à travers la production du projet	<ul style="list-style-type: none"> • Nombre d'écoles couvertes par la production de riz • Taux de couverture des besoins en vivres des écoles 	Rapports de suivi du programme cantines
Activité 4.1 : livraison de la production de riz achetée aux écoles (2 livraisons semestrielles)	<ul style="list-style-type: none"> • Quantité de vivres livrées aux écoles 	Rapports de suivi du programme cantines
Activité 4.2 Distribution de 225 tonnes de riz blanc brisé 50% aux élèves des écoles ciblées;	<ul style="list-style-type: none"> • Quantité de riz distribuée aux élèves • Nombre d'élèves couverts par le projet 	Rapports de suivi du programme cantines
Activité 4.3 Renforcement de capacités institutionnelles et techniques des différents acteurs (Chargés de cantines/IA/IE, CGE, producteurs)	<ul style="list-style-type: none"> • Nombre de staffs du gouvernement (DCaS, chargés de cantines) formés/renforcés dans les achats locaux • Nombre de membres des comités de gestion d'écoles formés/renforcés dans les achats locaux 	Rapport de suivi du projet

Intitulé	Indicateurs	Moyens d vérification
Résultat 5 3 unions de GIE et 50 GIE ont amélioré leur dynamique organisationnelle et renforcé leurs capacités techniques et managériales	<ul style="list-style-type: none"> • Nombre d'union et de GIE formés • Nombre d'union et de GIE ayant amélioré leur technique managériale 	<ul style="list-style-type: none"> • Rapport de formation • Rapport de suivi
Activité 5.1 Renforcement de capacités des unions et GIE de producteurs dans les domaines suivants : <ul style="list-style-type: none"> • en dynamique organisationnelle, • en gestion administrative et financière des unions et GIE ; • en techniques de production, stockage , commercialisation, gestion etc. 	<ul style="list-style-type: none"> • Nombre de formations déroulées, • Nombre de session de formation par thématique ; • Nombre de jours de formation par session • Nombre de participants (hommes/femmes) 	Rapports de formation
Résultat 6: Les capacités des partenaires institutionnels en politique d'achats locaux sont renforcées.	<ul style="list-style-type: none"> • Nombre de formations • Nombres de sessions par formation • Nombre de jours par sessions • Nombre de participants hommes/femmes • Document de politique d'achats locaux 	Rapport de formation
Activité 6.1 Formations pour la Division des cantines scolaires et les services déconcentrés du Ministère de l'Education nationale dans la préparation d'une politique d'achats transparente et sa vulgarisation	<ul style="list-style-type: none"> • Nombre de formations • Nombres de sessions par formation • Nombre de jours par sessions • Nombre de participants hommes/femmes 	Rapports de formation
Activité 6.2 Renforcement de capacités des partenaires institutionnels en politique d'achats locaux (DGPSNMEN et MAER)	<ul style="list-style-type: none"> • Nombre de points focaux et d'agents des structures déconcentrés de l'Etat impliqués dans la mise en œuvre d'une politique d'achats locaux 	Rapport de suivi de la FAO et du PAM