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Evaluation of Madagascar WFP Country Strategic Plan 2019-2023

Terms of reference

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1. Background

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

1.1. INTRODUCTION

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

1.2. CONTEXT

General overview

4. Located off the East coast of Africa, Madagascar is the fourth largest island in the world with a surface area of 587,295 km².¹ With more than 3,000 miles of coastline and over 250 islands, it is characterized by a unique ecosystem and environment that includes lush rain forests, tropical dry forests, plateaus and deserts.² However, this exceptional natural capital is increasingly endangered by human-led environmental degradation and climate change (*i.e.*, frequent cyclones and droughts).³
5. The Malagasy population is estimated at 28.1 million inhabitants in 2021.⁴ The majority of the population lives in rural areas (61 percent).⁵ Life expectancy at birth is 67 years⁶, with an under-five mortality rate of 50.2 per 1,000 live births⁷ and a maternal mortality ratio of 335 per 100,000 live births.⁸ The total fertility rate is 4.0 children per woman⁹, while the adolescent fertility rate is 105.9 births per 1,000 girls.¹⁰
6. As for the ethnic composition, the largest group are Malayo-Indonesian communities (Merina and Betsileo), followed by a group of mixed African, Malayo-Indonesian and Arab descent (Côtier), and smaller minority groups of Comorans, Creole, French and Indians.¹¹ The official languages are Malagasy and French. According to the most recent national census, 52 percent of the population adheres to indigenous beliefs, 41 percent is Christian, and 7 percent is Muslim.¹²
7. Madagascar is a semi-presidential republic, with a president elected for a five-year term and a prime minister nominated by the National Assembly and appointed by the president.¹³ Held between

¹ WB. 2018. *Surface area (sq. km) - Madagascar*.

² WWF. 2022. *Madagascar*.

³ WWF. 2020. *Madagascar's protected areas are vulnerable to climate change*.

⁴ INSTAT. *Madagascar en chiffres*.

⁵ WB. 2019. *Rural population (% of total population)*.

⁶ WB. 2020. *Life expectancy at birth, total (years) - Madagascar*.

⁷ WB. 2020. *Mortality rate, under-5 (per 1,000 live births) - Madagascar*.

⁸ WB. 2017. *Maternal mortality ratio (modeled estimate, per 100,000 live births) - Madagascar..*

⁹ WB. 2019. *Fertility rate, total (births per woman) - Madagascar*.

¹⁰ WB. 2019. *Adolescent fertility rate (births per 1,000 women ages 15-19) - Madagascar*.

¹¹ Minority Rights Group. 2022. *Madagascar*.

¹² INSTAT. 1993. *Madagascar - Recensement général de la population et de l'habitat*.

¹³ Freedom House. 2020. *Madagascar*.

November and December 2018, the presidential elections marked the first peaceful transition of power since the country's independence in 1960.¹⁴

8. Madagascar's economy is scarcely diversified, fragile and vulnerable to climate shocks. In 2020, the gross domestic product (GDP) stood at USD 13.0 billion in current terms¹⁵, while the gross national income (GNI) per capita was USD 470¹⁶, thus positioning the country in the range for lower-middle income economies.¹⁷ Madagascar experienced a steady growth between 2012 and 2018, reaching a decade-high of 5.1 percent in 2018. Following the 2018 presidential elections, the economy slowed due to a combination of weakening external demand from key trading partners and the slow execution of public spending.¹⁸
9. The COVID-19 pandemic hit the economy hard. In 2020 the GDP contracted by 7.1¹⁹ percent driven by sharp declines in all high-performing sectors (i.e., textiles, mining, and tourism).²⁰ Between January and October 2020, private companies were forced to lay off 17 percent of their employees with variations across different sectors of the economy (e.g., 25 percent for tourism and 28 percent for transport).²¹ Overall, from 2019 to 2020, the unemployment rate slightly increased from 1.8 percent to 2.4 percent.²² Still, according to economic outlooks released in 2021, the GDP was projected to grow by 3.5 percent in 2021 and by 4.5 percent in 2022.²³ Moreover, in early March 2022 the country is expected to re-open to international travel in the effort to support the tourism sector after nearly two years of closure.²⁴
10. In 2020, Madagascar ranked 164th out of 189 countries in the Human Development Index (HDI).²⁵ According to latest national report on multidimensional poverty, 70.3 percent of the population is affected by multidimensional poverty, while 39.3 percent are reported to be extremely poor.²⁶ There are significant differences across the country with the southern regions particularly affected by both multidimensional and extreme poverty. Moreover, the COVID-19 pandemic contributed to push a large number of people into extreme poverty. Between 2019 and 2020, the poverty rate rose from 74.3 percent to 77.4 percent, corresponding to an estimated increase of 1.3 million people living with less than USD 1,90 per day in a single year.²⁷

