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Evaluation of Benin

WFP Country Strategic Plan

2019-2023

Terms of reference – final – 11 January 22

January 2021

Table of Contents

Table of Contents	2
1. Background	1
1.1. Introduction	1
1.2. Context	1
2. Reasons for the evaluation	7
2.1. Rationale.....	7
2.2. Objectives	7
2.3. Stakeholder Analysis	7
3. Subject of the evaluation	8
3.1. Subject of the Evaluation	8
3.2. Scope of the Evaluation	14
4. Evaluation approach, methodology and ethical considerations	14
4.1. Evaluation Questions and Criteria	14
4.2. Evaluation Approach and Methodology	16
4.3. Evaluability assessment	17
4.4. Ethical Considerations.....	18
4.5. Quality Assurance	19
5. Organization of the evaluation	19
5.1. Phases and Deliverables	19
5.2. Evaluation Team Composition	20
5.3. Roles and Responsibilities	21
5.4. Security Considerations	21
5.5. Communication	21
5.6. Budget.....	22
Annexes	23
Annex 1: Benin, Map with WFP Offices in 2020	23
Annex 2: Benin Fact Sheet	0
Annex 3: Detailed Evaluation Timeline	0
Annex 4: Preliminary Stakeholder analysis	3
Annex 5: Evaluability assessment	6
Annex 6: WFP Benin presence in years pre-CSP	8
Annex 7: Line of sight	11
Annex 8: Key information on beneficiaries and transfers	13
Annex 9: Communication and Knowledge Management plan	18
Annex 10: Template for evaluation matrix	20
Annex 11: Approved Country Strategic Plan document	23

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation’s Internal Reference Group (IRG)24	
Annex 13: IRG composition.....	28
Annex 14: Acronyms and Abbreviations	29
Annex 15: Bibliography	31

1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) 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, guide the evaluation team and 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 evaluation scope; Section 4 identifies the evaluation approach and methodology; 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. The Republic of Benin is situated on the Gulf of Guinea in West Africa and borders with Togo, Burkina Faso, Niger and Nigeria. With a surface area of 114,763 km² and a coastline of 125 km, the country is divided into 12 departments. About 60 percent of the country is arable.¹ Benin has experienced political stability over the past decades.
5. In 2019, Benin had a total population of 11.9 million people² with over 50 percent below 18 years old³ and rapid urbanization with 44 percent living in urban areas⁴. Life expectancy at birth stands at 60.2 and 63.3 years, respectively for men and women, with a fertility rate of 5.7 children per women and an annual population growth rate of 2.7 per cent.⁵ Most of the population is located in the south with the highest concentration along the Atlantic coast while the north is sparsely populated.
6. Benin's geographic position makes it an important trading hub for the landlocked countries it borders. The economy is heavily reliant on the informal re-export and transit trade with Nigeria (estimated at approximately 20 percent of GDP), and on agriculture, especially cotton, which is the country's leading export product.⁶ Despite steady, robust economic growth over the past two decades – Benin entered the lower middle-income category in 2020 - poverty remains widespread owing to limited growth in per capita terms (only 1.5 percent on average during the period 2008–2018). The national headcount poverty rate was estimated at 40.1 percent in 2015 as against 49.5 percent in 2008 (based on the international poverty threshold set at USD 1.90 per person per day in purchasing power parity (PPP) terms).⁷

¹ Examen stratégique national "faim zéro" au Bénin à l'horizon 2030

² INSAE visited 18.10.2021

³ [World Bank Development Indicators](#), visited on 18.10.2021

⁴ INSAE visited 18.10.2021

⁵ INSAE. UNFPA. World Population Dashboard, visited on 25.09.2021. Total fertility rate per women aged 15-49 in 2011 was 4.6, UNFPA. 2011. State of World Population 2011

⁶ Worldbank, [Benin Country overview](#)

⁷ World Bank Development Indicators, visited on 18.10.2021

7. In 2020, 68.2 percent of the working age population was employed, with 56.6 percent of women participating in the labour force in 2018 and the highest share of employment in the service sector, the biggest sector of the Beninese economy, followed by the agricultural sector.⁸
8. In 2019 Benin had a HDI of 0.545, ranking 158 out of 189 countries, which has continuously improved since 1990, due to improvements made in health, education and living standard, but so far remains in the low human development category.⁹
9. According to the 2020 UNDP Human Development Report, 40.9 percent of the total population lives in **severe multidimensional poverty**, while 14.7 percent is vulnerable to multidimensional poverty. Poverty is higher in rural than in urban areas and women headed households are more likely to be affected than those headed by men.¹⁰ Benin has a Gini coefficient of 47.8¹¹, indicating significant income differences.
10. Benin has been affected by the **Covid-19 pandemic**. As of 18 October 2021, there have been 24,560 confirmed cases of COVID-19 with 161 deaths reported to WHO.¹² As of 12 October 2021, a total of 252,698 vaccine doses had been administered.
11. The overall economic impact of the pandemic in Benin has so far been limited¹³, however, the World Bank expects a negative effect of the global economic slowdown affecting the country through external transmission channels, particularly the slowdown of the Nigerian economy and drop in raw material prices, especially cotton.

National policies and the SDGs

12. Benin's development agenda is anchored on the Government Action Programmes (*Programmes d'Actions du Gouvernement "Benin révélé" PAG 2016-2021*), which are reflected in the National Development Plan (*Plan National de Développement PND 2018-2025*) and the Growth for Sustainable Development Programme (*Programme de Croissance pour le Développement Durable PC2D 2018-2021*).
13. Relevant policies and strategies to achieve food security and nutrition objectives include:
 - Strategic Plan for the development of the agriculture sector 2025 (*Plan Stratégique de développement du secteur agricole (PSDSA) 2025*)
 - National plan for investment in agriculture, food and nutrition security 2017-2021 (*Plan national d'investissements agricoles et de sécurité alimentaire et nutritionnelle, PNIASAN 2017-2021*)
 - Health sector nutrition policy for 2016-2025 (*Politique du secteur de la santé pour la nutrition*)
 - National school feeding policy 2014-2025 (*Politique Nationale d'Alimentation Scolaire*)
 - National integrated school meals programme (*Programme national d'alimentation scolaire intégré 2017-2021*)
 - National gender promotion policy 2009-2025 (*Politique nationale promotion genre, PNPG*)
14. Benin undertook **two Voluntary National Reviews (VNR)** in 2017 and 2020. According to the most recent review, progress has been limited while performance has been best under SDG 2 – Zero Hunger and SDG 3 – Health, followed by SDG 13 – Climate action, SDG 7 – Affordable and clean energy, and SDG 16 on Peace, justice and strong institutions.

⁸ *Ibid.*

⁹ UNDP. 2020. The Next Frontier: Human Development and the Anthropocene

¹⁰ Enquête Modulaire Intégrée sur les Conditions de Vie des ménages, édition 2015

¹¹ UNDP. 2020. Human Development Report 2020 and UNDP. 2015. Human Development Report 2015

¹² WHO. COVID-19 Dashboard, visited on 30 August 2021

¹³ INSAE 2021. Croissance économique en 2020 : la crise de la COVID-19 révélatrice de la résilience du Benin

Food and nutrition security

15. In the 2021 Global Hunger Index, Benin ranks 82nd out of the 116 countries with a score of 22.2, falling into the category “serious hunger condition”.¹⁴
16. Between June and August 2021, the food security situation of an estimated 1.4 million people in Benin was classified as stressed (IPC Phase 2) with 282,000 facing crisis levels (IPC Phase 3).¹⁵ Food insecurity rises during the lean season between April and June. According to the latest comprehensive food security and vulnerability analysis in 2017¹⁶, the regions most affected by food insecurity show both higher poverty levels and lower human development. In 2017, households spent on average 46 percent of their overall budget on food, underscoring their vulnerability to food insecurity.
17. The **prevalence of undernourishment** decreased from 12 percent in 2004–2006, to 7.9 percent in 2018-2020 but stunting rates remained high; 33.8 percent of children under five were stunted in 2012, and this fell slightly to 31.3 percent in 2020.¹⁷ Stunting rates are higher in rural (35 percent) than in urban areas (28 percent) and also vary widely between departments ranging from 19 percent in Littoral to 38 percent in Couffo.¹⁸
18. Seventy-two percent of children 6–59 months of age and 58 percent women of reproductive age are anaemic. Only 46 percent of women breastfeed within an hour of birth, however, and fewer than 43 percent of children under 6 months of age are exclusively breastfed.¹⁹

Agriculture

19. Agriculture is the second biggest sector accounting for 27 percent of GDP in 2020 and engaging more than 38 percent of the employed population.²⁰ The rural economy has been dominated by low-productivity agriculture where steady output growth has been accompanied by a deforestation rate of over twice that of the average Sub-Saharan region.
20. Agriculture in Benin is still highly dependent on rainfall and is dominated by cotton production with productivity increases remaining modest over time with heavy reliance on cereal imports. Past agricultural performance has not been enough to induce significant poverty reduction and production remains extensive and family based.²¹ At the national level, 50 percent of households cultivate fewer than two hectares and only 20 percent of women in farming households own land.²²

Climate change and vulnerability

21. Compounding political, geographic, and social factors, make Benin highly vulnerable to **climate change impacts**, ranking 159 out of 181 countries in the 2019 ND-GAIN Index.²³ Climate change is expected to exacerbate existing development challenges, especially in the agricultural and health sectors.²⁴ Since 2009, the country has faced annual droughts and floods affecting thousands of people in the regions of

¹⁴ [Global Hunger Index Benin 2021](#)

¹⁵ CILSS. 2020. Cadre Harmonisé d'identification des zones à risque et des populations en insécurité alimentaire et nutritionnelle, [Résultats de l'analyse de l'insécurité alimentaire aiguë en situation courante d'octobre-décembre 2020 et projetée de juin-août 2021](#)

¹⁶ A new round of analysis is currently under way and results are expected by December 2021.

¹⁷ FAO. 2021. State of Food Security and Nutrition in the World

¹⁸ Benin Enquête Démographique de Santé 2017-18 Rapport de synthèse

¹⁹ *Ibid.*

²⁰ [World Bank Development Indicators](#), visited on 18.10.2021

²¹ World Bank 2019. Benin tackles agriculture challenges with tangible results for beneficiaries

²² 2017 comprehensive food security and vulnerability analysis

²³ *Ibid.* The ND-GAIN Index ranks 181 countries using a score which calculates a country's vulnerability to climate change and other global challenges as well as their readiness to improve resilience. [Notre Dame Global Adaptation Initiative](#).

²⁴ World Bank, [Climate Change Knowledge Portal - Benin](#), visited on 26.10.2021

Karimama, Malanville in the north of the country and in the southern Oueme, Mono and Couffo regions.²⁵

22. Widespread environmental degradation continues steadily, in part due to rapid population growth and unsustainable use of natural resources.

Education

23. In the last 10 years Benin invested more than 3.5 percent of the GDP in education. Despite improvements, literacy rates remain low reaching 42.4 percent in 2018, and even lower for the female population (31.1 percent).²⁶
24. The primary education Net Enrolment Rate (NER) is high and reached 97.2 percent in 2018, while the secondary education NER reached 46.58 percent in 2015.²⁷ Enrolment rates between boys and girls show disparities with girls' NER five percentage points below that of boys for primary education and six percentage points for secondary education in 2020. Enrolment in tertiary education was 50 percent lower for women (7.9 percent) than for men (17 percent) in 2018.²⁸ Notwithstanding high enrolment rates, retention rates are low and academic achievement remains limited. Children living in urban areas have a higher likelihood to be attending school than in rural areas and attendance rates vary greatly between departments with higher levels in the coastal departments.²⁹
25. As a government measure to control the spread of COVID-19 schools remained closed only for a limited time period, between 30 March and 11 May 2020, to limit drop out.³⁰

Gender

26. Benin ranked 148 out of 162 countries in the 2019 **gender inequality index**,³¹ with female participation in the labour market at 72.1 percent compared to 77.3 for men. In Benin, 7.2 percent of parliamentary seats and 18.2 percent of ministerial positions are held by women.³² For every 100,000 live births, 397 women die from pregnancy related causes; and the adolescent birth rate is 86.1 births per 1,000 women of ages 15-19. Thirty-seven percent of women marry before the age of 18.
27. Benin has committed to gender equality and women's empowerment. In 2009 the Government adopted a national gender promotion policy that aims to achieve equality and equity between the sexes by 2025 with a view towards sustainable human development. In 2012, a law on the prevention and punishment of violence against women was enacted.³³
28. Notwithstanding, gender inequalities persist in access to basic social services, justice, resources and participation in decision making. Gender-based violence (GBV) remains persistent with 27 percent of women having experience physical and/or sexual intimate partner violence in their lifetime.³⁴ The Covid-19 pandemic exacerbated gender inequality as control measures led to an increase in GBV of all forms and school drop out for girls as well as limiting income earning opportunities for women.³⁵

²⁵ WFP Benin, Annual Country Report 2018

²⁶ [World Bank Development Indicators](#), visited on 27.10.2021

²⁷ *Ibid.*

²⁸ [UNESCO IUS](#), on visited 27.10.2021

²⁹ Bilan Pays Commun Benin 2021. Nations Unies Benin.

