



World Food
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Evaluation of Senegal WFP Country Strategic Plan 2019-2023

Terms of reference

January 2022

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these ToR is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country Strategic Plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plans and the WFP Evaluation Policy.

1.2. CONTEXT

General Overview

4. Senegal is a coastal country in West Africa with an area of 196,712 km², bordering with The Gambia, Guinea, Guinea-Bissau, Mali and Mauritania. Its natural resources offer a diversity of ecosystems which constitute a significant environmental asset. However, this natural capital is threatened by drought, degradation of soil and vegetation, loss of biodiversity, erosion coastal and land salinization as well as various forms of pollution. These threats are exacerbated by the effects of climate change.
5. The Senegalese population is estimated at 16.7 million inhabitants in 2020.¹ Currently, 23 percent of the population is concentrated in the Dakar region which occupies 0.3 percent of the total area at national level, and 40 percent live in urban areas. The population under 20 years of age represents 55 percent of the total.²
6. Senegal is one of the most stable countries in Africa, with three peaceful political transitions since independence in 1960. President Macky Sall has been in power since 2012 and won a second five-year term in February 2019. In 2017, the ruling coalition, *Benno Bokk Yakaar* (United in Hope) won 125 of the 165 seats in the National Assembly.
7. Because of the COVID-19 pandemic, local elections are now scheduled for January 2022. Senegal has so far been spared the violence engulfing the region, but terrorist group activities in neighbouring countries and cross-border trafficking risk fuelling instability.³
8. Senegal's GDP stood at 24.9 billion USD in 2020 in current terms. Its per capita Gross National Income (GNI) was 1,430 USD in 2020, which makes it a lower-middle-income country (LMIC). The economy grew by more than 6 percent per year between 2014 and 2018. Real GDP growth stood at 0.87 percent in 2020, down from 4.4 percent in 2019, and 6.2 percent in 2018.⁴ The latest released official poverty numbers estimate the poverty headcount at 37.8 percent.⁵ The economy of Senegal also presents high levels of inequality, with the top 1 percent wealthier population holding 13 percent of the national income - the same proportion as the bottom 50 percent population).⁶

¹ United Nations Population Division. World Population Prospects: 2019 Revision.

² UN Senegal. UNDAF 2019-2023.

³ World Bank, September 2021. <https://www.worldbank.org/en/country/senegal/overview#1>

⁴ Ibid.

⁵ World Bank, Poverty & Equity Brief – Senegal, April 2021.

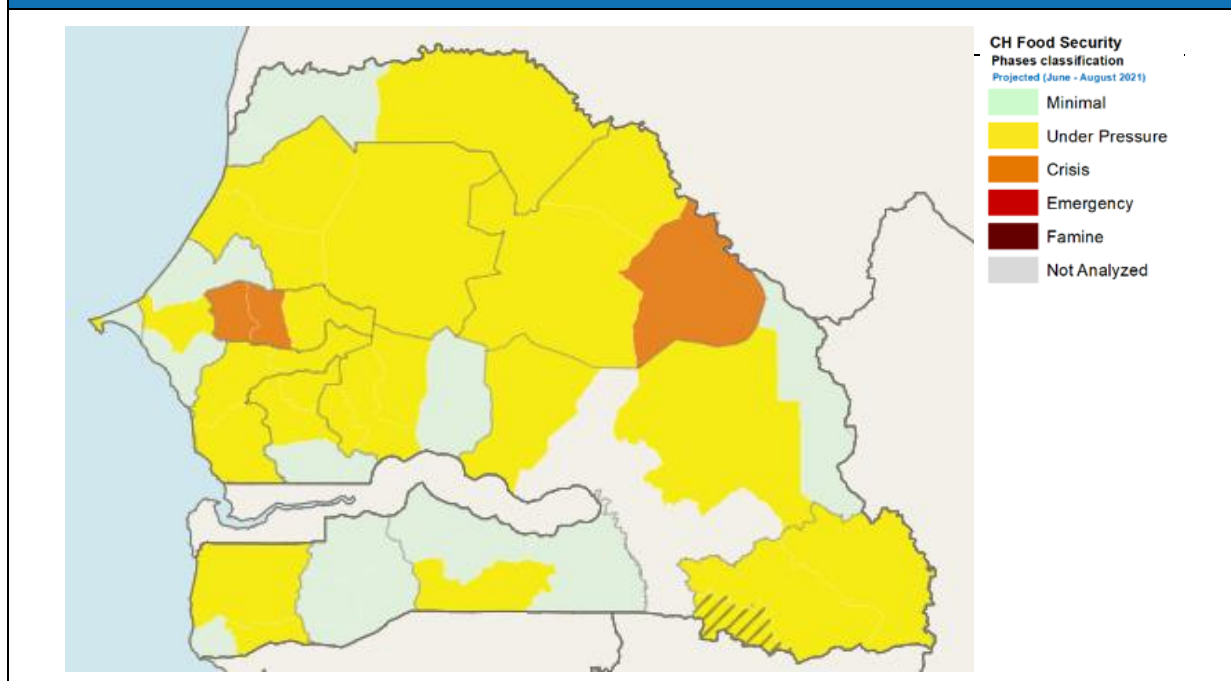
⁶ World inequality database, data extracted on 18.01.2022.

- The COVID-19 pandemic has significantly changed the country's economic outlook, setting back services like tourism and transport, and exports. The Government has responded with containment measures and has implemented an Economic and Social Resilience Programme (*Programme de Résilience Économique et Sociale*, PRES). Nevertheless, limited fiscal buffers and safety nets, a vulnerable health care system, and a large informal sector pose challenges.⁷

Food and Nutrition Security

- In the 2021 Global Hunger Index (GHI), Senegal ranks 66th out of 116 countries. With a score of 16.3, it has a level of hunger that is classified as moderate.
- Main drivers of malnutrition in Senegal include poor dietary practices, including those concerning children, and the low productivity and diversification in the agriculture, livestock and fishing systems coupled with high illiteracy rates of mothers, high poverty rates and beliefs leading to poor dietary practices. The treatment of chronic malnutrition is made difficult by the unequal distribution of infrastructure and health personnel to the detriment of endemic areas, which are often isolated.
- According to the *Cadre Harmonisé*,⁸ in October-December 2021 approximately 308,000 people in Senegal (1.8 percent of the total population) were estimated to be food insecure (falling in the food insecurity category 3 “under pressure”). The projections for the lean season (July-August 2022) estimate a raise in the food insecurity levels up to 4.5 percent of the population (with 757,000 people projected to be in food insecurity category 3 and 13,000 in category 4 “crisis”), with pockets of higher food insecurity levels in the regions of Matam in the North-East and Djourbel in the Centre-West (see Figure 1 below).
- The prevalence of undernourishment in the total population significantly decreased from 17.2 percent in 2004–2006, to 7.5 percent in 2018–2020.⁹ Child malnutrition remains a major concern, as in 2020 17.2 percent of the population under five years of age was stunted, and 8.1 percent suffered of wasting.¹⁰

Figure 1: Senegal, June-August 2022 food insecurity projections (Cade Harmonisé, 2021)



Source: *Cadre Harmonisé 2021*, map exported on 18.01.2022

⁷ World Bank, September 2021. <https://www.worldbank.org/en/country/senegal/overview#1>

⁸ CILSS Harmonized Framework for the Analysis and Identification of Areas at Risk and Vulnerable Groups in the Sahel. The framework is harmonized with the Integrated Phase Classification (IPC). Data exported on 05.11.2021.

⁹ FAO, SOFI 2021

¹⁰ UNICEF, SOWC 2019

National Policies, priorities, institutional capacities and the SDGs

14. Since 2014, the *Plan Senegal Emergent* (PSE) is the reference framework for economic and social policies aiming to increase the well-being and prosperity of the Senegalese population. The PSE is broken down into three strategic axes:
 1. Structural transformation of the economy and growth aimed at the sustainable creation of wealth and the eradication of poverty in all its forms;
 2. Human capital, social protection and sustainable development to considerably improve supply and demand for social services and social coverage;
 3. Governance, institutions, peace and security meeting the requirements of good governance, local development, promotion of peace, security and African integration.
15. In 2018, Senegal was part of the Voluntary National Review (VNR) of the High-Level Political Forum on Sustainable Development. The 2018 VNR found that PSE priority actions cover nearly 77 percent of the Sustainable Development Goals (SDGs) targets.
16. The Government's approach in tackling malnutrition and food security are outlined in the National Food Security and Resilience Strategy (2015-2035), the Agricultural Investment National programme (2018-2022), the Nutrition Multisectoral Strategic Plan (2017-2021), the National Social Protection Strategy (2016-2035) and the 2015 National Strategy for Gender Equality and Equity.

Agriculture

17. According to the National Statistical and Demographic Agency (ANSD), as of 2014 the agriculture sector employed 60 percent of the rural population and counted approximately 752,000 family farms. The cultivated areas range between 1 and 5 ha for more than 75 percent of the farms. On the macroeconomic level, the contribution to the GDP of the primary agricultural sector was around 15 percent in 2015.¹¹
18. The main food crops cultivated include maize, millet and rice. Although small-scale agriculture is the dominant livelihood activity of most Senegalese, the country's production falls far short of demand, and cereals import requirements in the 2021/22 marketing year (November/October) are forecast at a high level of 2.4 million tonnes¹², slightly below the total amount of national cereal production in average years (2.6 million tonnes). Erratic rainfall, plant diseases, pest attacks, degradation of natural resources due to overexploitation of land, lack of infrastructure, lack of extension services available to farmers, as well as their weak asset base all constrain agricultural supply.¹³

Climate Change and Vulnerability

19. Senegal ranks 70th out of 182 countries on the Global Climate Risk Index in 2019.¹⁴ Senegal is vulnerable to the impacts of climate change from drought, erratic rainfalls with disruption of the agricultural calendar, locust invasion, flooding and related health epidemics, sea-level rise, coastal erosion and its corollaries, and bush fires. Floods occur more frequently than droughts, however the latter have more severe consequences and affect many more people per event. Droughts in Senegal are concentrated mostly in the arid and semi-arid Sahelian regions of the country, located in northern and central Senegal.¹⁵
20. Roughly 67 percent of Senegal's population resides in the urban coastal zone, also the location of 90 percent of Senegalese industrial production. This coastal area is characterized by low-lying, rapidly expanding, high population suburbs, high water tables and poorly planned drainage systems. In addition

¹¹ FAO, Family farming knowledge platform

¹² FAO, Global Information on Early Warning Systems (GIEWS)

¹³ World Bank, Climate Change Knowledge Portal

¹⁴ Global Climate Risk Index 2020

¹⁵ World Bank, Climate Change Knowledge Portal

to extreme events, rising sea levels place much of the coastal population, infrastructure and ecosystems at risk from flooding and erosion¹⁶, with deforestation as an adverse anthropic factor.