National policies and the SDGs

11. Following the 2018 elections and within the framework of the new General State Policy (PGE)²⁸ 2019-2023, the Government launched the Plan for the Emergence of Madagascar (PEM).²⁹ The PEM is the overarching policy framework for the country's socio-economic development. It succeeded the previous National Development Plan (PND) 2015-2019³⁰ and is structured around four strategic axes:
 1. Good governance.
 2. The social foundation and human capital.
 3. The economic foundation and accelerated growth.
 4. The environmental foundation.
12. Although the PEM was released only in general terms and a full version has not been published yet³¹, the document is fully aligned with the Agenda 2030 for Sustainable Development. In this regard, Madagascar submitted two Voluntary National Reviews (VNR) in 2016 and 2021. If the first VNR

¹⁴ WB. 2022. *The World Bank in Madagascar*.

¹⁵ WB. 2020. *GDP (current US\$) - Madagascar*.

¹⁶ WB. 2020. *GNI per capita, Atlas method (current US\$) - Madagascar*.

¹⁷ WB. 2022. *Data - World Bank Country and Lending Groups: Country Classification*.

¹⁸ WB. 2019. *Madagascar Economic Update: New Start?*

¹⁹ INSTAT. *Madagascar en chiffres*.

²⁰ WB. 2020. *Madagascar Economic Update: COVID-19 Increases Poverty, a New Reform Momentum is Needed to Build Back Stronger*.

²¹ Manuel Marchal. 2021. *Coronavirus à Madagascar : 17 % des travailleurs ont perdu leur emploi dans le privé. Témoignages*.

²² ADB. 2021. *Madagascar Economic Outlook*.

²³ WB. 2020. *Unemployment, total (% of total labor force) (modeled ILO estimate) - Madagascar*.

²⁴ ADB. 2021. *Madagascar Economic Outlook*. Accessed on 23/02/2022.

²⁵ Mandimisoa R. 2022. *Trafic aérien : Réouverture totale des frontières le 5 mars*. Madagascar Tribune.

²⁶ UNDP. 2020. *Madagascar Human Development Report 2020*.

²⁷ INSTAT. 2018. *Pauvreté Multidimensionnelle à Madagascar*.

²⁸ WB. 2020. *Madagascar Economic Update: COVID-19 Increases Poverty, a New Reform Momentum is Needed to Build Back Stronger*.

²⁹ GoM. 2019. *Politique Générale de l'Etat (PGE) 2019-2023*.

³⁰ GoM. 2019. *Plan Emergence Madagascar 2019-2023*.

³¹ GoM, 2015. *Plan National de Développement 2015-2019*.

³² Mandimisoa R. 2021. *Le Plan émergence Madagascar se fait attendre*. Tribune Madagascar.

acknowledged that the country was still at the beginning of the process of transposition and monitoring of the Sustainable Development Goals (SDGs)³², the second VNR recognised some progress achieved.³³ More specifically, following several rounds of consultations, Madagascar decided to prioritise 64 targets (13 connected to economy, 26 to society, 14 to environment, 7 to governance and 4 cross-cutting) and 85 related indicators that were considered to be more consistent with the country's context and level of development.³⁴

13. Between 2017 and 2018 the Government of Madagascar led a Zero Hunger Strategic Review (ZHSR) in partnership with the World Food Programme (WFP) in order to work towards eliminating food insecurity and malnutrition and to contribute to a shared policy on nutrition.³⁵ The ZHSR identified several areas of improvement concerning the frameworks of intervention, the mobilisation of resources, as well as the implementation and coordination of activities among different stakeholders and their monitoring and evaluation.³⁶

Food and nutrition security

14. In the 2021 Global Hunger Index (GHI), Madagascar ranked 111th out of the 116 countries. With a score of 36.3, it has a level of hunger that was labelled as "alarming".³⁷ The prevalence of undernourishment has increased in the last 15 years from 33.4 percent in the period 2004-2006 to 43.2 percent in 2018-2020.³⁸ The percentage of stunted children under five years old has slightly improved over the last years, decreasing from 47.9 percent in 2012 to 40.2 percent in 2020.³⁹ An analysis conducted in 2015 identified health seeking behaviours, pre- and post-natal care attendance, access to tap water, and dairy consumption or minimum dietary diversity as factors with protective effects against stunting.⁴⁰ In the period 2014-2020, 6.0 percent of the children under five years old were wasted, while 1.0 percent was severely wasted.⁴¹
15. According to IPC reports, key drivers of food insecurity include recurrent natural hazards, such as tropical cyclones and droughts, low agricultural productivity, lack of essential food staples in the market, and, lastly, the impact of COVID-19. Between 2019 and 2021, the southern regions of Atsimo Andrefana, Androy and Anosy – commonly referred to as the *Grand Sud* - were recording their worst drought in the last 40 years. Such a persistent natural event has contributed to wipe out harvests and to hamper access to food in the country.⁴² More specifically, between November and December 2021, around 1.64 million people in southern and eastern regions (Figure 1) were facing high levels of acute food insecurity (IPC Phase 3 or above).⁴³ Approximately 309,000 children are projected to suffer from acute malnutrition through August 2022. This includes nearly 60,000 cases of Severe Acute Malnutrition (SAM).