³⁰ *Ibid.*

³¹ UNDP Human Development Report 2020. Benin index is 0.612. The Gender Inequality Index reflect three dimensions: reproductive health, empowerment, and economic activity.

³² WB data.

³³ CSP

³⁴ INSAE and ICF. 2019. Enquête Démographique et de Santé au Bénin, 2017-2018. Cotonou, Bénin and Rockville, Maryland, USA: INSAE and ICF.

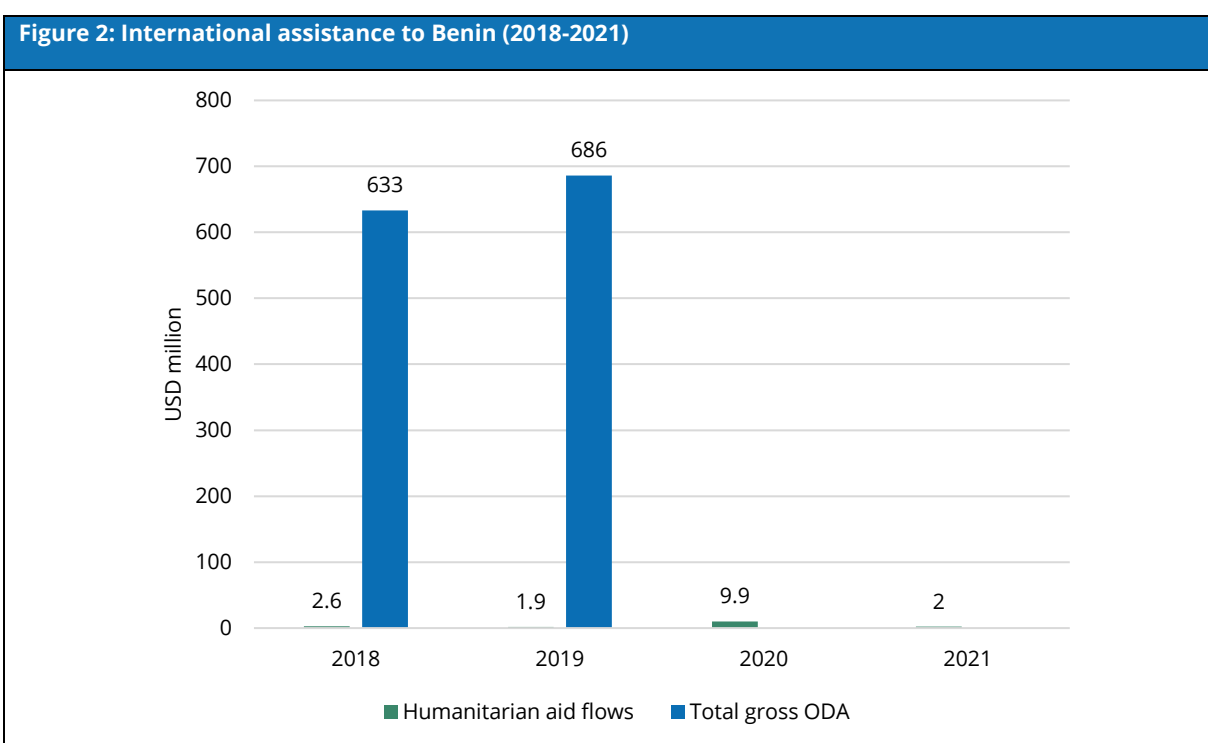
³⁵ Bilan Pays Commun Benin 2021. Nations Unies Benin.

Protection

29. Benin is a stable democracy, however, the security situation in neighbouring countries poses a constant security threat to Benin. Border areas far away from the central decision-making bodies and often with limited accessibility and access to public services would have limited capacity to deal with humanitarian needs of refugees should these arrive in large numbers.³⁶
30. Despite government and partner action taken in recent years child trafficking remains a major cause for concern in Benin. Benin is one of the countries in West Africa where child trafficking is most widespread fuelled by migration flows of adolescents and children from rural areas to urban centres in search of better living conditions.³⁷

International development assistance

31. During the period 2018-2019, Benin received a yearly average USD 660 million official development assistance (ODA) (figure 2). The top five ODA funding sources between 2018-2019 were the United States, World Bank, Global Fund, the European Union and Sweden (figure 3). ODA funds between 2018 and 2019 were mostly directed to other social infrastructure and services (25.3 percent), followed by health and population (17.3), economic infrastructure and services (16.7 percent), and production (11.9 percent). The education sector received 8.8 percent of the ODA funds (figure 4).



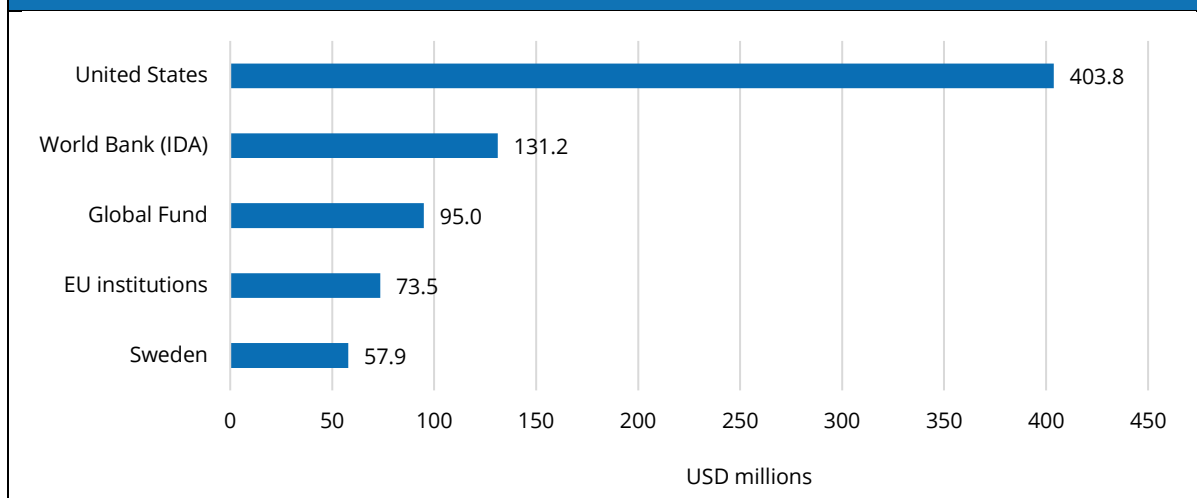
Source: OECD website, data extracted on 12//11/2021

32. Humanitarian funding to Benin was marginal and reached a peak of almost 10 million USD in 2020 (figure 2). In 2020, Benin launched an appeal for the Benin Intersectoral COVID Response Plan 2020 for 17.9 million USD, which was funded at 18.4 percent with 3.3 million USD.

³⁶ *Ibid.*

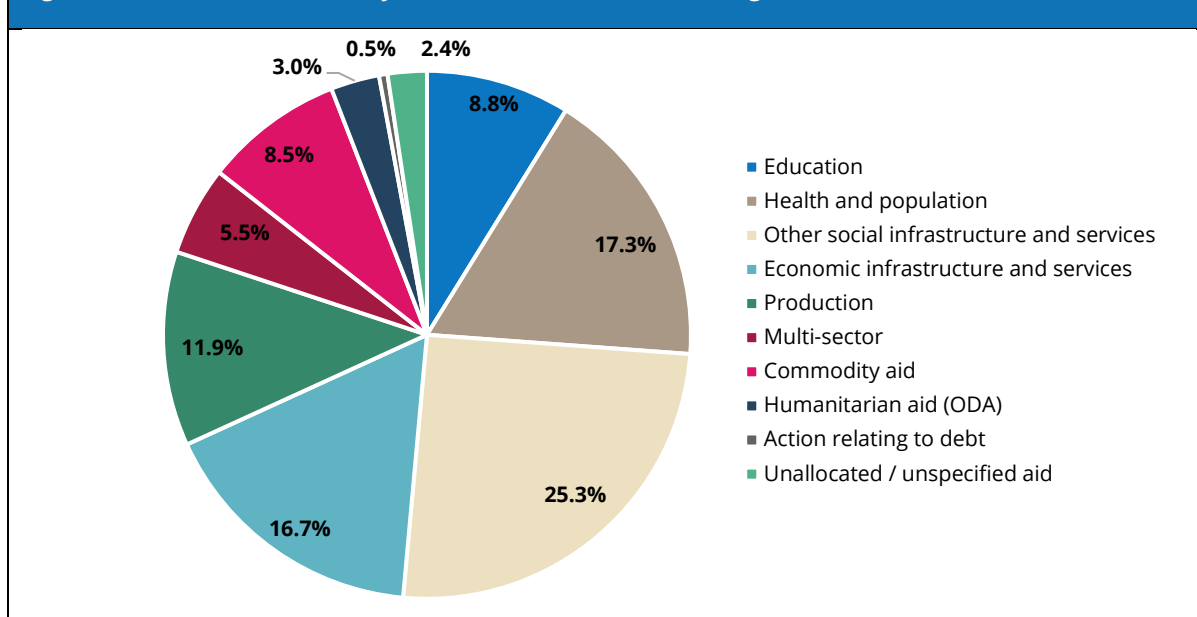
³⁷ *Ibid.*

Figure 3: Top five donors of gross official development assistance for Benin, 2018-2019 annual average, USD million



Source: OECD website, data extracted on 31//10/2021

Figure 4: Benin: Bilateral ODA by sector, 2018-2019 annual average



Source: OECD website, data extracted on 31//10/2021

United Nations Development Framework (UNSDCF)

33. The 2014-2018 UNDAF was aligned with national development priorities presented in the Poverty Reduction and Growth strategy and post-2015 agenda. Progress has been constrained by institutional weaknesses, low national engagement, as well as by funding shortfalls.³⁸
34. The UNSDCF 2019-2023 was informed by key lessons and recommendations from the 2014-2018 UNDAF MTR and subsequent final evaluation³⁹. A Common Country Assessment (CCA) was undertaken in 2021, which includes an assessment of the impact of COVID-19 on the progress towards achieving the SDGs in Benin. The 2019-2023 UNSDCF has three Strategic Priority Areas of *promotion of inclusive, strong and*

³⁸ 2014-2018 UNDAF mid-term evaluation report

³⁹ UNSDCF 2019-2023

sustainable economic growth, human capital strengthening, and democratic consolidation, rule of law and promotion of good governance, with WFP contributing to the first and second.

2. Reasons for the evaluation

2.1. RATIONALE

35. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on CSPs 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 wider body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its country strategy and portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new country strategic plan for Benin – scheduled for EB approval in November 2023.

2.2. OBJECTIVES

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

2.3. STAKEHOLDER ANALYSIS

37. 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. A matrix of stakeholders with their respective interests and roles in the CSPE is in Annex 4 and will be further refined by the evaluation team in the inception phase.
38. Internally, key evaluation stakeholders comprise the Benin country office, the Regional Bureau in Dakar, Headquarters divisions and WFP Executive Board. A selection of WFP staff – agreed upon with RBD – will be part of an **Internal Reference Group (IRG)** to share inputs on learning needs and intended uses of the evaluation results. Annex 12 presents the IRG’s Terms of Reference and Annex 13 its proposed composition.
39. Externally, WFP interacts with its target population groups; the Government of Benin; civil society institutions as relevant; international development actors; private sector entities. As feasible, OEV and the evaluation team will inform them of the evaluation and identify their interests during the inception phase; seek their views on WFP’s strategy and performance in Benin during the data collection phase; and communicate and discuss evaluation results during the reporting and dissemination phase.
40. The CSPE will seek to engage with WFP target population groups, household members, community leaders, county administrators etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups.
41. The **Government of Benin** is a key partner and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. A prominent partner of WFP in Benin is the Ministry for Pre-primary and Primary Education (*Ministère des Enseignements Maternel et Primaires – MEMP*) and the national directorate for school meals (*Direction de l’alimentation scolaire*) as well as the Ministry of Health and the Council of Food and Nutrition, and the National Agency for Civil Protection
42. WFP is a member of the **UN** Country Team and works closely with other UN and humanitarian and development actors. It collaborates with the Rome-based agencies, UNICEF, WHO, UNDP, UNFPA, and **Cooperating Partners**, primarily national and international NGOs, to facilitate the implementation of activities (see Annex 4 for a complete list).