Education

21. Compulsory education in Senegal lasts 11 years, until the age of 16. In 2019, primary school gross enrolment rate was at 89 percent for females and 77 for males, while these indicators drastically drop to 50 and 43 percent respectively in secondary schools. Primary completion rates have been relatively stable during the last decade and were at 67 percent for girls and 54 percent for boys in 2020.¹⁷
22. Literacy rates among over-15 population are remarkably lower for females (40 percent in 2017) than males (65 percent), however such difference in literacy rates of females and males is reduced in the 15–24-year-old population (63 and 76 percent respectively).¹⁸
23. Data from UNESCO shows that between 2011 and 2020, expenditures on education as a percentage of total government expenditures has slightly increased from 21 to 22 percent.¹⁹

Gender

24. Senegal ranks 130th out of 162 countries in the Gender Inequality Index (2019), with a remarkably lower 35 percent labour participation rate for women compared to 65.5 percent for men.²⁰
25. In urban areas, laws protecting women are generally respected, but in rural areas traditional and religious practices such as early and forced marriage prevail, leading to girls dropping out of school, reduced economic productivity and continued gender inequality, which contribute to widening the hunger gap.²¹
26. The agricultural sector remains dominated by women, who account for 60% of the workforce and are responsible for more than half of the country's food production. Despite their important role as food producers, women have less access to and control over productive resources.²²

Human rights

27. In 2019, the UN Human Rights Committee²³ welcomed several legislative and institutional measures taken by the Government to tackle human rights, including with regard to gender-based violence and gender parity in institutions, and observed that principal matters of concern in Senegal included, among others: equality between men and women, discrimination on the grounds of sexual orientation or gender identity, violence against women and harmful practices, human trafficking and exploitation and abuse of children.

Migration and Refugees

28. Senegal has a long tradition of migration to the EU and other African countries. As of 2018, five percent of its population was living abroad²⁴ and remittances were accounting for more than 10 percent of its GDP as of 2020.²⁵
29. Although 46 per cent of the migration flows from Senegal happen within West Africa – mainly to Mauritania, the Gambia, Côte d'Ivoire, Mali and Niger – Senegal is witnessing an increase of departures from its coasts towards Spain since 2016. In 2018, the Western Mediterranean Route (from West Africa towards Spain) became the most frequently used route into Europe with over 58,000 arrivals (compared to 5,300 in 2015 and 22,100 in 2017). Senegal was one of the top West African nationalities of arrivals in 2018, ranking behind Guinea, Mali, Côte d'Ivoire and The Gambia.²⁶

¹⁶ USAID, ClimateLinks portal

¹⁷ UNESCO, Institute for statistics

¹⁸ UNESCO, Institute for statistics

¹⁹ UNESCO, Institute for statistics

²⁰ UNDP. Human Development Report, 2020

²¹ WFP Senegal CSP (2019-2023)

²² Partnership for Economic Policy, 2016. *Women's Employment in Rural Senegal: What Can We Learn from Non-Farm Diversification Strategies?*

²³ Human Rights Committee, Concluding observations on the fifth periodic report of Senegal, December 2019.

²⁴ European Parliament, Directorate-General for External Policies, 2018. *Senegal: bastion of democracy, migration priority for the EU.*

²⁵ World Bank Open Data, data exported on 05.11.2021.

²⁶ IOM, 2019. *New Migration Dynamics: Understanding the Reactivation of Western Africa Routes*

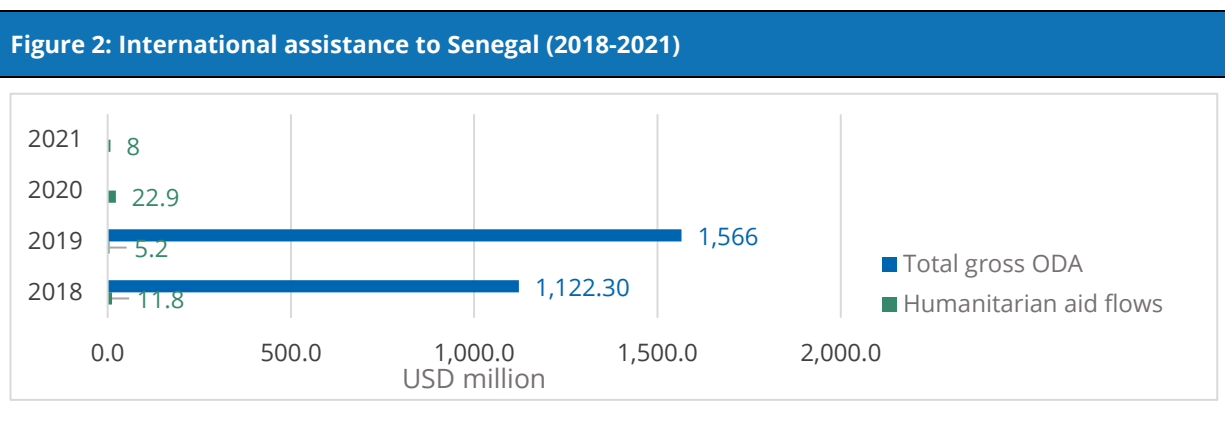
30. As of September 2021, Senegal was hosting approximately 14,500 refugees (mainly from Mauritania, 98 percent) and 2,000 asylum seekers.²⁷ The Government of Mauritania maintains a firm position that voluntary repatriation has concluded in 2012. Consequently, local integration and resettlement are the viable durable solutions. According to UNHCR, Senegal provides favourable frameworks and environment for alternative legal status and naturalization of refugees.²⁸

International development assistance

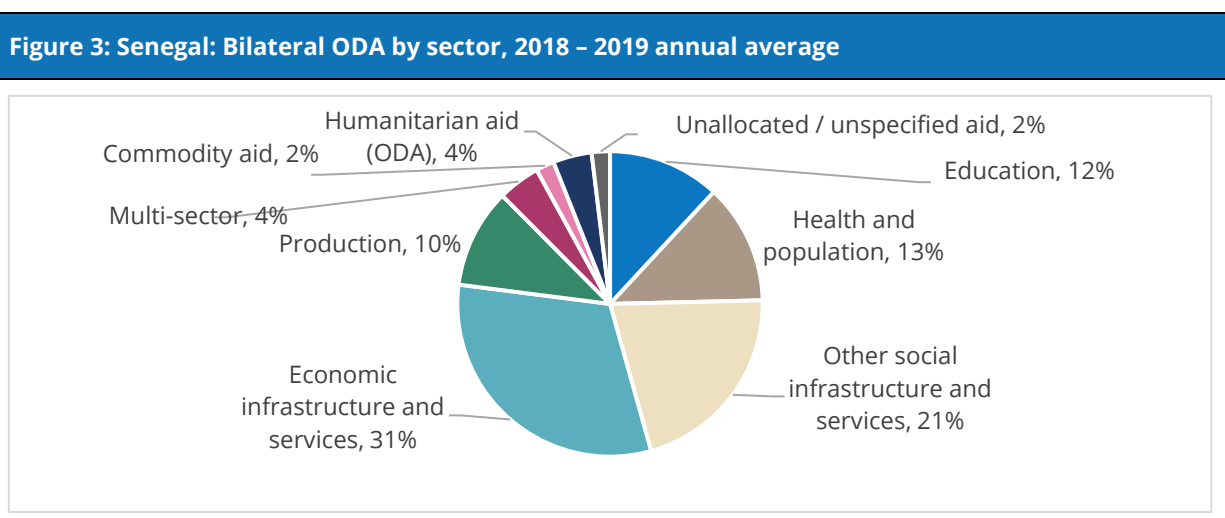
31. During the period 2018-2019, Senegal had received a yearly average of 1.3 billion USD of gross official development assistance (ODA), while humanitarian aid flows were at a 12 million USD yearly average over 2018-2021. Main sectors of focus of bilateral ODA in 2018-2019 included Economic infrastructure and services (31 percent), other social infrastructure and services (21 percent), health and population (13 percent) (see Figures 2 and 3).

32. The top five average official development assistance funding sources between 2018-2020 were the World Bank, France, the United States, European Union institutions and Canada, while main humanitarian donors/funding sources over 2018-2021 included Japan, the United Kingdom, United States, the UN OCHA COVID-19 humanitarian thematic fund and Belgium.

33. The 2018 drought-related Humanitarian Appeal and Response Plan had total requirements at 16.8 million USD and was funded at 45 percent level. No further Senegal-specific appeals were launched beyond 2018.



Source: OECD website, data extracted on 9/11/2021



Source: OECD website, data extracted on 9/11/2021

²⁷ UNHCR, Operational data portal

²⁸ UNHCR, Mauritanian Refugees in Mali and Senegal - Q3 2018

34. During the period 2019-2023, the United Nations (UN) system intends to support the Government of Senegal through coherent and integrated technical and financial assistance as a contribution to the national priorities expressed in the Plan *Sénégal Emergent 2035*, further broken down in Priority Action Plans. This support is provided through the United Nations Framework Plan for Development Assistance in Senegal 2019-2023. Interventions of the UN system are intended to support the achievement of the objectives of the priority action plan 2019 - 2023, namely: (i) the structural transformation of the economy and growth; (ii) strengthening the supply of infrastructure and basic social services; and (iii) virtuous management of public resources, the promotion of ethics, transparency, accountability and the efficiency of public spending.²⁹
35. Moreover, in response to the socio-economic impact of COVID-19 pandemic, in October 2020 the UN system launched a UN Framework for Socio-Economic Response in Senegal. The framework aimed to put into practice the March 2020 report of the UN Secretary General "Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19".³⁰

2. Reasons for the evaluation

2.1. RATIONALE

36. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016 "to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the country office's new country strategic plan – scheduled for Executive Board approval in November 2023.