³² GoM. 2016. *Rapport National De Revue Du Processus De L'Agenda Pour Le Développement Durable*.

³³ GoM. 2021. *Deuxième Rapport De Madagascar Pour L'examen National Volontaire Sur Les Objectifs De Développement Durable 2021*.

³⁴ *Ibid.*

³⁵ GoM and WFP. 2018. *Madagascar Zero Hunger Strategic Review 2018*.

³⁶ *Ibid.*

³⁷ GHI. 2021. *Global Hunger Index 2021: Madagascar*.

³⁸ FAO. 2021. *The state of food security and nutrition in the world*.

³⁹ *Ibid.*

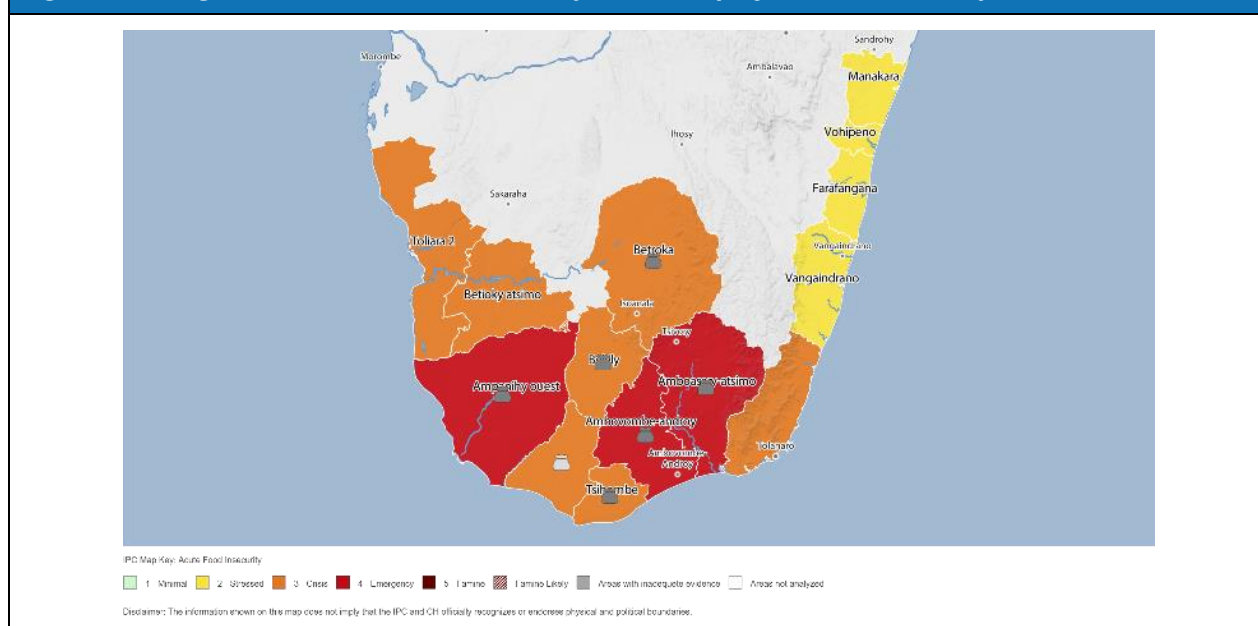
⁴⁰ WFP. 2016. *Fill the Nutrient Gap Madagascar: Full Report*.

⁴¹ UNICEF. 2021. *The State of the World's Children 2021, interactive dashboard and statistical tables*.

⁴² ECHO. 2022. *Madagascar Factsheet*.

⁴³ IPC. 2021. *Madagascar [Grand South & Grand South-East]: IPC Food Security & Nutrition Snapshot*.