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

43. Preceding the move to a country strategic planning framework with the introduction of the transitional Interim Country Strategic Plan (T-ICSP) in 2018 and the CSP in 2019 WFP operated under a Country Programme 2015-2018 with three strategic outcomes: i) Support primary education in food-insecure areas and enhance government capacities to develop and manage a sustainable national school feeding programme; ii) Reduce undernutrition and micronutrient deficiencies, particularly among young children and pregnant and lactating women in districts where rates exceed the threshold defined by the World Health Organization; and iii) Build and enhance the resilience of the most vulnerable communities to natural disasters in Karimama and Malanville districts.
44. The Country Programme was translated into a T-ICSP in 2018 keeping the strategic orientation (table 2). The T-ICSP originally covered the period January to December 2018 and was extended through a budget revision to last until June 2019.

Strategic Outcomes	Activities	Transfer modalities
SO1: School-aged children, have adequate access to safe, nutritious food all year round	Activity 1: Provide nutrition sensitive meals to school children	Food
	Activity 2: Provide capacity strengthening to relevant government institutions	Capacity strengthening
SO2: Children aged 6-59 months and pregnant and lactating women and girls in targeted areas, have improved nutrition status in line with national targets by 2021 (Root causes)	Activity 3: Provide nutritious food to malnourished children and pregnant and lactating women and girls	Food
	Activity 4: Provide supplementary feeding to children at risk of stunting	Food/Capacity strengthening
SO3: Smallholder and vulnerable communities in Benin have improved livelihoods and stronger resilience to recurrent shocks by 2018 (Root causes)	Activity 5: Provide asset creation and livelihood support to vulnerable communities	Food/CBT/Capacity Strengthening

45. The Benin CSP was approved in 2019 with the aim to support the Government in addressing food and nutrition security challenges through a focus on school meals, nutrition assistance and capacity strengthening, mainly through:
- a gradual scale-up of school meals by leveraging its own successful nutrition-sensitive, integrated approach linking social protection, education, health and agriculture and by placing greater focus on home-grown school feeding and gender inequalities
 - supporting the Government in working towards a national sustainable school meals programme until the Government assumes ownership of the programme, with WFP in an enabling advisory role
 - continued participation in several processes, including the UNDAF, the Scaling Up Nutrition movement, the Global Alliance for Resilience Initiative, the technical working group for education and the permanent secretariat of the national food and nutrition council (*Secrétariat permanent du conseil de l'alimentation et de la nutrition*)

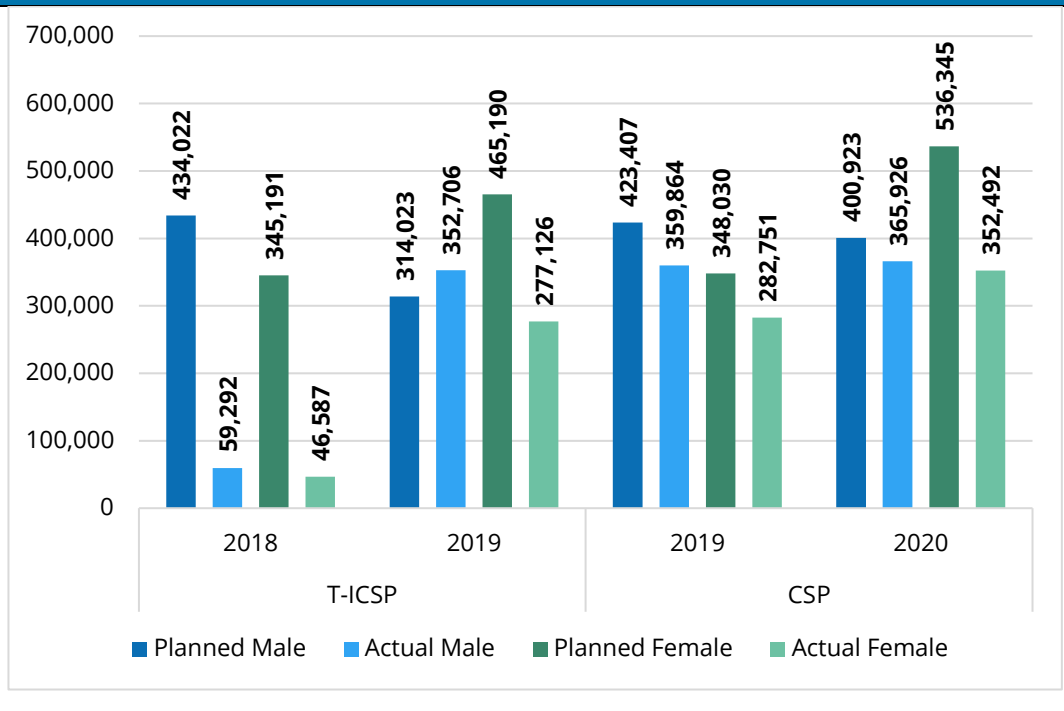
- continued use of the logistics system and capacities to support Sahelian countries in food transport through the port of Cotonou and other corridor activities while also managing Global Commodity Management Facility stocks
46. The formulation of the CSP was informed by an internal review of the Benin Country Programme 2015-2018, a 2017 assessment of national capacities for school feeding using the Systems Approach for Better Education Results (SABER-SF) and an internal review of 300 schools targeted by the national school feeding programme and did not foresee a major strategic shift from previous operations.
47. Table 3 provides an overview of CSP Strategic Outcomes (SOs), activities and transfer modalities as per the latest budget revision in September 2020.

Table 3: Benin CSP (2019-2023), Overview of Strategic Outcomes and Activities		
Strategic Outcomes	Activities	Transfer modalities
SO1: Vulnerable populations in Benin, including school-aged children, have adequate access to safe, nutritious food and basic social services throughout the school year (Root causes)	Activity 1: Provide integrated, inclusive and gender-transformative school meals programmes in targeted communities in a way that relies on and stimulates local production	Food
SO2: Vulnerable populations, including children under 5, adolescents and pregnant lactating women and girls in targeted areas, have improved nutrition status in line with national targets by 2023 (Root causes)	Activity 2: Provide nutritious food and safety net access to children and pregnant and lactating women and girls to treat malnutrition and prevent stunting and support Benin health services on nutrition education and gender-transformative behaviour change	Food
SO3: National and local institutions in Benin have increased capacity and improved inclusive systems to achieve Sustainable Development Goal 2, including for improved integrated school meals and food security, by 2023 (Root causes)	Activity 3: Provide technical assistance and policy support, including through South-South cooperation, to local and national institutions in the areas of gender-responsive school feeding, food security and emergency preparedness and response	Capacity Strengthening
SO4: Crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of shocks (Crisis response)	Activity 4: Provide food and nutrition assistance to crisis-affected populations and strengthen the capacity of national partners on emergency response and coordination	Food/CBT

Source: WFP CSP Benin and related budget revisions. Note (*) Strategic Outcome 4 and Activity 4 were added through budget revision 01.

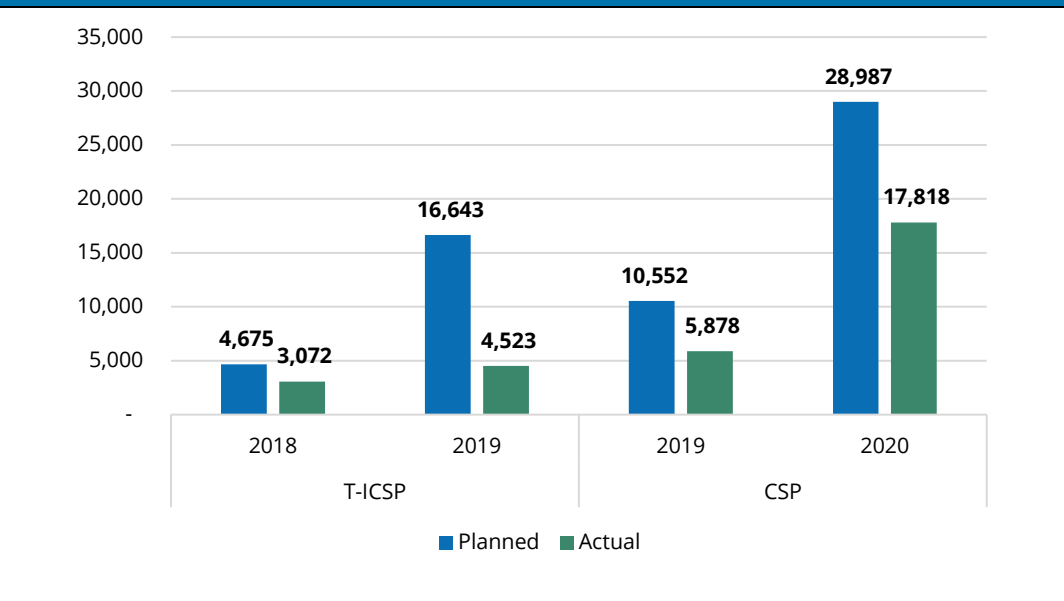
48. The CSP underwent **two budget revisions**, entailing changes to the CSP as follows:
- **Budget revision 01 (December 2019):** addition of a new strategic outcome 4 and corresponding activity 4, following serious flooding in the country and an appeal from the Government to provide support to flood-affected families in the five most affected communities. Budget increased by USD 8.2 million, reaching a total of USD 137.7 million and the number of planned beneficiaries increased by 40,000 to reach 1 million.
 - **Budget revision 02 (September 2020):** extended strategic outcome 4 from a narrow focus on flood response to other types of emergencies, including the COVID-19 pandemic. The number of planned beneficiaries increased by 25,000 and the budget increased by USD 1 million.
49. According to the Annual Country Reports for Benin, between 2018 and 2020 overall beneficiary number and food distributed have continued increasing, however, consistently falling below targets (see figures 5 and 6). While CBT transfers were included in the annual plans since 2018, no transfers had been made yet by 2020.

Figure 5: Benin Beneficiaries 2018-2020, actual versus planned



Source: COMET report CM-R001b, data extracted on 02/11/2021

Figure 6: Benin food transfers (mt) 2018-2020, actual versus planned



Source: COMET report CM-R014, data extracted on 07/12/2021

50. As shown in Annex 8, table 1, the number of beneficiaries reached under the T-ICSP fell consistently short of plans, except for reaching more boys than planned under activity 1 in 2019. Under activities 4 and 5 no beneficiaries were reached throughout the T-ICSP. Operations under the CSP continued to fall short in reaching beneficiary targets in 2019 and 2020, again with the exception of boys in schools, for which group targets were overachieved. No beneficiaries were reached under the nutrition activity 2 (Annex 8, table 2).

51. Table 4 provides a budget overview of the Benin T-ICSP (2018-2019). Over 88 percent of the Needs Based Plan (NBP) was intended to cover activities under SO1. In line with the emphasis of the NBP over 95 percent of the resources were received under SO1 covering 29.5 percent of the funding required. SO2 was funded at 10 percent of the NBP, while for SO3 no resources were received.

Table 4: Cumulative financial overview (USD) Benin T-ICSP (2018-2019) as at 31 January 2021									
	Strategic Outcome	Activity	NBP as per latest BR (2019-2023) USD	% on total	Allocated resources USD	% on total	% on NBP	Expenditure USD	% on total
Root Causes	SO1	Act.1	16,165,231	85.8%	4,684,535	90.7%	29.0%	4,585,062	92.7%
		Act.2	489,317	2.6%	230,517	4.5%	47.1%	230,517	4.7%
	Sub-total SO1		16,654,548	88.4%	4,915,052	95.2%	29.5%	4,815,579	97.4%
	SO2	Act. 3	644,662	3.4%	55,867	1.1%	8.7%	55,867	1.1%
		Act. 4	613,379	3.3%	73,430	1.4%	12.0%	73,430	1.5%
Sub-total SO2		1,258,041	6.7%	129,297	2.5%	10.3%	129,297	2.6%	
Resilience Building	SO3	Act. 5	920,397	4.9%	0	0%	0%	0	0%
	Sub-total SO3		920,397	4.9%	0	0%	0%	0	0%
	Non-SO Specific		0	0%	117,969	2.3%	NA	0	0%
Total operational costs			18,832,986	100%	5,162,318	100%	27.4%	4,944,876	100%
Total DSC			1,243,290	-	451,266	-	-	434,202	-
Total ISC			1,304,958	-	346,674	-	-	346,674	-
Grand total			21,381,234	-	5,960,258	-	-	5,725,752	-

Source: IRM analytics - ACR1 Standard Country Report, data extracted on 11/11/2021

52. The distribution of the budget for the CSP remained very similar to the T-ICSP with 87.7 percent of the NBP for activities under SO1 and limited shares for SO2 and SO3. An additional strategic outcome 4 added for crisis response in 2019 amounted to 7.5 percent of the CSP NBP (see table 5). In terms of funding received for the period 2019 to January 2021, 95.8 percent of the funding was received for SO1 and 3 percent for SO4 while SO2 and SO3 were only marginally resourced.