2.2. OBJECTIVES

37. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Senegal; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

38. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Dakar and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Senegal, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.
39. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.
40. The Government of Senegal is an important partner of WFP in the implementation of its CSP. In particular, the evaluation will seek to engage with the Ministry of Agriculture, the Ministry of Health and Social Action, the Ministry of National Education, the National Food Security Council, the Committee for

²⁹ UN Senegal. 2018. *UN Development Assistance Framework (2019-2023)*.

³⁰ UN Senegal. 2020. *UN Development Assistance Framework for the Immediate Socio-Economic Response to COVID-19: Contextualization in Senegal*.

the Fight Against Malnutrition, the National Agency for Early Childhood Development and Centre for Toddlers, the National Civil Aviation and Meteorological Agency, and the National Delegation for Social Protection and Solidarity. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.

41. Other key stakeholders of the CSP include a range of i) UN agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) the United Nations Population Fund (UNFPA) and UN-Women; ii) international development institutions such as the African Development Bank, the World Bank, the African Union, ECOWAS and the The Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and iii) non-governmental organizations (NGOs) and civil society institutions, including Partners Africare, Catholic Relief Service, Caritas, the Senegalese Red Cross, Action Against Hunger, ACTED, Oxfam. International and local partners of WFP in Senegal have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in that WFP activities are coherent and effective. The evaluation can represent an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.
42. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a workshop towards the end of the reporting phase.
43. More details about the stakeholders' respective interest and roles in the CSPE is attached in Annex 4, while their links with the different Strategic Objectives of the CSP are found in next section 3.1 – Subject of the Evaluation.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

44. WFP has been active in Senegal since 1963 providing humanitarian assistance, school meals, malnutrition prevention and treatment, asset creation and livelihood development.³¹ As of 2017, prior to the shift to the Country Strategic Plan framework, WFP's portfolio in Senegal included two operations: a Country Programme (CP 200249, covering 2012-2017) and a Protracted Relief and Recovery Operation (PRRO 200681, covering 2015-2017). The operations covered a wide range of intervention areas, including unconditional transfers, food assistance for assets, school meals, treatment and prevention of moderate acute malnutrition. Annex 6 provides an overview of ongoing WFP projects and programmes in 2017.
45. In the course of 2017, WFP developed a Transitional Interim Country Strategic Plan (T-ICSP) for Senegal, covering the January-December 2018 period. The T-ICSP aimed at taking important steps towards rolling out integrated approaches to address food insecurity and malnutrition, build resilience to shocks and ensure social protection of the very poor and vulnerable food insecure populations, with a particular focus on supporting the Government of Senegal in linking smallholder farmers to school canteens and other market opportunities.
46. The T-ICSP was informed by the findings and recommendations from the evaluation of the Senegal Country Programme (2012-2016) and the impact evaluation of the R4 Rural Resilience Initiative (2013-2015), which emphasized: i) a need for increased collaboration and coordination with national and local authorities; ii) the importance of integrating nutrition in social protection schemes; iii) the effectiveness

³¹ WFP Senegal CSP (2019-2023).

of engaging in adaptive social protection by supporting households affected by seasonal shocks; and iv) the need to increase community participation in programme planning and implementation.³²

47. The structure of the T-ICSP (SOs and activities) was very similar to the one of the current CSP from SO1 to SO4 (see Tables 1 and 2 below), the only substantial difference being that previous activities under SO3 and SO4 of the T-ICSP were later merged into two unique activities under the same two SOs in the CSP.
48. The total cost of the 2018 T-ICSP was initially estimated at 15.2 million USD and, overall, WFP was planning to assist approximately 399,000 beneficiaries during the year. The T-ICSP underwent one budget revision (BR) to scale up WFP interventions during the lean season in specific departments. This increased the total number of planned beneficiaries for 2018 to approximately 495,000, and the total estimated cost to 19.9 million USD.
49. During the transition year of 2018, WFP designed a five-year full Country Strategic Plan (CSP) for Senegal, running from January 2019 to December 2023 and originally aiming at four resilience building-focussed strategic outcomes (SOs). The CSP was approved by the Executive Board in November 2018. Its total initial cost was estimated at USD 74.8 million, and it aimed at reaching approximately one million beneficiaries (55 percent of them being women or girls).
50. Overall, the WFP Senegal CSP aimed to contribute to Sustainable Development Goals (SDGs) 2 – Zero Hunger and 17 – Partnership for the Goals, with links to SDGs 1 – Ending Poverty, 4 – Quality Education, 5 – Gender Equality, 13 – Climate Change Mitigation, and 15 – Promoting Sustainable Resources Management.
51. Among main strategic orientations proposed by the original CSP, WFP Senegal would i) support the development of national capacities with a view to transferring programmes such as targeted food assistance, nutrition and school meals to the Government; ii) focus on resilience-building to strengthen the adaptive capacity of vulnerable populations and to reinforce national capacities for emergency preparedness and response; iii) support enhancements to the national social safety nets single register; iv) work with the private sector to promote local purchases of quality foods from smallholder farmers and contribute to the development of food value chains; v) better integrate its activities and ensure coherence and complementarity with those of its partners to maximize synergies.³³
52. Following the outbreak of the COVID-19 pandemic, the CSP underwent two budget revisions (BRs) in 2020, which introduced two new SOs, both focussing on crisis response. In particular:
 - BR1, approved by the Regional Director in August 2020, introduced a crisis response strategic outcome (SO5) associated with two general food distributions and specialized nutritious food provision. Moreover, through the BR, the school feeding activity (former Act. 2) was renamed as Activity 9 and moved from SO1 to SO2 in order to enhance the synergy with the initiatives related to nutrition-sensitive agriculture promoted by FAO and IFAD. BR1 increased the number of beneficiaries to approximately 1.56 million and the total CSP budget to 103.4 million USD.
 - BR2, approved by the Country Director in December 2020, introduced a service provision component under a new strategic objective (SO 6), with the aim to strengthen WFP's positioning and expand its role in the supply chain and procurement areas. BR2 increased the total CSP budget to 105.9 million USD, while the number of total planned beneficiaries remained unchanged.
53. An overview of the T-ICSP and CSP SOs and related activities is presented in Tables 1 and 2, while more details on planned activities are presented in Annex 8.

³² WFP Senegal T-ICSP (2018).

³³ WFP Senegal CSP (2019-2023).

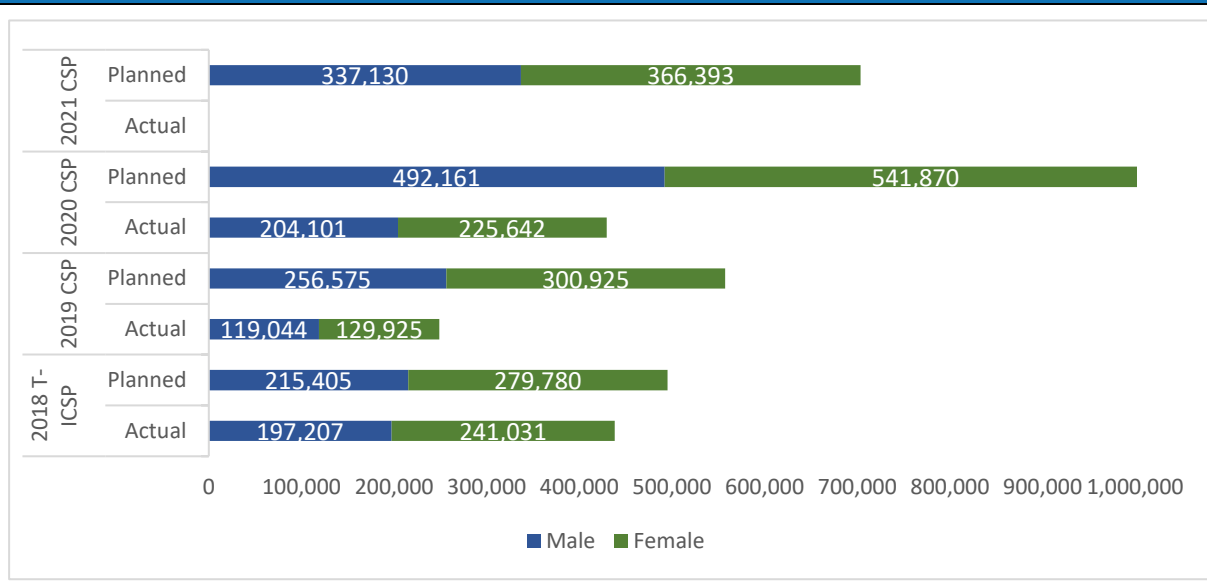
Table 1: Senegal T-ICSP (2018), Overview of Strategic Outcomes and Activities

Strategic Outcomes	Activities
<p>SO1: Food-insecure households and vulnerable populations, (including school-aged children) are able to meet basic food and nutrition needs all year-round</p>	<p>Activity 1: Provide targeted food assistance and/or complement Government's transfers to the most vulnerable households affected by seasonal and recurrent shocks.</p>
	<p>Activity 2: School meals distribution, support to HIV affected households and government capacity strengthening.</p>
<p>SO2: Targeted populations, including children 6-59 months and pregnant and lactating women in targeted departments have improved nutritional status in line with national targets by 2023</p>	<p>Activity 3: Support the Government with the prevention and treatment of acute and chronic malnutrition of PLW/G and children 6-59 months through the provision of specialized nutritious food, behavioural change communication and capacity strengthening.</p>
	<p>Activity 4: Complement the Government's fight against iodine and other micronutrient deficiencies through salt and local food fortification, including capacity strengthening.</p>
<p>SO3: Food-insecure smallholders and communities in targeted areas have enhanced livelihoods and resilience to better support food security and nutrition needs by 2023</p>	<p>Activity 5: Create community and household productive assets and provide livelihood support (FFA) through integrated and participatory approaches.</p>
	<p>Activity 6: Provide access to insurances, and climate services to enhance resilience to shocks and adaptation to climate change</p>
	<p>Activity 7: Connect smallholder farmers and organizations to market opportunities offered by WFP and partners' activities.</p>
<p>SO4: National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2023</p>	<p>Activity 8: Build and enhance the capacity of government and partners in food security and nutrition analysis, early warning and supply chain management for emergency preparedness, planning and response.</p>
	<p>Activity 9: Transfer expertise and build the capacity of the government for the transition to sustainable home-grown food, nutrition and social protection programmes.</p>

