

# Evaluation Terms of Reference



## SUMMARY TERMS OF REFERENCE

### Mali – WFP COUNTRY PORTFOLIO EVALUATION

(2013 – 2017)

*Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. Country Portfolio Evaluations help Country Offices in the preparation of the Country Strategic Plans and provide lessons that can be used in the design of new operations.*

#### Subject and Focus of the Evaluation

The evaluation covers the 2013 – 2017 period of WFP’s portfolio of operations in Mali. It will assess the appropriateness of the WFP strategic positioning; quality of strategic decision making; and the performance and results of WFP’s portfolio over that period.

The evaluation will focus a country program (DEV 105830), two emergency operations (EMOP 200525 and 200438), a protracted relief and recovery operation (PRRO 200719), and a number of special operations (SOs) relating to UN cluster coordination and air transport (UNHAS).

During the evaluation period, the beneficiaries of WFP country portfolio have been supported through general food assistance, cash based transfers, food assistance for assets, food for education, nutrition prevention and treatment, and through “purchase for progress” activities.

#### Objectives and Users of the Evaluation

Evaluations serve the dual objectives of accountability and learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office (CO) and its stakeholders. The CPE is the opportunity for the CO to benefit from an independent assessment of its operations in order to use the evaluation evidence in the formulation of the new Country Strategic Plan and will provide lessons that can be used in the design and programming of operations. The evaluation report will be presented at the WFP Executive Board session in November 2018.

#### Key Evaluation Questions

The CPE will be addressing the following three key questions. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance in Mali, which could inform future strategic and operational decisions.

**Question 1: How has WFP strategically positioned itself and aligned to the humanitarian and development needs of the population, the government’s national agenda and policies, and partners’ objectives and strategies?** Assess the extent to which: a) the main objectives and related activities of the Mali portfolio have addressed the humanitarian and developmental needs of the men and women in the country, taking into account gender issues and humanitarian and protection principles; b) the objectives have been coherent with the stated national agenda and policies, including at regional and sectorial level; c) objectives have been coherent and harmonised with those of partners; d) WFP has strategically aligned all of its activities and has positioned itself in a space it can make the biggest difference (through its expertise, presence on the ground, network of partners, etc.); e) the differences between the needs as identified by WFP and those identified by the other players (government, UN, NOGs) have been addressed in a coherent manner; f) the government support to WFP, including through its warehouses, has been aligned with the needs of the country and the strategy of WFP.

**Question 2: What is the quality of WFP’s strategic decision making and what factors have driven it?** Review which indicators and which processes have been used by

WFP to take its strategic decisions and to review them, looking for example at: a) how the office has analysed the needs of the population in terms of hunger, food security and nutrition, taking into account both data generated by WFP and analysis made by the government, other UN partners or NGOs, both at national, regional and local level and not forgetting gender equality and protection issues; b) how the data has been used to design or change the country strategy and the operations on the ground, including which modalities to choose for the implementation of assistance, competencies of staff, organization of the office, etc; c) how this data has influenced the strategy and the activities of the government (central, regional and local), those of the other UN agencies, of the NGOs and of the donors; d) how, in practice, the country office has taken into account the risks relating to the security situation and to government capacity; e) how the country office has used the results of the needs assessment carried out using the “3PA” methodology.

**Question 3: What results have been achieved?.** Assess: a) the performance of WFP taking into account the security and humanitarian access challenges, by comparing: actual activities vs planned activities, actual beneficiaries vs planned beneficiaries, actual outputs and outcomes achieved vs planned, including the indicators relating to gender; b) the cost and benefit analysis performed to inform the choice between the implementation of in-kind assistance vs cash and voucher transfers (“efficiency of WFP”), c) the sustainability of the interventions, given the level of donor interest and the capacity of the government to support the activities and to take over the projects in the future; d) the level of synergy and multiplying effect between the various activities in the portfolio, regardless of the operations under which they are being implemented; e) the level of synergies and multiplying opportunities between the activities of WFP and those of other partners delivering assistance in the field, and also those that are indirectly supporting these activities such as MINUSMA, UNHAS, the UN Clusters, etc.

For the purpose of this evaluation, the CO portfolio is defined as operations implemented in the country of Mali during the 2013 – 2017. In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole, its evolution over time, its performances, and the strategic role played by WFP in Mali. The field work will focus on a sample of WFP operation sites.

**Roles and Responsibilities**

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

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

**Stakeholders:** WFP stakeholders at Country Office, Regional Bureau in Dakar (RBD) and Headquarters (HQ) levels are expected to provide information necessary to the evaluation and facilitate the evaluation team’s contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork.

**Communications**

An internal reference group (IRG) for the evaluation has been established to serve as contact point for communication with WFP stakeholders at all levels.

Evaluation preliminary findings will be shared with WFP stakeholders in the country office, the regional bureau and HQ during a debriefing session (teleconference) after the fieldwork. This feedback is important to verify the initial findings of the team with stakeholders, to give them the opportunity to clarify issues and to ensure a transparent evaluation process.

**Timing and Key Milestones**

Main Phases	Timeline	Tasks and Deliverables
<b>1. Preparation</b>	July- September 2017	Terms of reference; Hire evaluation team
<b>2. Initial briefing and inception mission in Mali</b>	October – November 2017	HQ briefing in Rome; Inception mission in Mali by TL and EM and inception report
<b>3. Evaluation mission and data collection in Mali</b>	November – December 2017	Evaluation mission in Mali by Evaluation Team. Exit debriefing and analysis
<b>4. Evaluation Report</b>	January-May 2018	Report drafting; comments process and final evaluation report
<b>5. Dissemination</b>	Novembre 2018 onwards	Presentation of report to WFP’s Board with the Management Response. Public dissemination.



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

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

For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org) or [elena.figus@wfp.org](mailto:elena.figus@wfp.org)