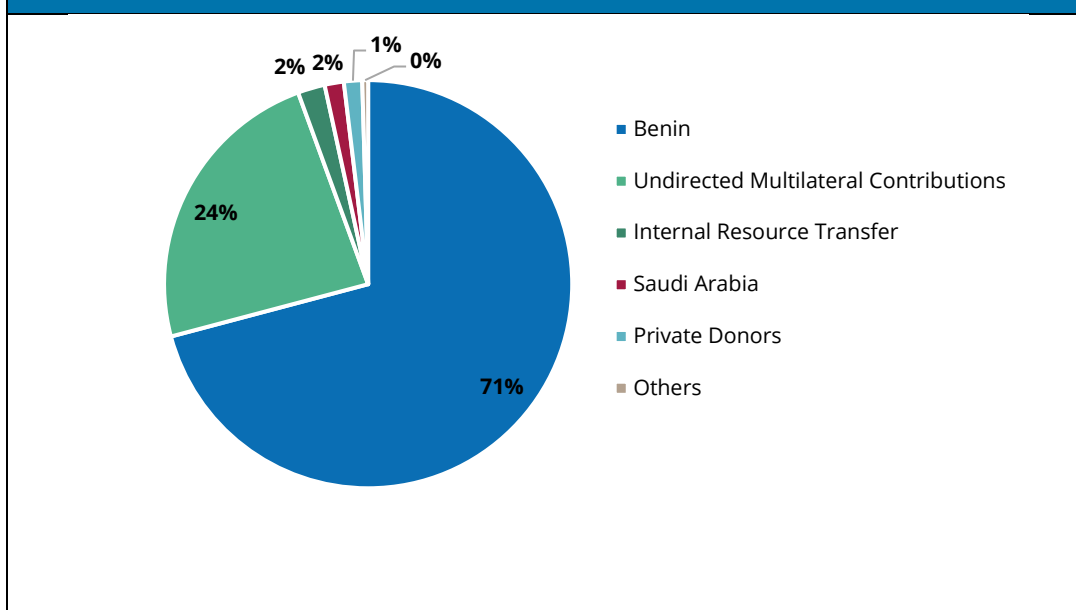
Table 5: Cumulative financial overview (USD) Benin CSP (2019-2023) as at 31 January 2021									
	Strategic Outcome	Activity	NBP as per latest BR (2019-2023) USD	% on total	Allocated resources USD	% on total	% on NBP	Expenditure USD	% on total
Root Causes	SO1	Act.1	61,548,486	87.8%	52,081,659	93.9%	84.6%	19,344,322	92.9%
		Non-Act Specific	0	0.0%	1,068,222	1.9%	NA	0	0%
	Sub-total SO1		61,548,486	87.8%	53,149,881	95.8%	86.4%	19,344,322	92.9%
	SO2	Act. 2	2,044,768	2.9%	15,091	~0.0%	0.7%	4,115	~0.0%
		Sub-total SO2		2,044,768	2.9%	15,091	~0.0%	0.7%	4,115
	SO3	Act. 3	1,245,795	1.8%	95,265	0.2%	7.6%	93,627	0.4%
Sub-total SO3			1,245,795	1.8%	95,265	0.2%	7.6%	93,627	0.4%
Crises Response	SO4	Act. 4	5,284,706	7.5%	1,660,385	3.0%	31.4%	1,377,002	6.6%
		Sub-total SO4		5,284,706	7.5%	1,660,385	3.0%	41.4%	1,377,002

	Non-SO Specific	0	0%	571,323	1.0%	NA	0	0%
	Total operational costs	70,123,755	100%	55,491,945	100%	79.1%	20,819,066	100%
	Total DSC	3,510,966	-	1,294,140	-	-	695,234	-
	Total ISC	4,786,257	-	2,302,226	-	-	2,302,226	-
	Grand total	78,420,978	-	59,088,311	-	-	23,816,526	-

Source: IRM analytics - ACR1 Standard Country Report, data extracted on 11/11/2021

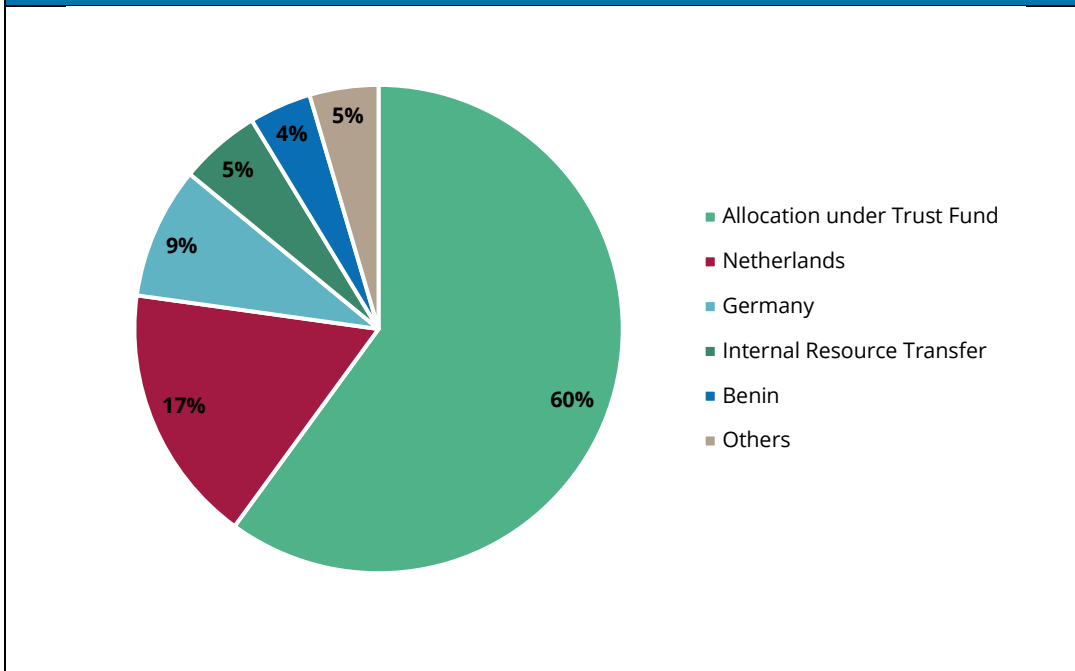
53. Main funding sources for the T-ICSP were the Government of Benin (71 percent), undirected multilateral contributions (24 percent), followed by an internal resource transfer from the preceding Country Programme and funds provided by Saudi Arabia. Overall, the T-ICSP was funded at 27.4 percent.

Figure 6: Benin T-ICSP (2018-2019): main donors and funding sources, July 2019



54. For the CSP as of October 2021 the main funding source remained the Government of Benin under a trust fund and direct allocation (64 percent), followed by the Netherlands (17 percent), Germany (9 percent) and internal resource transfer from the T-ICSP (5 percent). Overall, as of January 2021 the CSP had been funded at 79.1 percent.

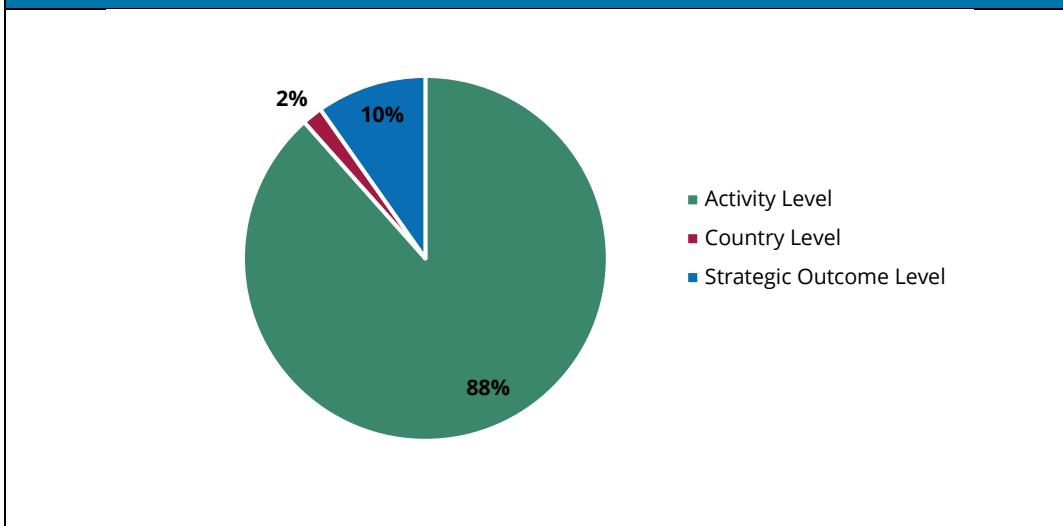
Figure 7: Benin CSP (2019-2023): main donors and funding sources, October 2021



Source: FACTory, Resource Situation, data extracted on 29/10/2021

55. All directed donor contributions to the T-ICSP were allocated at activity level while for the CSP the situation has not much improved with 10 percent of directed contributions allocated at SO level (which given the structure of the CSP with one activity per SO does not lead to more flexibility to move funds across activities) and only 2 percent at CSP level (see figure 8).

Figure 8: Benin CSP CPB (2019-2023): directed multilateral contributions by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats, data extracted on 07/11/2021

Note: Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

56. WFP has been present in Benin since 1964. The WFP country office is located in Cotonou, with one sub-office in Parakou and two field-offices in Natitingou and Bohicon (see Annex 1). As of November 2021,

WFP Benin had 78 employees, of which 30 percent were women. Ninety percent of the employees are national staff while the majority (63 percent) are hired under short-term contracts.⁴⁰

3.2. SCOPE OF THE EVALUATION

57. The evaluation will cover all of WFP's activities (including cross-cutting results) for the period 2018 to mid-2022⁴¹. This period includes the transition from the Benin Country Programme (2015-2018) to the Transitional Interim Country Strategic Plan (T-ICSP) (January 2018 - June 2019) and the CSP that started in July 2019 to examine issues relating to the development of the CSP, and what has informed its design, focus and shifts from the previous country programme and T-ICSP. The evaluation will look at how the CSP builds on, or departs from the previous activities, assess if a strategic shift has taken place and what were the consequences.
58. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the EB, as well as subsequent budget revisions. The evaluation will focus on assessing WFP contributions to CSP strategic outcomes, 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 partnership strategy, including WFP strategic positioning, particularly as it relates the national government and the international community.
59. The evaluation will also assess how relevant and effective WFP was in responding to the COVID-19 crisis in Benin. It will also consider how the budget revisions introducing the emergency response component and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

60. The evaluation will address four main evaluation questions (EQs) common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions and corresponding lines of enquiry as relevant to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

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?

⁴⁰ WFP <https://qa.dashboard.wfp.org/countries/BEN/overview>

⁴¹ The evaluation will cover the period until the end of data collection foreseen to end in June 2022.

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 CSPs strategic outcomes in Benin?	
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 CSP outputs and strategic outcomes in Benin?	
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 CSP?	
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?

61. 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 particular attention to assessing adherence to humanitarian principles (HPs), protection issues and Accountability to Affected Population (AAPs) of WFP's response.
62. During the inception phase, the evaluation team in consultation with OEV 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 be of **particular interest for the CO for learning purposes** and will inform specific lines of inquiry under the relevant EQs.
63. At ToR drafting stage, a few themes have emerged as potentially of particular interest for this CSPE. Some are included below to be considered and refined by the evaluation team:
 - To what extent the CO has been able to use the national school feeding programme as a platform for other activities (emergency preparedness and response, nutrition, health, smallholder agriculture) to wholistically promote local development or been able to identify other entry points, also in view of opportunities for collaboration presented by the COVID-19 response.

- To what extent has the CSP enabled the CO to strengthen the partnership with the Government of Benin?
- 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? (This is a compulsory theme across all 2021-2022 CSPEs).

4.2. EVALUATION APPROACH AND METHODOLOGY

64. The Agenda 2030 conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected 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 Agenda 2030 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.
65. The achievement of any SDG national target and of WFP strategic outcomes is understood as the result of the interactions among multiple variables. While the attribution of net outcomes to any specific organization may not be feasible, the attribution of results can be pursued at the output and activity levels, where WFP is expected to be in control of its own capacity to deliver.
66. To tackle those challenges, the CSPE will combine a mixed-methods with a theory-based approach.
- **Mixed method approach** to ensure data collection and analysis are informed by a feedback loop combining a deductive approach (drawing from predefined analytical categories) with an inductive approach allowing space for unforeseen issues or lines of inquiry overlooked at the outset; this can also lead to capturing unintended outcomes, negative or positive of WFP interventions.
 - **Theory-based approach** to assess WFP's contribution to strategic outcomes through reconstructing the Theory of Change (ToC) implicit in the CSP logical framework and narrative, showing the expected causal relationships between activities, outputs and strategic outcomes as well as risks and assumptions. The reconstructed ToC will be validated by the CO during inception. It will then be used to assess the effectiveness of WFP activities by (1) verifying the ToC internal logic (2) measuring the extent to which activities and outputs have been delivered and (3) assumptions have proven valid, and risks managed and mitigated, and (4) looking at trends in outcome indicators.
67. In line with this approach, data will be collected through different methods – and systematically triangulated – across primary and secondary sources to validate findings and avoid bias in the evaluative judgement. Data collection methods proposed for this CSPE include:
- Desk review of UNDSDCF and CCA; WFP strategies, plans, the report of the ongoing decentralized evaluation on the National School Feeding Programme, monitoring data, annual country reports, risk register, implementing partner reports, donor reports, evaluations, post distribution/activity monitoring reports, beneficiary feedback databases and other relevant documents; Government policies and strategies and reports; etc. Annex 15 contains an initial bibliography, which will be complemented by the ET with additional secondary documents and with documentation from the CO.
 - Semi-structured interviews with key informants, including with CO management and staff at sub- and field offices; WFP partners; government counterparts at national and county level; UN, NGOs; managers and staff from cooperating partners; etc.
 - Group interviews with affected populations. Focus group discussions will be organized with different groups of beneficiaries ensuring that diverse voices are being heard by organizing separate groups for men and women, different age groups and making particular efforts to include the perspectives of the most vulnerable and marginalized population groups.