Table 2: Senegal CSP (2019-2023), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO1: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.	Activity 1: Provide seasonal food or CBT assistance to complement the Government's social transfers to food-insecure populations.
SO2: Vulnerable populations in targeted departments, including children, pregnant and lactating women and girls and other nutritionally vulnerable individuals, have improved nutritional status all year.	Activity 9: Provide nutritious school meals to vulnerable Senegalese children in targeted departments during the school year in a way that relies on and stimulates local production (home-grown school feeding). <i>[originally named Activity 2 under SO1, moved under SO2 and renamed as Activity 9 through BR1 in August 2020]</i>
	Activity 3: Provide beneficiaries with specialized nutritious foods and programmes such as SBCC to prevent and treat acute and chronic malnutrition.
	Activity 4: Support the Government in addressing micronutrient deficiencies and enhance the availability of diverse, safe and healthy foods.
SO3: Food-insecure populations and communities exposed to climatic shocks and other risks in targeted areas have resilient livelihoods and sustainable food systems all year.	Activity 5: Provide livelihood and climate adaptation support to targeted groups through integrated risk management and links to market opportunities.
SO4: National and local institutions have strengthened capacities to manage food and nutrition security, social protection and resilience-building programmes by 2023.	Activity 6: Build and enhance the capacity of central and local government in food and nutrition security analysis, emergency preparedness and response, supply chain management, and gender transformative safety-net programme design and management.
SO5: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises. <i>[introduced through BR1, approved by the Regional Director in August 2020]</i>	Activity 7: Provide general food distributions, nutritious food and/or cash-based transfers to crisis-affected beneficiaries.
	Activity 8: Provide specialized nutritious food to crisis-affected households to prevent acute malnutrition.
SO6: Humanitarian and development partners have access to common services throughout the year. <i>[introduced through BR2, approved by the Country Director in December 2020]</i>	Activity 10: Provide supply chain services to humanitarian and development partners.

54. The planned number of beneficiaries has increased significantly over time through the budget revisions implemented in the course of 2020. However, results in terms of actual beneficiaries have not grown proportionally between 2018 and 2020. Figure 4 below presents a gender-disaggregated overview of planned and actual yearly beneficiaries between 2018 (T-ICSP) and 2021 (third year of the CSP, actual figures not yet available as of December 2021). Further details about results by SO are presented in Annex 8.

Figure 4: Actual versus planned WFP beneficiaries by gender in Senegal [2018 – 2021]



Source: COMET report CM-R001b, data extracted on [4/11/2021]. Figures are without overlap.

55. The following Tables 3 and 4 provide a budget overview for the Senegal T-ICSP (2018) and CSP (2019-2023).
56. During the T-ICSP period (2018), SO1 had the largest share of the NBP at 52 percent followed by SO3 at 29 percent, with SO4 accounting for the least share. In the same year, a BR introducing an expansion of the caseload under SO1 and SO2 increased the original NBP from 15.2 million to 19.9 million with SO1 and SO3 still having the largest shares at 59 percent and 23 percent respectively. The total allocated resources amounted to 61 percent of the needs-based plan budget, with SO3 being the most funded (80 percent) and SO4 the least funded (38 percent).
57. With regard to the CSP period (2019-2023), Table 4 reflects a larger portion of the needs-based plan dedicated to the resilience focus area: 69 percent as at BR2, against 31 percent on crisis focus area introduced through BR1. In terms of allocated resources, as of November 2021 (with almost 60 percent of elapsed time over the total duration of the CSP) the overall funding level is at 40 percent.
58. As of November 2021, resilience-focussed activities are comparatively better funded than the crisis-focussed ones, with Activity 5 (livelihood and climate adaptation support) being associated with the highest funding level (68 percent). It is worth noting that, as of November 2021, the total allocated resources include an amount of 7 million USD (one sixth of the total) that has not yet been allocated to specific SOs as of November 2021.³⁴
59. Donors' allocations have been predominantly earmarked at Country level (62 percent) and Activity level (35 percent). The implications of such higher-level earmarking will be analysed by the evaluation. As of December 2021, main donors or funding sources for the Senegal CSP were Canada, the Government of Senegal, France, Luxembourg, Japan, flexible funding and regional or trust fund allocations (Figure 4).³⁵

³⁴ Final and approved cumulative allocated resources will be available in January 2022.

³⁵ WFP, Senegal Resource Situation. Data extracted on 12/11/2021.

Table 3: Senegal T-ICSP (2018): cumulative financial overview (USD)

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original T-ICSP USD million	% on total operational costs	Needs-based plan as per 2018 BR USD million	% on total operational costs	Allocated resources USD million	% against 2018 BR NBP	
Resilience building	SO1	Act. 1	2,479,330	19%	5,660,095	32%	3,191,075	56%	
		Act. 2	4,375,605	33%	4,849,737	27%	2,170,166	45%	
		Sub-total	6,854,935	52%	10,509,831	59%	5,361,241	51%	
	SO2	Act. 3	1,622,662	12%	2,191,243	12%	1,797,471	82%	
		Act. 4	292,371	2%	298,243	2%	68,941	23%	
		Sub-total	1,915,033	14%	2,489,486	14%	1,866,412	75%	
	SO3	Act. 5	3,075,994	23%	3,249,817	18%	2,596,000	80%	
		Act. 6	664,832	5%	663,609	4%	649,627	98%	
		Act. 7	160,504	1%	160,802	1%	-	0%	
		Sub-total	3,901,330	29%	4,074,227	23%	3,245,626	80%	
	SO4	Act. 8	410,251	3%	421,978	2%	242,484	57%	
		Act. 9	220,000	2%	220,000	1%	-	0%	
		Sub-total	630,251	5%	641,978	4%	242,484	38%	
	Total operational costs			13,301,549	100%	17,715,523	100%	10,715,764	60%
	Total direct support costs			937,332		1,025,314		741,414	72%
Total indirect support costs			996,722		1,218,154		659,230	54%	
Grand total cost			15,235,603		19,958,991		12,116,409	61%	

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 13/12/2021.

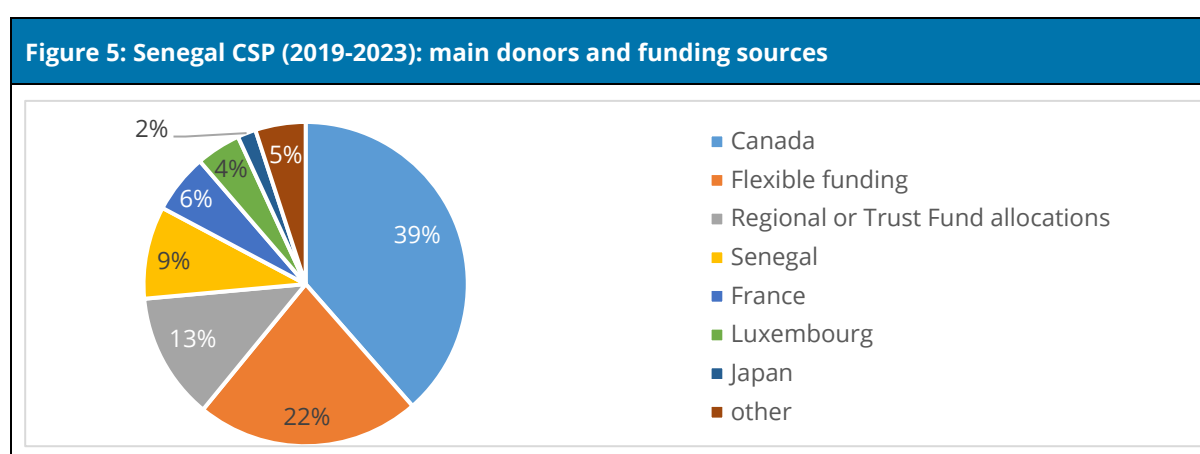
Table 4: Senegal CSP (2019-2023): cumulative financial overview (USD)

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2019-2023) USD million	% on total operational costs	Needs-based plan as per BR2 (2019-2023) USD million	% on total operational costs	Allocated resources (2019- Nov 2021) ³⁶ USD million	% against BR2 NBP
Resilience building	SO1	Act. 1	4,580,606	7%	4,580,606	5%	1,330,863	29%
		Act. 2	21,088,646	33%	9,251,820	10%	3,366,225	36%
		Sub-total	25,669,251	40%	13,832,426	15%	4,697,087	34%

³⁶ Final and approved cumulative allocated resources will be available in January 2022.

	SO2	Act. 9 (started with BR1, former Act. 2)	-	-	11,143,678	12%	3,620,904	34%
		Act. 3	11,143,678	17%	1,205,000	1%	3,148,947	28%
		Act. 4	1,205,000	2%	10,684,540	12%	436,810	36%
		<i>Sub-total</i>	<i>12,348,677</i>	19%	<i>23,033,217</i>	25%	<i>7,206,660</i>	31%
	SO3	Act. 5	19,373,382	30%	19,373,382	21%	13,139,937	68%
	SO4	Act. 6	7,280,067	11%	7,280,067	8%	1,573,039	22%
Crisis response	SO5	Act. 7	-	-	21,709,019	24%	4,015,181	18%
		Act. 8	-	-	4,956,477	5%	816,887	16%
		<i>Sub-total</i>	-	-	<i>26,665,496</i>	29%	<i>4,832,068</i>	18%
	SO6	Act. 10	-	-	2,069,060	2%	-	0%
Non-SO specific			-	-	-	-	7,097,597	-
Total operational costs			64,671,378	100%	92,253,649	100%	38,546,389	42%
Total direct support costs			5,561,949		7,381,049		2,367,287	32%
Total indirect support costs			4,565,166		6,329,246		1,877,901	30%
Grand total cost			74,798,493		105,963,944		42,791,577	40%

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 8/11/2021, details about the allocated resources in this table are as of November 2021.