- Direct observation: the evaluation team will visit both the sub- and field office, and all four activities⁴² covering all SOs in different sites. A detailed sampling strategy will be developed at inception stage.
 - Other appropriate data collection approaches may be proposed by the evaluation team based on the evaluability assessment and data needs identified during the inception phase. Evaluation firms are encouraged to propose possible innovative data collection and analysis methods in their proposal.
68. During the inception phase, the evaluation team will develop a detailed methodological design, in line with the approach proposed in this ToR and based on a thorough evaluability assessment.
69. COVID-related travel restrictions may imply two scenarios: (a) an evaluation with part-remote inception and data collection activities (no travel by international consultants); (b) an evaluation with fully deployed in-country data collection activities.⁴³
70. A key annex to the inception report will be an evaluation matrix detailing the relevant lines of inquiry and indicators for each EQ and sub-question, with corresponding data sources and collection techniques (see template in Annex 10). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest should be covered by specific lines of inquiry under the relevant sub-questions.
71. 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. Hence the importance at inception stage of conducting a comprehensive stakeholder mapping and analysis to inform sampling.
72. CSPEs should be carried out in a gender-responsive manner which requires assessing:
- 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 the CSP implementation.
73. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The evaluation team should apply the OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation is expected to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the design, 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.
74. The evaluation will give due attention to assessing protection issues, AAPs and environmental impacts in relation to WFP's activities, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible 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.*

75. Several issues could affect the conduct of the CSPE. Common evaluability challenges may relate to:

⁴² Visits of activity 2 and 3 will be subject to whether these are being implemented at the time of on-site data collection given the limited funding and scope.

⁴³ It is assumed that full data collection activities will be possible for the CSPE. Final decision will be taken in consultation with the CO in early 2022.

- COVID-19 travel and movement restrictions in the country and their implications for the coverage of field visits during the main mission;
 - The absence of a theory of change (ToC) underlying the Benin Country Strategic Plan. To address this the evaluation team would be expected to reconstruct a ToC in consultation with the country office as a basis for the evaluation work the during the inception phase.
 - The time frame covered by the evaluation. To be on time to feed into the next country strategic plan, the CSPE is conducted during the penultimate year of the current country strategic plan, which excludes coverage of WFP performance during the last year or so of the country strategic plan. This will have implications for the completeness of results reporting and attainment of expected outcomes.
 - Potential issues with the reliability of monitoring data and sufficient levels of representativity, in particular, for outcome and cross-cutting indicators.
 - Relatively vague definitions of the expected outcomes, or outputs.
 - Absence of CSP end targets and/or limited availability of monitoring data.
76. The latest version of the CSP logframe includes 20 outcome indicators, 37 output indicators and 9 cross-cutting indicators. Of these, 12 outcome indicators, 4 output indicators and 6 cross-cutting indicators have been included across all logframe versions of both the T-ICSP and CSP, providing opportunities to conduct trend analysis. From a preliminary analysis, gaps in indicator measurement are related to the lack of implementation of certain activities and hence do not pose a challenge for the evaluation. See detailed information in Annex 5.
77. The evaluation will be able to draw from findings of a 2019 cost-benefit analysis of the national school feeding programme and a decentralized joint final evaluation of the National Integrated School Feeding Programme 2017-2021 (*Programme National d'Alimentation Scolaire Intégré – PNASI*) scheduled between November 2021 and April 2022.
78. Data collection activities may be affected by COVID-19 related restrictions.
79. To inform the choice of evaluation methods, in inception, the evaluation team will conduct an in-depth evaluability assessment based on desk review of key programme, monitoring and reporting documents and on selected interviews with programme managers.

4.4. ETHICAL CONSIDERATIONS

80. Evaluations must conform to WFP and 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.
81. **Conflict of interest.** The team and Evaluation Manager will not have been involved in the design, implementation or monitoring of the Benin CSP, nor have other potential or perceived conflicts of interest.⁴⁴ Proposals should indicate any potential conflict of interest and propose an adequate mitigation strategy.
82. 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.

⁴⁴ There are no restriction on former WFP staff being part of the evaluation team, as long as they comply to this condition and have not been dismissed by WFP.

4.5. QUALITY ASSURANCE

83. WFP's 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.
84. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company⁴⁵ in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV. In OEV's experience, the delivery of high-quality draft products helps to cut down significantly on the review process within OEV.
85. All final evaluation reports will be subject 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

86. The evaluation is structured in five phases summarized in Table 4 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. Preparatory	23 Dec 2021 14 Jan – 15 Feb 2022	Final draft ToR shared with IRG and LTA firms Firm selection & contract ⁴⁶
2. Inception	18 February – 4 March 25 March 24 May	Inception briefings (IRG & national partners) <i>travel subject CO agreement</i> Draft inception report (IR) Final IR
3. Evaluation, including fieldwork*	6 - 24 June 24 June 11 July	Evaluation mission & data collection Exit debrief with CO Preliminary findings presentation with CO/IRG/OEV
4. Reporting	25 July 16 September end-September 21 November 2022	Draft Evaluation Report Draft report shared with CO/IRG Stakeholder Workshops (internal & external) Final evaluation report Summary Evaluation Report (SER) ⁴⁷

⁴⁵ The quality assurance function in the evaluation company should be separate from the evaluation team. Hence, a team member involved in data collection and analysis cannot fulfil this function.

⁴⁶ Desk review for the inception phase can be initiated as soon as the evaluation team has been contracted, and has signed the UNEG pledge of ethical conduct, and the confidentiality, internet and data security statement.

⁴⁷ The SER is drafted by the evaluation manager.

	4 January 2023	
5. Dissemination	January 2023 November 2023 November 2023	Management Response and EB preparation EB presentation Wider dissemination

*) In agreement with the CO field work must be completed in June 2022 because schools are closing from July to September.

5.2. EVALUATION TEAM COMPOSITION

87. The CSPE will be conducted by a gender balanced team of two International⁴⁸ (including the team leader and one researcher) and two national/local consultants (one man and one woman) with relevant expertise and language skills (French and English). The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation.⁴⁹ The team leader should have excellent analytical, synthesis and evaluation report writing skills in French. The evaluation team will have solid methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, and prior knowledge of the WFP food and technical assistance modalities.

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

Areas	Specific expertise required
Team Leadership	Team management, coordination, planning, ability to resolve problems Strong experience in evaluating design and implementation of strategic plans, organisational positioning and partnerships Relevant knowledge and experience in development contexts Strong presentation skills and ability to deliver on time Fluency and excellent writing skills in French and fluency in English Prior experience in WFP evaluations is strongly preferred
School feeding	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies
Humanitarian assistance	Unconditional transfers Food security and nutrition information systems (including early warning and nutrition surveillance) Institutional capacity strengthening in emergency preparedness and response and climate change adaptation
Nutrition-specific interventions, policies and systems	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition, nutrition sensitive school feeding, as well as support to nutrition-related national processes and policies
Institutional capacity strengthening	Experience with evaluating institutional capacity strengthening in the areas of public policies, national school feeding programmes, nutrition, social safety nets, EPR, climate risk adaptation, smallholder support, and national data and information systems Familiarity with South-South and triangular cooperation
Research Assistance	Understanding of evaluation and research; knowledge of food assistance, ability to provide qualitative and quantitative research support, mobile phone survey design, analysis and assessment of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<ul style="list-style-type: none"> • Gender Equality and Women Empowerment • AAP • HPs and Protection • Programme efficiency analysis

⁴⁸ This does not include the person(s) involved in quality assurance who should be separate from the evaluation team.

⁴⁹ WFP may conduct reference checks and interviews with selected team members when there is insufficient clarity on the adequacy of a profile based on the review of the CV.

	<ul style="list-style-type: none"> • Social and environmental impact analysis
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5.3. ROLES AND RESPONSIBILITIES

88. This evaluation is managed by OEV. Vivien Knips has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She 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 the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the SER; conducting the first-level quality assurance (QA) of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Marie-Therese El-Ajaltouni, Evaluation Analyst OEV, will provide inputs to prepare the ToR, support WFP-level data collection and analysis, organization of briefings and meetings, and the review and finalization of all evaluation deliverables. Michael Carbon, Senior Evaluation Officer, will provide second level QA. Anne-Claire Luzot, Deputy Director OEV, will approve the final evaluation products and present the CSPE to the WFP EB for consideration in November 2023.
89. An Internal Reference Group (IRG) composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team (see annexes 12 and 13 for terms of reference and proposed composition of the IRG). The CO will facilitate the evaluation team’s contacts with stakeholders in Benin; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Salian Kouyate, Risk and Compliance Officer, Armelle Korogone, KM & Evaluation Officer and Florence Honvo, Head of Parakou Sub-Office have been nominated the WFP CO focal points and will assist in communicating with the EM and CSPE team, 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

90. 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 CO will register the team members with the security officer on arrival in country and arrange a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN Department of Safety and Security rules including taking security training ([BSAFE](#)) 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 who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives

91. All evaluation products will be prepared 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 budget proposal. The SER along with the management response to the evaluation recommendations will be presented to the WFP EB in November 2023. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

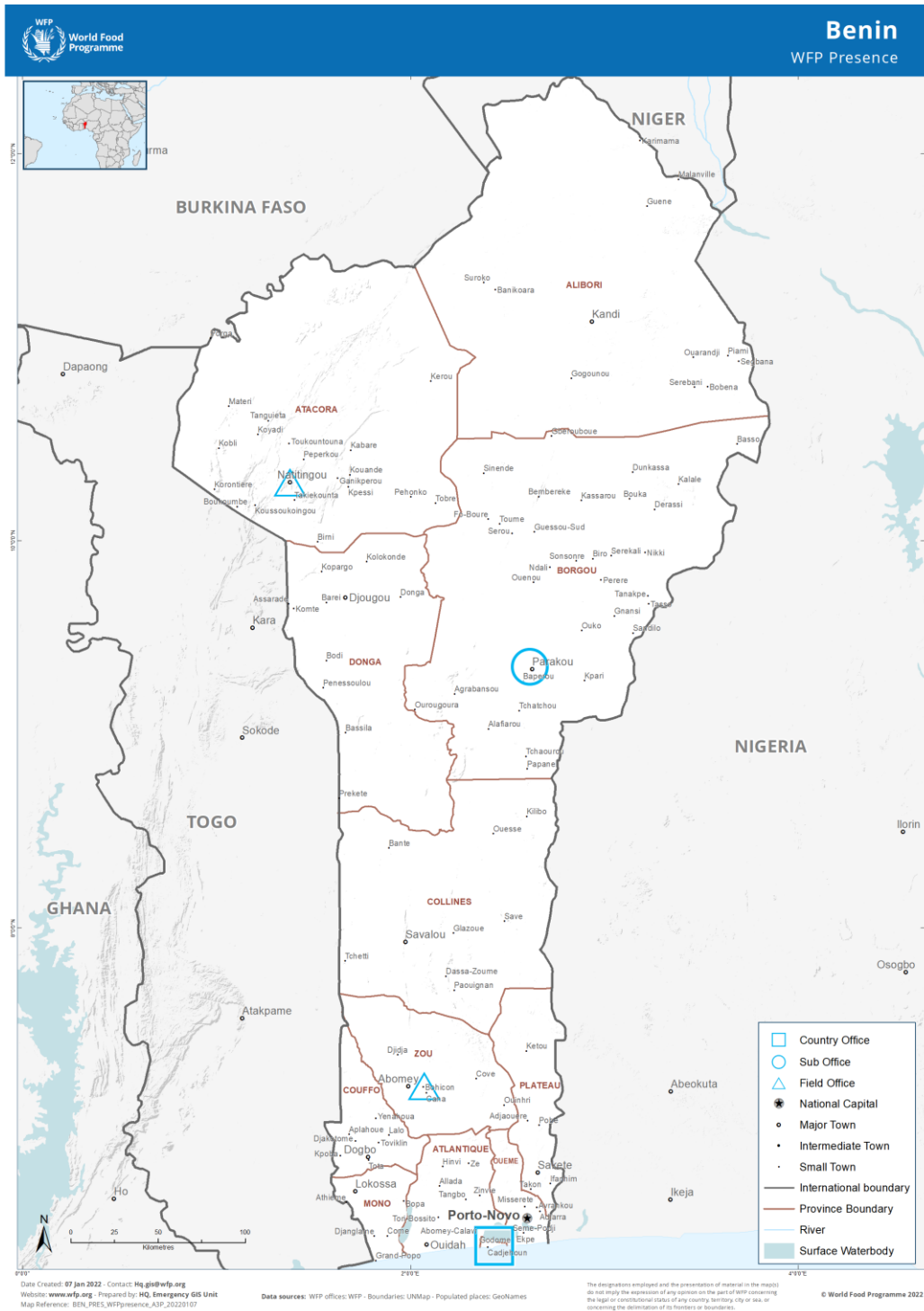
92. A Communication and Knowledge Management Plan (Annex 9) will be refined by the evaluation team in consultation with the EM and CO during inception. The plan outlines how to communicate evaluation results back to different stakeholders in Benin, as feasible. To support communication of evaluation results, the ET is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.

5.6. BUDGET

93. The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Benin, Map with WFP Offices in 2021



Source: WFP GIS unit

Annex 2: Benin Fact Sheet

	Parameter/(source)	2018	2019	2020	Data source	Link
General						
1	Human Development Index (1)	0.541	0.545	Not reported	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) (5)	1,475	1,611	1,865	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography						
3	Population total (2)	11,485,035	11,801,151	12,123,198	World Bank	https://data.worldbank.org/country
4	Population, female (% of total population) (2)	5,753,796	5,909,895	6,068,950	World Bank	https://data.worldbank.org/country
5	Percentage of urban population (1)	47.3	47.9	Not reported	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
6	Total population by age (1-4) (6)	1,279,220 (2010-2019)			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
7	Total population by age (5-9) (6)	1,335,166 (2010-2019)			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
8	Total population by age (10-14) (6)	1,137,068 (2010-2019)			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
9	Adolescent birth rate (births per 1,000 women ages 15-19) (8)	108 (2016)	Not reported	Not reported	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy						
10	GDP per capita (current USD) (2)	1,240.8	1,219.5	1,291.0	World Bank	https://data.worldbank.org/country

11	Income inequality: Gini coefficient (1)	47.8	Not reported	Not reported	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
12	Foreign direct investment net inflows (% of GDP) (2)	1.4	1.5	Not reported	World Bank	https://data.worldbank.org/country
13	Net official development assistance received (% of GNI) (4)	4.1	4.2	Not reported	OECD/DAC	https://public.tableau.com/views/OECDDACaidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
14	SDG 17: Volume of remittances as a proportion of total GDP (%) (9)	1.9	Not reported	Not reported	SDG Country Profile	https://country-profiles.unstatshub.org
15	Agriculture, forestry, and fishing, value added (% of GDP) (2)	28.1	26.9	27.1	World Bank	https://data.worldbank.org/country
Poverty						
16	Population vulnerable to/near multidimensional poverty (%) (1)	14.7	14.7	14.7	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Population in severe multidimensional poverty (%) (1)	40.9	40.9	40.9	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health						
18	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	49 (2017)	Not reported	Not reported	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
19	Healthy life expectancy at birth (2)	61.5	61.8	Not reported	World Bank	https://data.worldbank.org/country
20	Prevalence of HIV, total (% of population ages 15-49) (2)	1	1	0.9	World Bank	https://data.worldbank.org/country
Gender						
21	Gender Inequality Index (1)	148	148	Not reported	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
22	Proportion of seats held by women in national parliaments (%) (2)	7.2	7.2	7.2	World Bank	https://data.worldbank.org/country
23	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	68.7	68.8	Not reported	World Bank	https://data.worldbank.org/country

24	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	30.6	29.8	Not reported	World Bank	https://data.worldbank.org/country
Nutrition						
25	Prevalence of moderate or severe food insecurity in the total population (%) (7)	Not reported	Not reported	Not reported	The State of Food Security and Nutrition report 2018 and 2020	http://www.fao.org/publications/sofi/en/
26	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	5	Not reported	5	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
27	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	32	Not reported	31	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
28	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	2	Not reported	2	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
29	Mortality rate, under-5 (per 1,000 live births) (2)	92.8	90.3	Not reported	World Bank	https://data.worldbank.org/country
Education						
30	Adult literacy rate (% ages 15 and older) (1)	42.4	Not reported	Not reported	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
31	Population with at least secondary education (% ages 25 and older) (1)	26.5	26.6	Not reported	UNDP Human Development Report 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
32	Adjusted primary school enrolment, net percent of primary school-age children, 2017 (2)	97.2	Not reported	Not reported	World Bank	https://data.worldbank.org/country
33	Secondary school enrolment, net percent of secondary school-age children, 2017 (2)	Not reported	Not reported	Not reported	World Bank	https://data.worldbank.org/country

Source: (1) UNDP Human Development Report 2019 & 2020; (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

Annex 3: Detailed Evaluation Timeline

Phase 1 – Preparation			
	Draft ToR submitted for QA2 review	EM	29 Nov 2021
	QA2 review window followed by EM adjustments to the draft ToR	QA2+EM	29 Nov – 1 Dec
	QA2 approval to share revised draft with DDoE	QA2	3 December
	DDoE review window on the ToR draft	DDoE	6 -13 December
	EM changes to address DDoE comments received followed by QA2 agreement to submit to DDoE for final clearance	EM	14 - 15 December
	DDoE final review on the draft ToR	DDoE	16 - 23 December
	DDoE clearance to circulate final draft ToR for comments to CO and to LTA firms ⁵⁰	DDoE	23 December
	Deadline to receive CO comments	CO	23 December
	EM+RA review of the comments received, changes to the ToR made accordingly and submission to QA2	EM+RA	16 January 2022
	QA2 review of the revised ToR followed by EM adjustments if needed before DDoE submission	QA2 + EM	28 December 2021
	Proposal Deadline based on the Draft TOR	LTA	10 January 2022
	DDoE window to review and clear the final ToR	QA2	29 December - 5 January 2022
	LTA Proposal Review- - may include interviews with proposed Team Leaders	EM	11 – 21 January
	Decision memo submitted to QA2 for review	QA2	26 January
	DDoE approval of final ToR – posted on the internet and intranet for information and shared with WFP stakeholders	DDoE	1 February
	Revised decision memo (reflecting QA2 comments) submitted to DDoE	EM	27 January
	DDoE approval of the Decision memo and submission to Procurement	DDoE	3 February
	Contracting evaluation team/firm (PO issued)	Procurement / Admin	17 February
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	18 – 22 February
	HQ & RB Inception Briefings	EM & Team	23 - 25 February
	Inception Briefings (country level) <i>may involve in-country travel – pending discussion with CO and DoE mission approval</i>	EM&RA + TL	28 February - 4 March
	Submit draft Inception Report (IR) following QA from the evaluation firm	TL	25 March
	<u>OEV 1st level QA in parallel with QA2 to assess minimum quality requirements of the draft are met – before proceeding with detailed QA rounds.</u>	EM+RA+ TL	28 March - 1 April
	ET revisions and re-submission	QA2 +EM+TL	4 - 8 April
	EM+QA2 check whether all comments have been adequately addressed before submitting to DDoE	EM+QA2	11-13 April
	DDoE window to review rev IR	DDoE	14 - 25 April [<i>considering Easter holidays 15 -18 April</i>]

⁵⁰ Circulation to LTA firms was anticipated to 09/12/2021 given tight timeline.

	ET revisions to address DDoE comments followed by EM+QA2 check	ET+EM+QA2	29 April
	DDoE review to give clearance to share the draft IR with CO for comments	DDoE	29 April - 6 May
	CO comment window on the draft IR	CO	6 - 13 May
	EM shares collated matrix of comments received	EM	16 May
	ET revisions to address CO comments	ET	19 May
	EM+QA2 check whether CO comments have been adequately addressed – if not, an additional round of ET adjustments will be required	EM+QA2+RA	20-23 May
	QA2 final approval of the IR	DDoE +ET	24 May
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	24 May
Phase 3 – Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	6 – 24 June
	Exit Debrief (ppt)	TL	24 June
	Preliminary Findings Debrief	Team	11 July
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check) (D0)	TL	25 July
	OEV 1 st level QA followed by ET revisions and re-submission	EM+RA+TL	1 August
Draft 1	OEV 2 nd level QA followed by ET revisions and re-submission	QA2+TL+EM	12 August
	DDoE window to review D1	DDoE	16 - 29 August <i>[longer period considering Ferragosto]</i>
	ET adjustments to address DDoE comments received	ET	6 September
	EM+QA2 check whether DDoE comments have been adequately addressed	EM+ RA+ QA2	9 September
	EM seeks DDoE clearance to share draft ER for IRG feedback	EM+DDoE	9 -16 September
	OEV shares draft evaluation report with CO and IRG for feedback	EM/IRG	16 – 30 September <i>[longer comment window considering 1 November holiday]</i>
	Consolidates WFP comments and share with Team	EM	4 October
Stakeholder workshop (Cotonou)			
		EM	Week of 26 September
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	5 October
	OEV 1 st level QA followed by ET revisions and re-submission	EM+RA+TL	12 October
	OEV 2 nd level QA followed by ET revisions and re-submission	QA2+TL+EM	19 October
	DDoE window to review ER D2	DDoE	20 – 27 October
Draft 3	Submit final draft ER (D3) addressing DDoE comments	TL	4 November <i>[longer revision window considering 1 November holiday]</i>
	Review D3 (EM and QA2 parallel review)	EM+QA2	7 - 11 November
	Final approval by DDoE	DDoE	14 – 21 November
SER	Draft Summary Evaluation Report	EM	30 November
	SER QA2 review followed by EM adjustments to address QA2 comments	QA2	6 December
	EM consults with TL on draft SER	EM/TL	7 – 8 December

	DDoE comment window on the draft SER	DDoE	9 – 16 December
	EM revisions to the SER to address DDoE comments, QA2 review of revisions and validation by TL	EM/QA2/TL	23 December
	DDoE review of final draft SER before circulating to WFP Executive Management	DDoE	28 December – 4 January
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	15 January
	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	January 2023
	Tail end actions, OEV websites posting etc.	EM	February 2023
	Presentation and discussion of SER at EB Round Table	DDoE & EM	October 2023
	Presentation of Summary Evaluation Report to the EB	DDoE	November 2023
	Presentation of management response to the EB	RD RBD	November 2023

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	As primary stakeholder and responsible for country level planning and implementation of the CSP, the country office 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.	Country Office management and staff will be involved in planning, briefing and feedback sessions as key informants during the main mission and they will have an opportunity to review and comment on the draft evaluation report and management response to the CSPE. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Senior management and staff from technical sectors as relevant, including Programme, VAM, M&E, Partnership, the field office, and the sub office.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau for Western Africa (RBD) have an interest in learning from the evaluation results as these can strengthen strategic guidance and better guide technical support to the Benin Country Office and other operations in the region.	As part of the IRG, relevant RBD staff will brief the evaluation team during the inception phase and might be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RBD staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	RBD senior staff from Programme, Monitoring, Evaluation and other technical areas as relevant.
HQ divisions	WFP technical units such as programme policy, protection, gender, nutrition, school feeding, resilience, vulnerability analysis, performance monitoring and reporting, EPR, capacity strengthening, partnerships, supply chain, safety nets and social protection and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. Selected HQ divisions will have an opportunity to review and comment on	Appointed focal points from HQ divisions.

		the draft ER, and management response to the CSPE.	
Executive Board (EB)	The Executive Board members have an accountability role, but also an interest in potential wider lessons from WFP's role, strategic positioning, and performance in Benin.	Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Benin.	Executive board delegates.
External stakeholders			
Affected communities/ beneficiary groups	As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate to their cultural and social context, efficient, effective sustainable and coherent.	They will be interviewed and consulted during the data collection phase. Special arrangements will have to be made to meet children.	Beneficiaries disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups, training activity participants, other vulnerable groups such as people with disabilities, parent-teacher associations and others to be further specified during the inception phase.
National and local government institutions	As key partners of WFP, they have a stake in WFP determining whether its assistance is in line with national priorities, policies and strategies, timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent in addition to enhancing the cooperation between the national institutions and WFP.	Focal points from the government will be consulted and interviewed during the inception phase and the data collection phase. Interviews will cover policy and technical issues and they will be involved in the feedback sessions. They will be invited to selected sessions of the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	Ministry of Primary Education, Ministries of Agriculture, Health, Planning and Development, National Directorate for School Meals (<i>Direction de l'alimentation scolaire</i>), Council on Food and Nutrition, Zone Sanitaire Malanville Karimama, Office National d'appui a la Securite Alimentaire Partenariat (Onasa Partenariat)
UN Country Team and other International or Regional Organizations	UN agencies, particularly Rome based Agencies and other partners in Benin have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. The CSPE can be used as inputs 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 involved in nutrition and national capacity development. The CO will keep UN partners, other international organizations informed of the evaluation's progress. They may be invited to the external Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	UN agencies: UNICEF, WHO, FAO and IFAD, UNDP, and UNFPA World Bank, African Development Bank