Source: WFP, Senegal CSP Resource Situation, data extracted on 09.12.2021

3.2. SCOPE OF THE EVALUATION

60. The evaluation will cover all of WFP's activities (including cross cutting results) under the T-ICSP and current CSP for the period 2018-mid 2022 (i.e. until the end of the data collection phase).
61. Within this timeframe, the evaluation will look at the transition between previous operations until the end of 2017 and the new CSP framework, analysing how the latter builds on or departs from previous activities and assessing if the strategic shift envisaged by the T-ICSP and the CSP has taken place and what are its consequences.
62. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.
63. Connected to this, the evaluation will focus on assessing WFP contributions to CSP SOs, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP Senegal partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the national government and the international community.
64. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

65. The evaluation will address four main questions common to all WFP CSPs (see Table 5). Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

Table 5: CSP Evaluation Questions (EQs)	
EQ1 - To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Senegal?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	

3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

66. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
67. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
68. Based on initial desk review and consultations with the WFP Senegal country office, learning themes which could be of particular interest to this CSPE could include, among others:
- What opportunities exist for WFP Senegal to substantially support the Government of Senegal in taking over specific areas of intervention, including unconditional cash-transfers and nutrition activities?
 - What is the specific added value of WFP Senegal recurrent interventions during the lean season (unconditional transfers approach)?
 - How could WFP improve its investments in resilience-focussed and prevention approaches (including measurement of resilience outcomes)?
 - How relevant, effective and efficient was the response to the COVID-19 crisis and what were the effects on other interventions planned under the CSP?

4.2. EVALUATION APPROACH AND METHODOLOGY

69. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a

systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

70. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
71. In line with this approach, data should be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus group discussions and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
72. During the inception phase, the evaluation team will develop a detailed methodological design, in line with the approach proposed in these ToR and informed by a thorough evaluability assessment.
73. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation question and sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex XX).. The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation subquestions.
74. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
75. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the CSP was designed
 - Whether the results of the gender analysis were properly integrated into CSP implementation
 - To what extent WFP contributed to gender-transformative changes.
76. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to review the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
77. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
78. Evidence from recent country-specific, regional and global evaluation or review exercises represent an important source of information for the Senegal CSP Evaluation, and the Evaluation Team is expected to review this as part of the desk review during the inception phase. These include:
 - The 2021 CSP mid-term review exercise;
 - The mid-term review of the Green Climate Fund-funded project, which will be conducted in early 2022;

- The tentatively planned decentralized evaluation on Capacity Strengthening & Partnership, to start in 2022;
 - Summary of evidence from the decentralized evaluation of the use of cash-based transfers in school-based interventions in Senegal (2014-2017);
 - Summary of evidence from the evaluation of the WFP People Strategy (2014-2017), which covered the Senegal Country Office as case study.
 - Key findings from the Decentralized evaluation of the Purchases from Africans to Africans (PAA) programme in the Kédougou region (2013-2016);
 - Key findings the 2016 mid-term Operation Evaluation of the Senegal Country Programme (2012-2016).
79. Ideally, there would be a one-week inception mission (Evaluation Team Leader accompanied by the Evaluation Manager and the Research Analyst from the evaluation team) and a minimum three-week data collection mission in Senegal. However, considering the ongoing COVID-19 pandemic, possible travel restrictions will need to be monitored closely. In case of international travel restrictions, the inception mission may be organized remotely and during the main data collection phase, at a minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations. If necessary, the main data collection phase may be postponed until this becomes possible. In case no in-person interviews or in-country travel are possible, an approach with fully remote inception and data collection could be considered as a last resort. In any case, the data collection phase can only be postponed up to when it becomes unrealistic to deliver a quality evaluation in time for the preparation of the new CSP, hence not beyond October 2022.
80. In light of the above, technical and financial offers for this evaluation should consider two scenarios both for the inception and data collection phase: a) a one-week inception mission conducted by the team leader and research analyst OR a fully remote inception phase; and b) a minimum three-week in-country mission conducted by the full team OR a mixed approach with part of the team conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team. In any case, should the contextual and security situation allow it, the aim would be to hold the final stakeholder workshop in Dakar towards the end of 2022.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in independent, credible and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring. It also requires that reliable and verifiable measurements are available of the indicators and that the evaluation team has free access to this data and verification sources.

81. Several issues could have implications for the conduct of the evaluation. At this stage, the following potential evaluability challenges have been preliminarily identified:
- COVID-19 travel and movement restrictions in the country, if any, and their implications for the coverage of field visits during the main mission;
 - the CSP document does not present an explicit theory of change (ToC), potentially making it challenging for the Evaluation Team to draw theory-based conclusions on WFP's contribution to higher-level results. As part of the inception phase, the Evaluation Team will be expected to

reconstruct a ToC, including the underlying assumptions of the CSP, in consultation with the CO as a basis for the evaluation work;

- the time frame covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP performance during the last 1.5 years or so of the CSP. This will have implications for the completeness of results reporting and attainment of expected outcomes;
- the reliability of measurement of certain indicators, in particular at the outcome level and for cross-cutting objectives, and the likely lack of control groups for comparative purposes;
- multiple logframe updates, with the introduction of new outcome and output indicators in the course of the CSP implementation across different Strategic Outcomes, along with the introduction of SO5, SO6 and related activities through BR1 and BR2 (Annex 5);
- missing targets, baseline and follow-up data for some indicators, both at outcome and output level;
- sensitivities for primary data collection at community level and access to beneficiary households and and/or implementation sites.

82. In particular, the WFP corporate monitoring database (Country Office Monitoring and Evaluation Tool (COMET)) displays five versions of the Senegal CSP's logical framework (logframe) between April 2018 and November 2020. Tables in Annex 5 allow for an appreciation on the differences between those versions. As of December 2021, 200 indicators (59 outcome indicators, 11 cross-cutting indicators and 130 output indicators) are present in the CSP logframe. The most significant change in the logframe occurred during the transition from the T-ICSP to the CSP (February 2019 logframe version), when 31 new outcome indicators, one cross-cutting and 54 new output indicators were included, and three outcome and two output indicators were discontinued. Through the following three logframe updates occurred between April 2019 and November 2020, 16 new outcome indicators, four crosscutting and 78 new output indicators were included, while only one outcome and two output indicators were discontinued during the same period. Some of the indicators listed in the logical framework have not been systematically reported on in the 2018, 2019, 2020 ACRs, which may pose a challenge to trends analyses (e.g. out of 59 total outcome indicators displayed in the current logframe, 40 have follow-up values reported in at least one ACR). Annex 5 provides an overview of data availability at outcome and output level. A preliminary desk review and analysis on availability of WFP monitoring data will be provided at the start of inception phase and will be further elaborated in the inception report.

83. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. The latter should be based on desk review of key programming, monitoring and reporting documents and on interviews with the M&E team and selected programme managers. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.

4.4. ETHICAL CONSIDERATIONS

84. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

85. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Senegal CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

86. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
87. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
88. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

89. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 6: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1. Preparation	Jan 2022	Final ToR
	Jan-Feb 2022	Evaluation team and/or firm selection & contract
	Feb 2022	Summary ToR
2. Inception	Mar 2022	Desk review and HQ briefings
	Apr 2022	Inception mission
	May 2022	Final Inception report
3. Data collection	Jun 2022	Evaluation mission, data collection and exit debriefing
4. Reporting	Jul-Sept 2022	Report drafting
	Oct 2022	Review process
	Nov-Dec 2022	Stakeholders workshop
	Dec 2022-Jan 2023	Final evaluation report
	Jan-Feb 2023	Summary evaluation report editing
5. Dissemination	Mar-May 2023 from May 2023	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

90. The CSPE will be conducted by a gender-balanced team of four to six consultants (including a researcher) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of international and national evaluators (for the latter: ideally one male and one female) with multi-lingual language skills (including local languages such as Wolof, Pulaar and Diola) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in French. The evaluation team will have strong methodological competencies in designing feasible data collection and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

91. Table 7 below summarizes the main areas of expertise required in the evaluation team.

Table 7: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in evaluating implementation of strategic plans and CO positioning • Strong experience with evaluations in lower-middle-income countries, and in humanitarian and development contexts • Relevant knowledge and experience in development and humanitarian contexts, preferably in west Africa/Sahelian region, and with key players within and outside the UN System; • Strong presentation skills and ability to deliver on time • Excellent fluency and excellent writing skills in either French, fluency in English • Prior experience in WFP evaluations is strongly preferred
School meals	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies, including cash-based interventions.
Nutrition-specific interventions	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
Asset creation and smallholder farmers support	Technical expertise in asset creation, smallholder farmer support and access to markets, climate change adaptation and climate insurance - proven track record of evaluation of such activities.
Institutional capacity strengthening and Social Protection	Experience with evaluation of interventions related to support to policy coherence and support to government, particularly in the fields of social protection and safety nets, early recovery support, national data and information systems.
Humanitarian assistance	Experience with evaluation of emergency responses, including lean season support, refugee assistance, food security and nutrition information systems (such as early warning and nutrition surveillance). Technical expertise in cash-based transfer programmes.
Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency • Gender equality and empowerment of women • Humanitarian Principles and Protection • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. ROLES AND RESPONSIBILITIES

92. This evaluation is managed by the WFP Office of Evaluation. Filippo Pompili, Evaluation Officer, has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and an in-country stakeholders workshop; supporting the preparation of the field mission;

drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.

93. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Senegal; provide logistic support during the fieldwork and organize an in-country stakeholders workshop. Olivier Flament, Deputy Country Director, has been nominated as the WFP Senegal country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

94. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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 evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

95. All evaluation products will be produced in French. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the financial proposal.
96. In particular, the evaluation firm is expected to include in the technical and financial proposal the plan for the **delivery of audiovisual product(s)** to be used to disseminate final results from the evaluation with local stakeholders. These would include beneficiaries of WFP assistance and/or Government counterparts, donors and other partners. See as an example the video on the 2018 Decentralized Evaluation on the use of cash-based transfers in School Feeding from WFP Senegal ([link](#)).
97. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase.
98. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. BUDGET

99. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: Senegal, Map with WFP Offices



Source: WFP GIS unit

Annex 2: Senegal Fact Sheet

Table 8: Senegal fact sheet							
	Parameter/(source)	2018	2019	2020	2021	Data source	Link
General							
1	Human Development Index (1)	0.516	0.512	n.a.	n.a.	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of concern (refugees, asylum seekers, others of concern)	16,058	16,258	16,279	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography							
7	Population total (millions) (2)	15,854,324	16,296,362	16,743,930	n.a.	World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	51.28	51.24	51.20	n.a.	World Bank	https://data.worldbank.org/country
9	Percentage of urban population (1)	47.2	47.7	n.a.	n.a.	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	2010-2019: 2,038,804			n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	2010-2019: 2,092,692			n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	2010-2019: 1,878,331			n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
14	Adolescent birth rate (births per 1,000 women ages 15-19)	68 (2017)	n.a.	n.a.	n.a.	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data

Economy							
15	GDP per capita (current USD) (2)	1,458	1,430	1,488	n.a.	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini coefficient (1)	40.3 (2010 - 2018)	n.a.	n.a.	n.a.	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	3.67	4.22	n.a.	n.a.	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	4.4	n.a.	n.a.	n.a.	OECD/DAC	https://public.tableau.com/views/OECDDACAidataglacebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	10.06	n.a.	n.a.	n.a.	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	14.99	14.99	15.82	n.a.	World Bank	https://data.worldbank.org/country
Poverty							
22	Population near multidimensional poverty (%) (1)	16.4	16.4	16.4	18.2	UNDP Human Development Report 2019, 2020, 2021	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Population in severe multidimensional poverty (%) (1)	27.7	27.7	27.7	27.7	UNDP Human Development Report 2019, 2020, 2021	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health							
21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	65 (2017)	n.a.	n.a.	n.a.	UNICEF SOW 2019 and 2021	https://www.unicef.org/sow/
22	Healthy life expectancy at birth (2)	67.67	67.94	n.a.	n.a.	World Bank	https://data.worldbank.org/country

23	Prevalence of HIV, total (% of population ages 15-49) (2)	0.40	0.30	0.30	n.a.	World Bank	https://data.worldbank.org/country
Gender							
28	Gender Inequality Index (1)	125	n.a.	n.a.	n.a.	UNDP Human Development Report 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
29	Proportion of seats held by women in national parliaments (%) (2)	41.82	41.82	43.03	n.a.	World Bank	https://data.worldbank.org/country
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	34.99	35.12	n.a.	n.a.	World Bank	https://data.worldbank.org/country
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	25.59	24.75	n.a.	n.a.	World Bank	https://data.worldbank.org/country
Nutrition							
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	n.a.	n.a.	40.9 (2018 - 20)	n.a.	The State of Food Security and Nutrition report 2019 & 2021	http://www.fao.org/publications/sofi/en/
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 9	n.a.	8	n.a.	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 17	n.a.	17	n.a.	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 1	n.a.	2	n.a.	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (2)	47.00	45.30	n.a.	n.a.	World Bank	https://data.worldbank.org/country
Education							

37	Adult literacy rate (% ages 15 and older) (1)	42.8	n.a.	n.a.	n.a.	UNDP Human Development Report 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Population with at least secondary education (% ages 25 and older) (1)	17.1	n.a.	n.a.	n.a.	UNDP Human Development Report 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
40	Adjusted primary school enrolment, net percent of primary school-age children, 2017 (2)	76.46 (2017)	n.a.	n.a.	n.a.	World Bank	https://data.worldbank.org/country
41	Secondary school enrolment, net percent of secondary school-age children, 2017 (2)	37.67 (2017)	n.a.	n.a.	n.a.	World Bank	https://data.worldbank.org/country

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Table 9: Senegal CSPE timeline and tentative key dates			
Step		By whom	Tentative dates
Phase 1 – Preparation			
	Draft ToR cleared by the Deputy Director of Evaluation (DDoE) and circulated for comments to CO and to LTA firms	DDoE	20 December 2021
	Comments on draft ToR received	CO	10 January 2022
	Proposal deadline based on the draft ToR	LTA	21 January 2022
	LTA proposal review	Evaluation manager (EM)	21-28 January 2022
	Final revised ToR sent to WFP stakeholders	EM	01 February 2022
	Contracting evaluation team/firm	EM	20 February 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Evaluation Team (ET)	late February – mid-March 2022
	HQ briefings (including recordings)	EM/ET	mid-March 2022
	Inception mission to CO/RB (Dakar)	Team Leader (TL)/EM	21-25 March 2022
	Submit draft inception report (IR)	ET	19 April 2022
	OEV quality assurance and feedback	EM	26 April 2022
	Submit revised IR	ET	02 May 2022
	IR review (including re-iterations)	EM/QA2/TL	3-15 May 2022
	IR clearance to share with CO	DDoE	16 May 2022
	EM circulates draft IR to CO for comments	EM	17 May 2022
	Review of draft IR	CO	18-27 May 2022
	Submit revised IR	TL	03 June 2022
	IR review	EM	03-06 June 2022
	Seek final approval by QA2	QA2	07 June 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	09 June 2022
Phase 3 – Data collection, including fieldwork ³⁷			
	In-country data collection (three full weeks + travel)	ET/CO	12 June - 02 July 2022
	Exit debrief (ppt)	TL	01 July 2022
	Preliminary findings debrief	TL/IRG	20 July 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	02 September 2022
	OEV quality feedback sent to TL	EM	09 September 2022
	Submit revised draft ER to OEV	TL	16 September 2022

³⁷ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	OEV quality check (including re-iterations)	EM/QA2	16 September – 05 October 2022
	Seek clearance prior to circulating the ER to IRG	DDoE	05-15 October 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	16-31 October
	In-country stakeholders workshop (possibly combined with next CSP scoping mission)	ET/CO/IRG/DDoE/EM	November/December 2022
	Consolidate WFP comments and share with the ET	EM	07 November 2022
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	21 November 2022
Draft 2	Review D2	EM	22-25 November 2022
	Submit final draft ER to OEV	TL	02 December 2022
Draft 3	Review D3	EM	05-07 December 2022
	Seek final approval by DDoE	EM/DDoE	08-20 December 2022
SER	Draft summary evaluation report	EM	Jan-Feb 2023
	Seek TL clearance on draft SER	EM/TL	Feb 2023
	Seek DDoE clearance to send SER	EM/DDoE	March 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	April 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	Mar-Apr 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	from May 2023
	Presentation of summary evaluation report to the EB	DDoE	November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

Annex 4: Preliminary Stakeholder analysis

Table 10: Preliminary stakeholder analysis			
Stakeholders group	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder. The CO is responsible for country level planning and implementation of the current CSP, hence it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, and will be interviewed as key informants during the inception and data collection phase. They will have an opportunity to review and comment on the draft ER as part of the Internal Reference Group, participate in both the debriefing at the end of the data collection phase and the learning workshop, and prepare management response to the CSPE.	Senior management and staff from technical sectors as relevant, including Programme, VAM, M&E, Partnership
Regional Bureau in Dakar	Regional Bureau in Dakar (RBD) have an interest in learning from the evaluation results as these can inform regional plans and strategies and help better target their support to the CO.	RBD staff will be key informants and interviewed during the inception and data collection phase. They will participate in the debriefing at the end of the data collection phase and in the learning workshop. They will have an opportunity to provide comments on the draft ER as part of the Internal Reference Group, and on the management response to the CSPE prepared by the CO.	Regional Bureau Senior staff from Programme, Monitoring, Evaluation and other sectors as relevant.
HQ Divisions	HQ Divisions and Units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety	As applicable, HQ Divisions will be involved in the initial virtual briefings with the evaluation team. The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation. Selected HQ Divisions will also have an	Appointed focal points from HQ divisions

	nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates. Evaluation results can help to better target their support to the CO.	opportunity to review and comment on the draft ER as part of the Internal Reference Group.	
WFP Executive Board	The Executive Board members have an accountability role, but also an interest in potential wider lessons from the Senegal's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Senegal.	Delegates
External stakeholders			
Affected communities	Primary stakeholders. As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the data collection phase as feasible. Special arrangements will be made to give voice to marginalized population groups, in particular women, the elderly, minority groups and people living with disabilities.	People (men, women, boys and girls) targeted by WFP activities in Senegal; traditional authorities and religious leaders; teachers; school kitchen staff etc.
National and local government institutions	Primary stakeholders. The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	Key staff from the Government, including from the Ministry of Agriculture , the Ministry of Environment , the Ministry of Health and Social Action , the Ministry of National Education , the National Food Security Council (CNSA) , the Committee for the Fight Against Malnutrition (CLM) , the National Agency for Early Childhood Development and Centre for Toddlers , the National Civil Aviation and Meteorological Agency (CNSA) , and the National

			Delegation for Social Protection and Solidarity (DGPSN).
UN Country Team and Other International Organizations	UN agencies and other partners in the Senegal have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.	The evaluation team will seek key informant interviews with the UN and other partner agencies. The CO will keep UN partners, other international organizations informed of the evaluation's progress. At OEV-level, opportunities for collaboration with Evaluation Units from UNDP and UNFPA (planning similar country-level evaluations in Senegal in the course of 2022) will be sought. Possible synergies may be explored at data collection or stakeholders workshop levels.	Key staff from UN partners, including from FAO, IFAD, WHO, UNICEF, UNDP (including the Evaluation office), UNESCO, UNFPA (including the Evaluation office) and UN-Women ; ii) international development institutions such as the African Development Bank , the World Bank , the African Union , ECOWAS and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS).
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews and feedback sessions as applicable, and report dissemination.	Representatives from main bilateral donors, e.g.: Canada, France and Luxembourg.
Cooperating partners and NGOs	WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.	Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.	Key staff from cooperating partners and NGOs including Partners Africare, Catholic Relief Service, Caritas, the Senegalese Red Cross, Action Against Hunger, ACTED and Oxfam.
Private sector and civil society	Current or potential partners from the private sector and the civil society may have an interest in	Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.	Key staff from partners and civil society as applicable. This includes the National Agriculture Insurance Company of Senegal (CNAAS),

	learning about the implications of the evaluation results.		which is based on a public/private partnership.
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Annex 5: Evaluability assessment