<p>Cooperating partners and NGOs</p>	<p>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.</p>	<p>A selection of cooperating partners will be included during the main data collection phase to seek their perspectives on their collaboration with WFP in Benin.</p> <p>Selected partners will be invited to the external Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>Non-Governmental Organizations: SUD NORD ACTIONS ONG (SNA), DEDRAS UEEB, SIAN'SON, GRASID ONG, CEBEDES ONG, CREDEL ONG, Caritas BENIN, FADEC ONG-Operations,</p>
<p>Donors</p>	<p>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.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination.</p>	<p>UNAIDS, Saudi Arabia, Germany (BMZ), Netherlands</p>

Annex 5: Evaluability assessment

Table 1: Benin T-ICSP and CSP logframe analysis [2018-2020]				
Benin T-ICSP				
	Logframe version	Outcome indicators	Cross-cutting indicators	Output indicators
Total nr. of indicators	v 1.0 19/06/2017	20	6	20
New indicators	v 2.0 08/05/2018	0	0	0
Discontinued indicators		0	0	0
Total nr. of indicators		20	6	20
Total nr. of indicators that appear across all versions of the logframe:		20	6	20
Benin CSP				
Total nr. Of indicators	v 1.0 12/11/2018	16	9	27
New indicators	v 2.0 18/11/2019	4	0	8
Discontinued indicators		0	0	0
Total nr. of indicators		20	9	35
New indicators	v 2.1 23/07/2020	0	0	2
Discontinued indicators		0	0	0
Total nr. of indicators		20	9	37
Total nr. of indicators that appear across all versions of the logframe:		16	9	27
Total nr. of indicators that appear across the logframes versions of the T-ICPS and the CSP:		12	6	4

Source: COMET report CM-L010, extracted on 04/11/2021

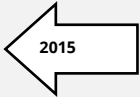

Note: CSP logframe v2.1 validated at Regional Bureau level only


Table 2: Analysis of results reporting in Benin T-ICSP and CSP annual country reports [2018-2020]					
		T-ICSP		CSP	
		2018	2019	2019	2020
Outcome indicators					
Total number of indicators in applicable logframe		20	20	20	20
Baselines	Nr. Of indicators with any baselines reported	8	6	5	6
Year-end targets	Nr. Of indicators with any year-end targets reported	8	6	5	10
CSP-end targets	Nr. Of indicators with any CSP-end targets reported	8	6	0	10
Follow-up	Nr. Of indicators with any follow-up values reported	8	6	5	9
Cross-cutting indicators					
Total number of indicators in applicable logframe		6	6	9	9

Baselines	Nr. Of indicators with any baselines reported	7	4	3	3
Year-end targets	Nr. Of indicators with any year-end targets reported	2	4	3	9
CSP-end targets	Nr. Of indicators with any CSP-end targets reported	2	4	0	0
Follow-up	Nr. Of indicators with any follow-up values reported	2	4	3	9
Output indicators					
Total number of indicators in applicable logframe		20	20	35	37
Targets	Nr. Of indicators with any targets reported	9	19	11	18
Actual values	Nr. Of indicators with any actual values reported	9	11	6	15

Source: Benin T-ICSP ACR 2018 and ACR 2019 and CSP ACR 2019 and ACR 2020

Annex 6: WFP Benin presence in years pre-CSP

		2017	2018	2019	2020	2021
Benin relevant events	Natural Events		September: heavy rains and overflow of Niger and Okpara rivers caused flooding in northern Benin and resulted in loss of lives and the displacement of 7,000 people.	August: crisis in the relationship with Nigeria and border closure between Nigeria and Benin September: heavy rainfalls caused floods and resulted in loss of lives, flooded schools, nearly 50,000 hectares of farmlands were damaged – 318,000 people were directly affected. October: National state of emergency was declared in response to the floods and an appeal for humanitarian assistance was launched.	COVID-19 Pandemic	COVID-19 Pandemic October: heavy rainfalls caused floods and resulted in loss of lives, flooded elementary schools and colleges, damaged houses and buildings, agricultural and livestock losses – 38,800 people were affected.
	National Policies	National development plan for 2018-2025 Stratégie de développement du secteur agricole 2025 et plan national d'Investissements agricoles et de sécurité alimentaire et nutritionnelle 2017-2021	2018 Zero hunger strategic review Education sector plan for 2018-2030 The growth programme for sustainable development for 2018	Plan de renforcement des capacités des acteurs des pôles de développement agricole		
	UN		UNSDCF 2019-2023	UN Benin Rapport Annuel 2020 du Cadre de Coopération des Nations Unies pour le développement durable et de la réponse socio-économique à la Covid-19	UNCT – SWAP Gender Scorecard	2030 Agenda SDG Bond Framework Benin UN Common Country Assessment 2021
WFP Interventions	Benin T-ICSP (January 2018 - June 2019)		Activity type: school feeding, nutrition, assets creation and livelihood Total requirements: 21,381,235 USD Total contributions received: 11,001,775 USD Funding: 51.46%			
	Benin Country Programme (2015-2017) 	Activity type: school feeding, nutrition, food assistance for assets Total requirements: 13,072,047 USD Total contributions received: 7,921,087 USD Funding: 60.6%				
Outputs at country office level	Food distributed (MT) 		3,072	4,523	5,967	17,818

	Cash distributed (USD) 		0	0	0	x
	Actual beneficiaries (number)		105,879	629,832	642,615	718,418

Source: ACR 2018, ACR 2019, ACR 2020 and WFP the FACTory data extracted on 29/10/2021. Note: 2021 data will be added in March 2022

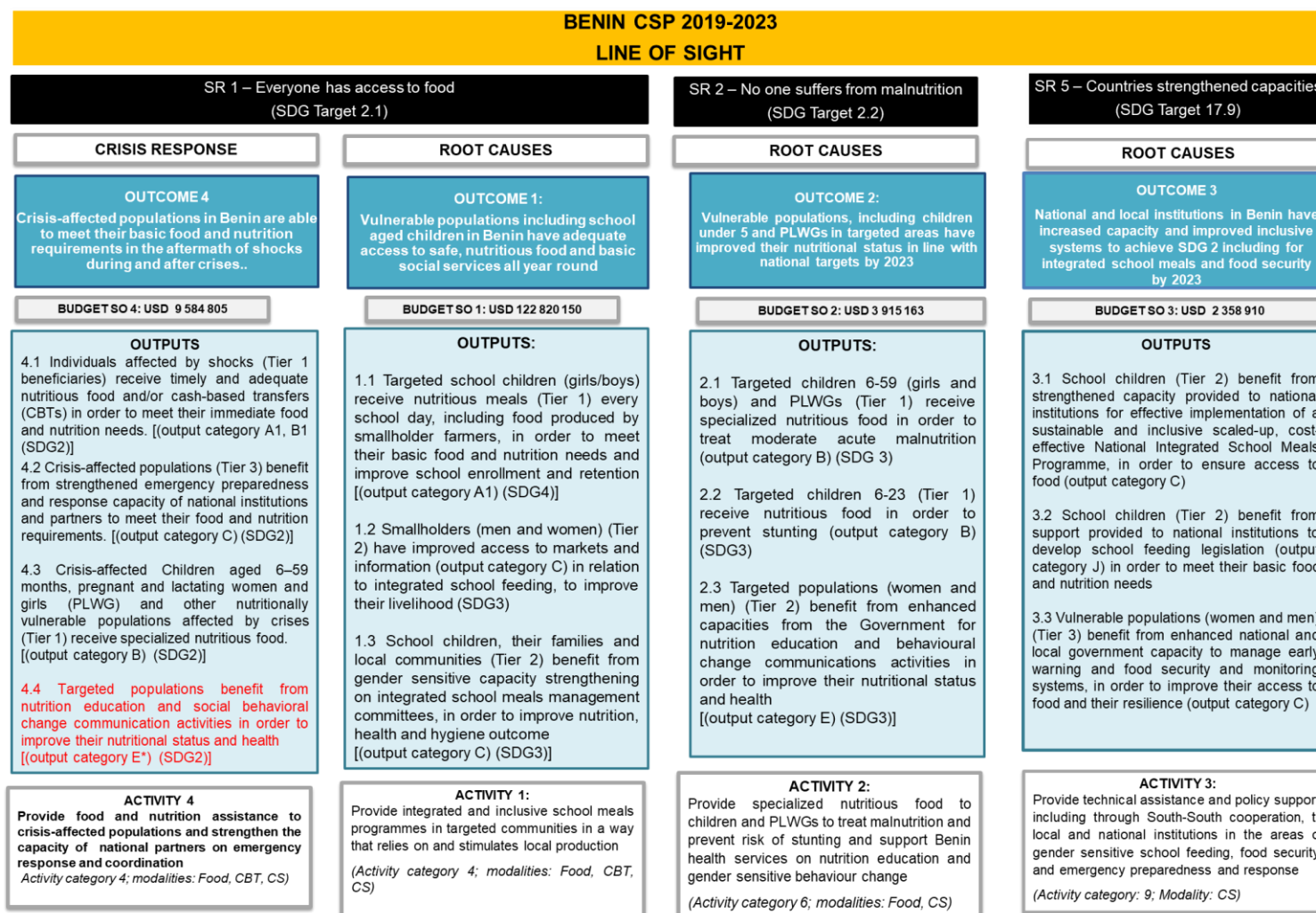
Annex 7: Line of sight

1. Benin T-ICSP Line of Sight

BENIN		
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 3 – Smallholder productivity and incomes (SDG Target 2.3)
ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING
<p>OUTCOME 1: School-aged children in Benin have adequate access to safe and nutritious food all year-round.</p>	<p>OUTCOME 2: Children aged 6-59 months and pregnant and lactating women and girls (PLW/G) in targeted areas have improved nutritional status in line with national target by 2021.</p>	<p>OUTCOME 3: Smallholder and vulnerable communities in Benin have improved livelihoods and stronger resilience to recurrent shocks by 2018</p>
<p>OUTPUTS:</p> <ul style="list-style-type: none"> Targeted school children (Tier 1) receive a nutritious meal every day they attend school (Output category A2) in order to meet their basic food and nutrition needs and increase school enrolment (SR1) (SDG3) (SDG4) (SDG5) Targeted school children (Tier 3) benefit from enhanced government capacity to manage the national school meals programme (Output category C) in order to enhance their food and nutrition security (SR1) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Targeted beneficiaries (children 6-59 months and PLW/G, Tier 1) receive nutritious foods (Output category B) in order to treat moderate acute malnutrition (SR2) Targeted children (6-23 months, Tier 1) receive blanket supplementary feeding and benefit from nutrition education and complementary activities (Output category B) in order to prevent stunting (SR2) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Community members (Tier 2) benefit from farming assets (Output category D) in order to improve their livelihoods and resilience to natural shocks and climate change (SR3) Food insecure vulnerable populations (Tier 1) receive conditional food assistance (Output category A2) in order to create assets and meet their basic food needs during the lean season (SR1, SR3) Smallholders (Tier 1) benefit from WFP market support and purchases (Output category F) in order to increase their productivity and income (SR3)
<p>ACTIVITY 1: Provide nutrition sensitive meals to school children (Activity category 4 / Modality: Food)</p>	<p>ACTIVITY 3: Provide nutritious foods to malnourished children and PLW/G (Activity category 5 / Modality: Food)</p>	<p>ACTIVITY 5: Provide asset creation and livelihood support to vulnerable communities (Activity category 2 / Modalities: Food/CBT/Capacity Strengthening)</p>
<p>ACTIVITY 2: Provide capacity strengthening to relevant government institutions (Activity category 9 / Modality: Capacity Strengthening)</p>	<p>ACTIVITY 4: Provide supplementary feeding to children at risk of stunting (Activity category 6 / Modalities: Food/Capacity Strengthening)</p>	

Source: WFP SPA website

2. Benin CSP Line of Sight



Source: WFP SPA website

Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned Benin T-ICSP 2018-June 2019 by year, strategic outcome, activity category and gender													
Strategic objective (SO)	Activity	2018						2019					
		Planned beneficiaries		Actual beneficiaries		Actuals as a % of planned beneficiaries		Planned beneficiaries		Actual beneficiaries		Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F
SO1	Activity 1 SF	423,730	332,931	58,515*	45,976	14%	14%	304,936	451,727	352,706	277,126	116%	61%
SO2	Activity 3 MAM	1,926	3,463	0	1,423	0%	41%	2,171	3,218	0	0	0%	0%
	Activity 4 STUN	3,308	3,054	0	0	0%	0%	2,563	3,800	0	0	0%	0%
SO3	Activity 5 CPA PLT	3,000	3,000	0	0	0%	0%	2,418	3,582	0	0	0%	0%
	Activity 5 FFA	2,400	2,400	0	0	0%	0%	1,934	2,866	0	0	0%	0%

Source: COMET report CM-R020, data extracted on 03/11/2021

* The number of male actual beneficiaries in 2018 is different than the number reported in ACR 2018 59,292

Table 2: Actual beneficiaries versus planned Benin CSP July 2019-2020 by year, strategic outcome, activity category and gender													
Strategic objective (SO)	Activity	2019						2020					
		Planned beneficiaries		Actual beneficiaries		Actuals as a % of planned beneficiaries		Planned beneficiaries		Actual beneficiaries		Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F
SO1	Activity 1 SF	306,548	454,115	359,864	282,751	117.4%	62.3%	333,064	442,809	343,540	317,114	103.1%	71.6%
SO2	Activity 2 MAM	2,843	4,211	0	0	0%	0%	3,638	3,412	0	0	0%	0%
	Activity 2 STUN	1,815	2,689	0	0	0%	0%	2,340	2,160	0	0	0%	0%
SO4	Activity 4 GD	16,120	23,880	0	0	0%	0%	48,360	71,640	19,269	28,545	39.8%	39.9%
	Activity 4 PREV	3,120	6,723	0	0	0%	0%	13,520	16,323	3,118	6,833	23.1%	41.9%

Source: COMET report CM-R020, data extracted on 03/11/2021

Table 3: Actual beneficiaries versus planned Benin CSP 2021 by strategic outcome, activity category and gender

Activity	2021

Strategic objective (SO)		Planned beneficiaries		Actual beneficiaries		Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F
SO1	Activity 1 SF						
SO2	Activity 2 MAM						
	Activity 2 STUN						
SO4	Activity 4 GD						
	Activity 4 PREV						

Source: COMET report CM-R020, data extracted on 03/11/2021

Note: 2021 data will be added in March 2022

Table 4: Actual beneficiaries by transfer modality in Benin T-ICSP, 2018-June 2019, by year and strategic outcome									
		2018				2019			
Strategic objective	Activity	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
SO1	Activity 1 SF	104,491	13.8%	NA	NA	629,832	83.2%	NA	NA
SO2	Activity 3 MAM	1,423	26.4%	NA	NA	0	0%	NA	NA
	Activity 4 STUN	0	0%	NA	NA	0	0%	NA	NA
SO3	Activity 5 CPA PLT	NA	NA	0	0%	NA	NA	0	0%
	Activity 5 FFA	0	0%	NA	NA	0	0%	NA	NA

Source: COMET report CM-R020, data extracted on 03/11/2021

Table 5: Actual beneficiaries by transfer modality in Benin CSP, July 2019-2020, by year and strategic outcome									
		2019				2020			
Strategic objective	Activity	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
SO1	Activity 1 SF	642,615	84.5	0	0%	660,654	86.9%	0	0%

SO2	Activity 2 MAM	0	0%	0	0%	0	0%	NA	NA
	Activity 2 STUN	0	0%	0	0%	0	0%	NA	NA
SO4	Activity 4 GD	0	0%	0	0%	47,814	73..6%	0	0%
	Activity 4 PREV	0	0%	0	0%	9,951	101.1%	0	0%

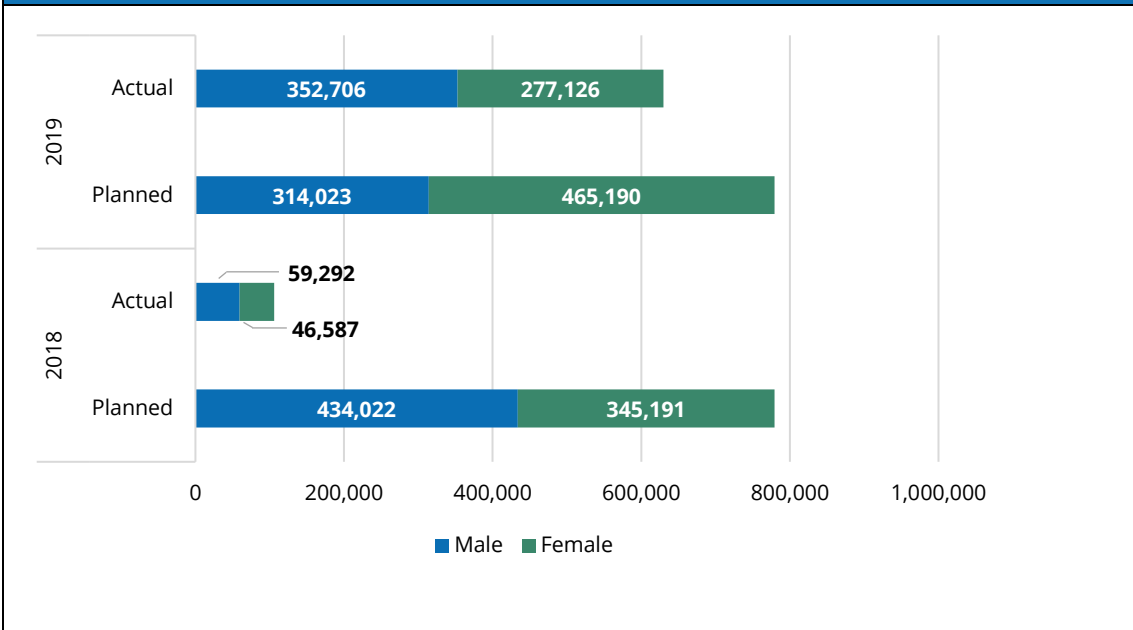
Source: COMET report CM-R020, data extracted on 03/11/2021

Table 6: Actual beneficiaries by transfer modality in Benin CSP, 2021, by strategic outcome					
		2021			
Strategic objective	Activity	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
SO1	Activity 1 SF				
SO2	Activity 2 MAM				
	Activity 2 STUN				
SO4	Activity 4 GD				
	Activity 4 PREV				

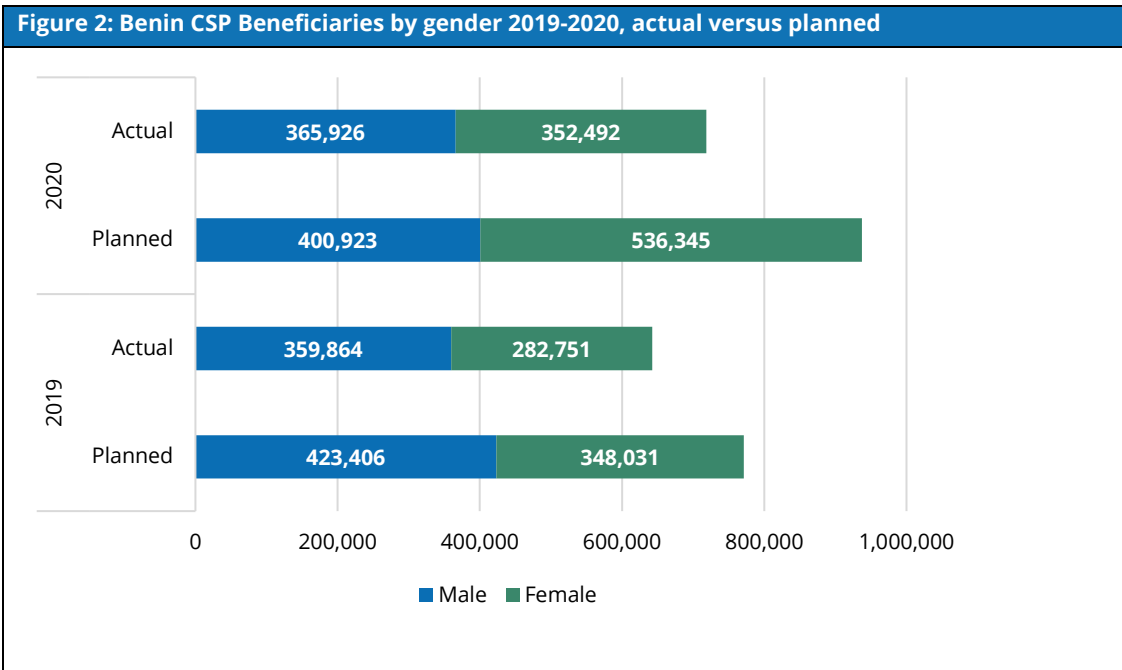
Source: COMET report CM-R020, data extracted on 03/11/2021

Note: 2021 data will be added in March 2022

Figure 1: Benin T-ICSP Beneficiaries by gender 2018-2019, actual versus planned



Source: COMET report CM-R001b, data extracted on 02/11/2021 and ACR 2019



Source: COMET report CM-R001b, data extracted on 02/11/2021 and ACR 2019

Note: 2021 data will be added in March 2022

Annex 9: 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	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		Oct 2021	Nov 2021
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 Virtual meetings 	EM EM/ET		March 2022	May 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> IRG members 	<ul style="list-style-type: none"> PPT Virtual or face-to-face meeting 	EM/ET	ET	June 2022	June 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> WFP staff members of the IRG (at country, regional and HQ level) Local stakeholders 	<ul style="list-style-type: none"> Workshop, meeting Piggyback on any CSP formulation workshop 	EM/ET	CM	Sept 2022	Sept 2022
Dissemination	Summary 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"> Executive Board website (for SERs and MRs) UNCF Technical Working Groups, Sector/Cluster Working Groups, UNCF reporting frameworks 	EM/EB CO	CM CO MEAL	10 Nov 2022	8 Dec 2022
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	26 Sept 2022	7 Nov 2022
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) UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks 	CPP CO	EM CO	Jan 2023	May 2023

Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM			Dec 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM		May 2023	May 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		May 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	Presentation	EM	CM		May 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		June 2022
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP partners in Benin • WFP country/regional office • WFP HQ staff 	Presentation to Technical Working Groups, Sector / Working Groups, Info sessions/brown bags	CO EM	CM		June 2023
Dissemination	Poster/radio/hel pdesks/commu nity outreach (in local languages)	<ul style="list-style-type: none"> • Affected populations • 	<ul style="list-style-type: none"> • Local media channels 	CO	EM	May 2023	June 2023
Follow up	Tracking of implementation of follow-up actions to the evaluation recommendatio ns	<ul style="list-style-type: none"> • WFP staff • WFP management 	<ul style="list-style-type: none"> • R2 System 	CO & RB	CPP	June 2023	June 2024

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?					
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 the country?					
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?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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 country strategic plan likely to be sustained?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
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 W/P's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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?					
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://docs.wfp.org/api/documents/WFP-0000104700/download/?_ga=2.206364819.1862642611.1638171380-1883665364.1612170950

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

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 level⁵¹ (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.

⁵¹ 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.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation Focal Point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, PRO-T • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, PRO-P. • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

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 national learning workshop to validate findings and discuss recommendations.

Annex 13: Proposed IRG composition

Benini Country Office	
Country Director	Guy ADOUA
Deputy Country Director	Guillaume AMULI
Risk and Compliance Officer / CSPE focal point	Salian KOUYATE
Knowledge Management and Evaluation Officer / CSPE focal point	Armelle KOROGONE
Head of Parakou Sub-Office / CSPE focal point	Florence HONVO
Regional Bureau for Western Africa	
Senior Regional Programme Advisor	Thomas CONAN
Sr Regional VAM Officer	Ollo SIB
Regional Monitoring Advisor	Federico DOEHNERT
Regional School Feeding Officer	Karen OLOGOUDOU
Sr Regional Nutrition Adviser	Katrien GHOOS
Sr Regional Emergency Preparedness and Response Officer	Alexandre LECUZIAT
Sr Regional Supply Chain Officer	Isabelle MBALLA
Regional Gender Officer	Ramatoulaye DIEYE
Regional Partnerships Officer	Jennifer JACOBY

Annex 14: Acronyms and Abbreviations

AAP	Accountability to Affected Populations
ACL	Asset creation and livelihood support
ACR	Annual Country Report
BR	Budget Revision
BSFP	Blanket Supplementary Feeding Programme
CBT	Cash Based Transfer
CCSSI	Institutional Country capacity strengthening
CO	Country Office
CPP	Corporate Planning and Performance
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EPR	Emergency Preparedness and Response
EQ	Evaluation Question
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
FSN	Food Security and Nutrition
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
GHI	Global Hunger Index
GNI	Gross National Income
HQ	Headquarters
IFIs	International Financial Institutions
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRG	Internal Reference Group
LTA	Long Term Agreement
MAM	Moderate Acute Malnutrition
NBP	Needs Based Plan
NGO	Non-governmental organization
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PPP	Purchasing Power Parity
RB	Regional Bureau
RBD	Regional Bureau for West Afrika - Dakar
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
SGBV	Sexual- and Gender-Based Violence

SMP	School meal activities
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team Leader
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfers to support access to food
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

Annex 15: Bibliography

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