Table 11: Country Strategic Plan Senegal [2019-2023] log frame analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Apr 2018	Total nr. of indicators	4	6	2
v 2.0 Feb 2019	New indicators	31	1	54
	Discontinued indicators	3	0	2
	Total nr. of indicators	32	7	54
v 3.0 Apr 2019	New indicators	11	3	26
	Discontinued indicators	0	0	0
	Total nr. of indicators	43	10	80
v 4.0 Apr 2020	New indicators	5	0	40
	Discontinued indicators	0	0	2
	Total nr. of indicators	58	10	118
v 5.0 Nov 2020	New indicators	0	1	12
	Discontinued indicators	1	0	0
	Total nr. of indicators	59	11	130
Total number of indicators that were included across all logframe versions		1	4	0

Table 12: Analysis of results reporting in Senegal Annual Country Reports [2018-2020]				
		2018	2019	2020
Outcome indicators				
Total number of indicators in applicable logframe		24	43	59
Baselines	Nr. of indicators with any baselines reported	22	39	45
Year-end targets	Nr. of indicators with any year-end targets reported	22	38	46
CSP-end targets	Nr. of indicators with any CSP-end targets reported	22	38	46
Follow-up	Nr. of indicators with any follow-up values reported	22	30	40

Cross-cutting indicators				
Total number of indicators in applicable logframe		7	10	11
Baselines	Nr. of indicators with any baselines reported	6	9	10
Year-end targets	Nr. of indicators with any year-end targets reported	6	9	10
CSP-end targets	Nr. of indicators with any CSP-end targets reported	6	9	10
Follow-up	Nr. of indicators with any follow-up values reported	6	9	9
Output indicators				
Total number of indicators in applicable logframe		49	80	130
Targets	Nr. of indicators with any targets reported	34	44	70
Actual values	Nr. of indicators with any actual values reported	31	43	62

Annex 6: WFP Senegal presence in years pre-Country Strategic Plan

Table 13: WFP Senegal presence pre-CSP				
		2016	2017	2018
Senegal relevant events		Poverty, environmental degradation, and climatic shocks cause persistent food and nutrition insecurity. The IPC analysis revealed that 18 percent and three percent of the population were experiencing moderate and severe food insecurity respectively.	Food insecurity was further heightened by inadequate agricultural production due to recurrent droughts, dependency on local markets and high food prices, as well as low household and community resilience capacities.	The 2018 lean season lasted three months longer than usual thereby worsening the food security situation. The 2018 IPC reported that about 26 percent of the population were food insecure.
WFP interventions	CP 200249 [2012 - 2017]	Activity type - General distribution - School feeding - FFA - Treatment of MAM - Prevention of MAM		
		Total requirements: 80,943,586 Total contributions received: 24,512,596 Funding: 30%		
		Total requirements Total contributions received Funding		
WFP interventions	PRRO 200681 [Protecting Livelihoods and Promoting Resilience, 2015 - 2017]	Activity type - General distribution - School feeding - FFA - Treatment of MAM - Prevention of MAM		
		Total requirements: 64,781,676 Total contributions received: 17,150,948 Funding: 26.5%		
	T-ICSP 2018			Activity type - Food assistance - School meals - Prevention and treatment of chronic and acute malnutrition - Micronutrient deficiencies - FFA - Smallholder farmers - Smart Climate - Capacity strengthening

				Total requirements: 19,958,991 Total contributions received: 10,120,086 Funding: 50.7%
Outputs at country office level	Food distributed (MT) 	1,757	246	1,138
	Cash distributed (USD) 	2,440,124	2,228,960	4,752,971
	Actual beneficiaries (number) 	321,885	282,948	438,238

Source: SPR 2016 & 2017, ACR 2018, [Operations database | World Food Programme \(wfp.org\)](#), data compiled on [5/11/2021]

Annex 7: Line of sight

Figure 6: Senegal CSP 2019-2023, revised line of sight as per BR #2

SR 1 – Everyone has access to food (SDG Target 2.1)	SR 1 – Everyone has access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 5- Countries strengthened capacities (SDG Target 17.9)	SR 8- Enhance global partnership (SDG Target 17.16)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
OUTCOME 5: Crisis-affected households and communities in targeted areas can meet their basic food and nutrition needs both during and in the aftermath of crises	OUTCOME 1: Food insecure populations in targeted areas have access to adequate food	OUTCOME 2: Vulnerable populations including children, pregnant/lactating women, girls other nutritionally vulnerable individuals and, in targeted departments, have improved nutritional status all year round	OUTCOME 3: Food-insecure populations and communities exposed to climatic shocks and other risks, in targeted areas have resilient livelihoods, and sustainable food systems all year-round	OUTCOME 4 National and local institutions have strengthened capacities to manage food and nutrition security, social protection, and resilience building programmes by 2023	OUTCOME 6 Humanitarian and development partners have access to common services throughout the year
<p>OUTPUTS:</p> <p>7.1. Crisis-affected beneficiaries (Tier 1) in targeted vulnerable regions receive nutritious food or cash transfers in order to meet their basic food and nutrition requirements [A1] [SDG 1] [SDG 10] [SDG 3]</p> <p>8.1 Targeted children aged 6-23 months and PLW/Gs (Tier 1) in crisis affected households receive adequate and timely specialized nutritious food in order to prevent acute malnutrition [A2], [B2], [SDG 4] [SDG 5.] [SDG 3]</p>	<p>OUTPUTS:</p> <p>1.1. Targeted beneficiaries (Tier 1) receive timely and adequate food/CBT in order to meet their food and nutrition requirements [A1] [SDG 1] [SDG 10] [SDG 3]</p> <p>2.1 Children attending pre- and primary school (Tier 1) receive timely and adequate school meals, in order to meet their food requirements and support school enrolment and attendance (SDG 4) [A2], [B2], [SR 2] [SDG 4] [SDG 5.] [SDG 3].</p> <p>2.2 Food insecure people (Tier 3) benefit from enhanced local government and communities capacity to implement home-grown school feeding and nutrition programmes [C]</p>	<p>OUTPUTS:</p> <p>3.1 Targeted children aged 6-59 months and PLW/Gs (Tier 1) receive adequate and timely specialized nutritious food in order to treat moderate acute malnutrition (MAM) [B] [SDG 2]</p> <p>3.2 Targeted children aged 6-23 months and PLW/Gs (Tier 1) receive adequate and timely specialized nutritious food in order to prevent moderate acute malnutrition (MAM) and stunting [B] [SDG 2]</p> <p>3.3 Targeted beneficiaries including mothers of children 6-59 months, adolescent girls, PLW/Gs and other nutritionally-vulnerable individuals such as PLW/Gs living with HIV (Tier 2) receive nutrition education and social and behaviour change communication (SBCC) in order to improve nutrition-related practices and prevent malnutrition [E], [SDG 3]</p> <p>4.1 Vulnerable groups (Tier 3) benefit from enhanced local capacity for the production of safe, quality and nutritious local and fortified food products to prevent micronutrient deficiencies [C], [SDG 5]</p> <p>9.1 Children attending pre- and primary school (Tier 1) receive timely and adequate school meals in order to meet their basic food and nutrition requirements during the school year and promote school enrolment and attendance [A], [B], [N], [SDG 4] [SDG 5.] [SDG 3]</p> <p>9.2 Food insecure people (Tier 3) benefit from enhanced local government and communities capacity to implement home-grown school feeding and nutrition programmes [C]</p>	<p>OUTPUTS:</p> <p>5.1 Targeted beneficiaries (Tier 1) receive timely food assistance for asset creation in order to meet their short-term food and nutrition needs while improving their resilience [A2] [SDG 5];</p> <p>5.2 Targeted populations (Tier 2) benefit from assets built or improved and other livelihood support interventions in order to enhance their productivity and resilience to recurrent climate shocks [D], [SDG 5];</p> <p>5.3 Targeted smallholders and their households (Tier 2) benefit from climate adaptation measures, including agricultural insurance, climate services and village cereal banks (VCB) in order to increase their adaptation to climate change [G], [SDG 5] [SDG 13]</p> <p>5.4 Targeted smallholders (Tier 2) benefit from value chain support to access market opportunities through linkage to the private sector and institutional feeding programmes [F], [SDG 5]</p>	<p>OUTPUTS:</p> <p>6.1 Food-insecure vulnerable individuals and communities (Tier 3) benefit from effective emergency preparedness and response, climate adaptation and shock-responsive national programmes and social protection delivery systems in order to receive timely assistance from the government, WFP and partners [C]</p> <p>6.2 Food-insecure populations (Tier 3) benefit from enhanced Government supply chain management capacity in order to receive adequate and timely assistance from the government, WFP and partners [C]</p> <p>6.3 Food insecure populations (Tier 3) benefit from effective policies and civil society engagement for food security and resilience, nutrition and social protection in order to ensure consistent assistance from the government, WFP and partners. [I]</p>	<p>OUTPUTS:</p> <p>9.1 Crisis-affected populations (tier 2) targeted by humanitarian and development partners benefit from WFP Supply Chain services according to identified needs (cat. H), receiving timely and effective assistance</p>
<p>ACTIVITY 7: Provide general food distributions, nutritious food and/or cash transfers to crisis-affected beneficiaries [Activity category 1/Modalities: Food, & CBT]</p>	<p>ACTIVITY 1: Provide seasonal food/CBT assistance and complement Government's social transfers to food insecure Senegalese populations [Activity category 1/Modalities: Food, CBT & CS]</p>	<p>ACTIVITY 3: Support beneficiaries through the provision of specialized nutritious food and integrated programmes (including SBCC) to prevent and treat acute and chronic malnutrition [Activity category 6/Modalities: Food, CBT & CS]</p>	<p>ACTIVITY 5: Provide livelihood and climate adaptation support to targeted groups, including through an integrated risk management approach and linkages to market opportunities [Activity category 3/Modalities: Food, CBT & CS]</p>	<p>ACTIVITY 6: Build and enhance capacity of central and local government in food and nutrition security analysis, emergency preparedness and response, supply chain management, and gender transformative safety-net programme design and management. [Activity category 9/Modalities: CS]</p>	<p>ACTIVITY 10: Provide supply chain services to humanitarian and development partners [Activity category 10/Modalities: SD]</p>

Annex 8: Key information on beneficiaries and transfers

Table 14: Key information on WFP Senegal beneficiaries

Strategic Outcome (SO)	Activity	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as a % of planned beneficiaries		2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
SO1	Act. 1	59,400	72,600	47,789	58,409	80%	80%	36,750	38,251	16,799	17,480	46%	46%	24,500	25,500	24,010	24,991	98%	98%
	Act. 2	58,310	60,690	78,253	78,253	134%	129%	98,000	102,000	52,011	54,754	53%	54%	78,400	81,600	69,301	74,483	88%	91%
SO2	Act. 3	20,640	64,860	14,995	44,441	73%	69%	52,000	88,000	4,212	9,850	8%	11%	52,000	88,000	3,673	3,657	7%	4%
	Act. 9							-	-	-	-	-	-	78,400	81,600	101,570	118,875	130%	146%
SO3	Act. 5	64,658	79,026	74,467	91,016	115%	115%	69,825	72,675	46,760	48,668	67%	67%	88,200	91,800	96,467	100,403	109%	109%
	Act. 6	7,350	7,650	4,530	4,715	62%	62%												
SO5	Act. 7							-	-	-	-	-	-	213,962	222,694	26,348	27,423	12%	12%
	Act. 8							-	-	-	-	-	-	35,100	39,900	0	0	0%	0%
Total with overlap		210,358	284,826	220,034	276,834	105%	97%	256,575	300,926	119,782	130,752	46.68%	43.45%	570,562	631,094	321,369	349,832	56%	55%

Source: COMET report CM-R020, data extracted on [3/11/2021]

Strategic Outcome (SO)	Activity	2021 Planned beneficiaries		2021 Actual beneficiaries		2021 Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F
SO1	Act. 1	-	-	-	-	-	-
	Act. 2	-	-	-	-	-	-
SO2	Act. 3	36300	55,700	35,238	38,212	97%	69%
	Act. 9	62720	65,280	248,987	278,226	397%	426%
SO3	Act. 5	117,600	122,400	86,451	89,994	74%	74%
SO5	Act. 7	97,141	101,106	87,901	91,486	90%	90%
	Act. 8	31,590	36,910	3,606	47,901	11%	130%
Total with overlap		345,351	381,396	462,183	545,819	134%	143%

Source: planned figures - COMET report CM-R020; actual figures - COMET report CM-A003. data extracted on [12/1/2022]

Table 15: Actual beneficiaries by transfer modality in Senegal [2018 - 2021], by strategic outcome

Strategic objective	Activity	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food in 2018 (%)	Total number of beneficiaries receiving CBT in 2018	Actual versus planned beneficiaries receiving CBT in 2018 (%)	Total number of beneficiaries receiving food in 2019	Actual vs planned beneficiaries receiving food in 2019 (%)	Total number of beneficiaries receiving CBT in 2019	Actual versus planned beneficiaries receiving CBT in 2019 (%)	Total number of beneficiaries receiving food in 2020	Actual vs planned beneficiaries receiving food in 2020 (%)	Total number of beneficiaries receiving CBT in 2020	Actual versus planned beneficiaries receiving CBT in 2020 (%)
SO1	Act. 1	-	-	106,198	80%	-	-	34,279	46%	-	-	49,001	98%
	Act. 2	110,686	96%	156,506	132%	57,227	29%	106,765	53%	55,175	187%	143,784	90%
SO2	Act. 3	59,436	70%	-	-	14,062	10%	-	-	7,330	0%	-	-
	Act. 9					-	-	-	-	-	-	220,445	138%
SO3	Act. 5	-	0%	165,483	120%	-	-	95,428	67%	-	-	196,870	109%
	Act. 6	-	-	9,245	62%								
SO5	Act. 7					-	-	-	-	-	0%	53,771	12%
	Act. 8					-	-	-	-	-	0%	-	0%
Total with overlaps		170,122	70%	437,432	108%	71,289	21%	236,472	57%	62,505	9%	663,871	67%

Source: COMET report CM-R020, data extracted on [3/11/2021]

Strategic objective	Activity	Total number of beneficiaries receiving food in 2021	Actual vs planned beneficiaries receiving food in 2021 (%)	Total number of beneficiaries receiving CBT in 2021	Actual versus planned beneficiaries receiving CBT in 2021 (%)
SO1	Act. 1	-	-	-	-
	Act. 2	-	-	-	-
SO2	Act. 3	73,450	125%	-	-
	Act. 9	-	-	527,213	24%
SO3	Act. 5	-	-	176,445	136%
SO5	Act. 7	-	-	179,387	56%
	Act. 8	51,507	114%	-	-
Total with overlaps		124,957		883,045	

Source: planned figures - COMET report CM-R020; actual figures - COMET report CM-A003. data extracted on [12/1/2022]

Annex 9: Communication and Knowledge Management plan

Table 16: Communication and Knowledge Management Plan							
Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> Evaluation team 	<ul style="list-style-type: none"> Email 	EM/ CM		Jan 2022	Mar 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo; WFP.org 	EM		Mar 2022	Apr 2022
Inception	Inception report	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email WFPgo 	EM		June 2022	June 2022
Reporting	Exit debrief	<ul style="list-style-type: none"> CO staff & stakeholders 	<ul style="list-style-type: none"> PPT, meeting support 	EM/ET		Jul 2022	Jul 2022
Reporting	Stakeholder workshop in Dakar	<ul style="list-style-type: none"> WFP technical staff/programmers/practitioners WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM	Nov/Dec 2022	Nov/Dec 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Executive Board website (for SERs and MRs) 	EM/EB	CM	From Apr 2023	From Apr 2023

		<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 					
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	From Apr 2023	From Apr 2023
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	From Apr 2023	From Apr 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	From Apr 2023	From Apr 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From Apr 2023	From Apr 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From Apr 2023	From Apr 2023
Dissemination	Report communication	<ul style="list-style-type: none"> • Evaluation management group (EMG) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	From Apr 2023	From Apr 2023

Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	From Apr 2023	From Apr 2023
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM		From Apr 2023	From Apr 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	From Apr 2023	From Apr 2023

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Senegal?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved Country Strategic Plan document

<https://www.wfp.org/operations/sn02-senegal-country-strategic-plan-2019-2023>

Annex 12: Terms of Reference for the CSP Evaluation's Internal Reference Group

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level³⁸ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Table 18: Proposed membership of the IRG for the Senegal CSPE		
Country office	Regional bureau (Dakar)	Headquarters
<ul style="list-style-type: none"> • Fatiha TERKI, Country Director • Olivier FLAMENT, Deputy Country Director and CSPE focal point 	<ul style="list-style-type: none"> • Thomas CONAN, Senior Regional Programme Advisor • Isabelle MBALLA, Regional Supply Chain Officer • Ollo SIB, Regional Head of VAM • Alexandre LECUZIAT, Regional Emergency Preparedness & Response Unit Officer • Ramatoulaye DIEYE, Regional Gender Adviser • Katrien GHOOS, Senior Regional Nutrition Adviser • Karen OLOGOUDOU, Regional Programme Officer (School Feeding) • Jennifer JACOBY, Regional Partnership Officer • Natasha FROSINA, Regional Programme Officer (CBT) • Ana OCAMPO, Regional Programme Officer (Social Protection) • Adamounteni ISSAKA, Regional Programme Officer (Resilience and Livelihoods) • Rivandra ROYONO, Regional Programme Officer (Capacity Strengthening) <p><i>Kept in copy: Deputy Regional Directors and Regional Evaluation Officer</i></p>	<ul style="list-style-type: none"> • Maria LUKYANOVA Chief, Country Capacity Strengthening Unit, PROT • Katri KANGAS, Programme Adviser, Country Capacity Strengthening Unit, PROT <p><i>A broader group of senior stakeholders will be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</i></p>

³⁸ An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the stakeholders' workshop to discuss the evaluation findings and recommendations and the way-forward.

Annex 13: Bibliography

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Annex 14: Acronyms

AAP	Accountability to Affected Persons
ACTED	Agency for Technical Cooperation and Development
ALNAP	The Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CBT	Cash-Based Transfers
CILSS	The Permanent Interstate Committee for Drought Control in the Sahel
CNAAS	Compagnie nationale d'assurance agricole du Sénégal
CNSA	Conseil national de sécurité alimentaire
CO	WFP Country Office
CP	Country Programme
CPB	Country Portfolio Budget
CPP	WFP Corporate Planning and Performance Division
DDoE	Deputy Director of Evaluation
DGPSN	Délégation à la protection sociale et à la solidarité nationale
DE	Decentralized Evaluations
DoE	Director of Evaluation
EB	WFP Executive Board
ECOWAS	Economic Community of West African States
EM	Evaluation Manager
ER	Evaluation Report
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
FFA	Food For Assets
HQ	WFP Headquarters

IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
LTA	Long Term Agreement
M&E	Monitoring and Evaluation
MAM	Moderate Acute Malnutrition
NGO	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
PHQA	Post Hoc Quality Assessment
PRRO	Protracted Relief and Recovery Operation
PSE	Plan Senegal Emergent
QA2	Second-level Quality Assurance
RBD	Regional Bureau for Western Africa
REO	Regional Evaluation Officer
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SO	Strategic Outcome
SOWC	The State of the World's Children Report
T-ICSP	Transitional Interim Country Strategic Plan
TL	Evaluation Team Leader
ToC	Theory of Change
UN	United Nations
UN Women	The United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization

UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USD	United States Dollar
VAM	Vulnerability Assessment and Mapping
WHO	World Health Organization

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