Figure 1: Madagascar, IPC acute food insecurity situation (projected Jan 2022 – Apr 2022)



Source: *Integrated Food Security Phase Classification (IPC), map produced in November 2021.*

Agriculture

- Agriculture is the backbone of Madagascar's economy. According to the latest census conducted by the National Institute of Statistics (INSTAT), 83.2 percent of all households are recorded as "agricultural" and 77.9 percent of households practice agriculture (mainly rice, manioc and corn).⁴⁴ Several regional disparities were recorded with a higher number of households active in agriculture reported in southern regions compared to central and northern areas. In 2020, the Agriculture, Forestry and Fishing sector accounted for 25.1 percent of the GDP⁴⁵, employing 64.1 percent of the total workforce in 2019.⁴⁶
- The country is the first world's producer and exporter of vanilla with more than 70 percent of the market share and an average value of USD 600 million per year. It is also the first world's exporter of cloves, accounting for 40 percent of the world's production, and the third world's producer of litchis.⁴⁷ However, Madagascar's agriculture is far from self-sufficiency due to a weak diversification of crops, lack of investments and insufficient modernisation.⁴⁸ As a result, in 2019 the country had to import 350,000 tonnes of rice, despite an increase in the yield production from 2.5 t/ha to 5.0 t/ha.⁴⁹

Climate change and vulnerability

- Madagascar is one of the African countries most severely affected by climate change. It experiences recurrent droughts (Figure 2) and an average of three tropical cyclones per year (Figure 3), usually in the period from November to May.⁵⁰ From 1980 to 2020, 81 natural hazard events affected the country (Figure 4).⁵¹ It is estimated that the average annual direct loss to buildings and infrastructures caused by earthquakes, floods and tropical cyclones is around USD 100 million.⁵²

⁴⁴ INSTAT. 2020. *Troisième Recensement General de La Population et de L'habitation (Rgph-3)*.

⁴⁵ WB. 2020. *Agriculture, forestry, and fishing, value added (% of GDP) – Madagascar*.

⁴⁶ WB. 2019. *Employment in agriculture (% of total employment) (modeled ILO estimate) – Madagascar*.

⁴⁷ GoM. 2021. *Madagascar 2021 Emergence Malagasy*.

⁴⁸ RFI. 2019. *Madagascar: l'agriculture, une filière qui peine à se structurer*.

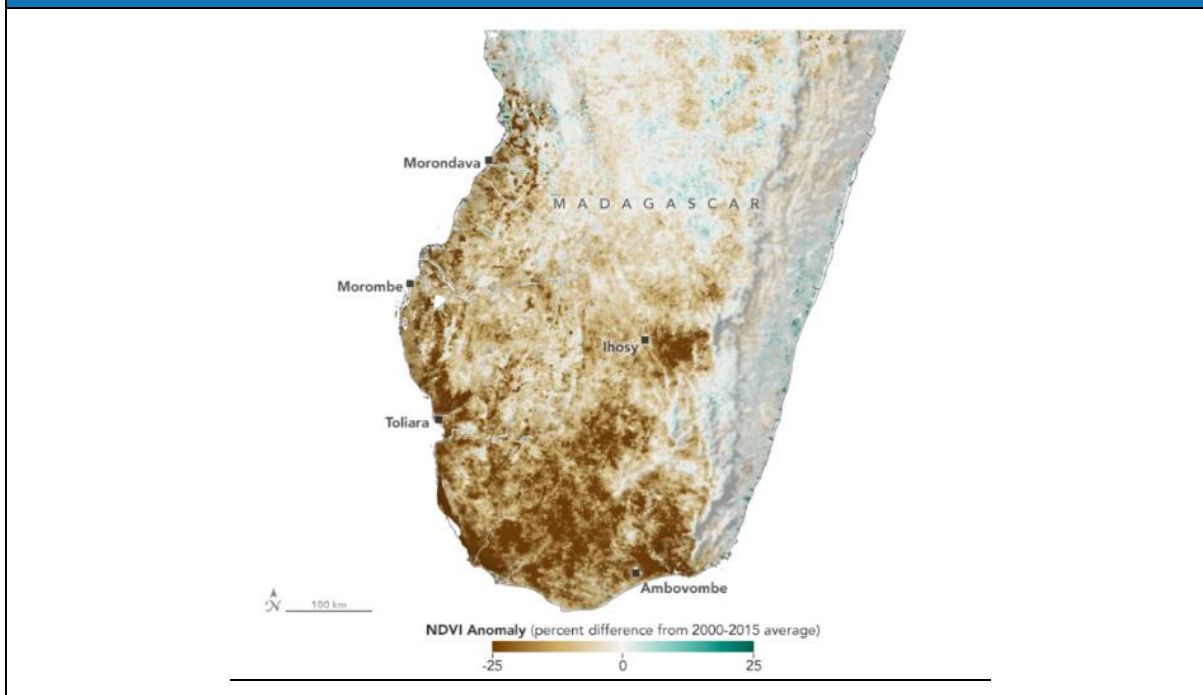
⁴⁹ GoM. 2021. *Madagascar 2021 Emergence Malagasy*.

⁵⁰ WHO & UN Framework for Climate Change. 2021. *Health & Climate Change Country Profile 2021*.

⁵¹ WB Climate Change Knowledge Portal. 2022. *Madagascar Country Profile*.

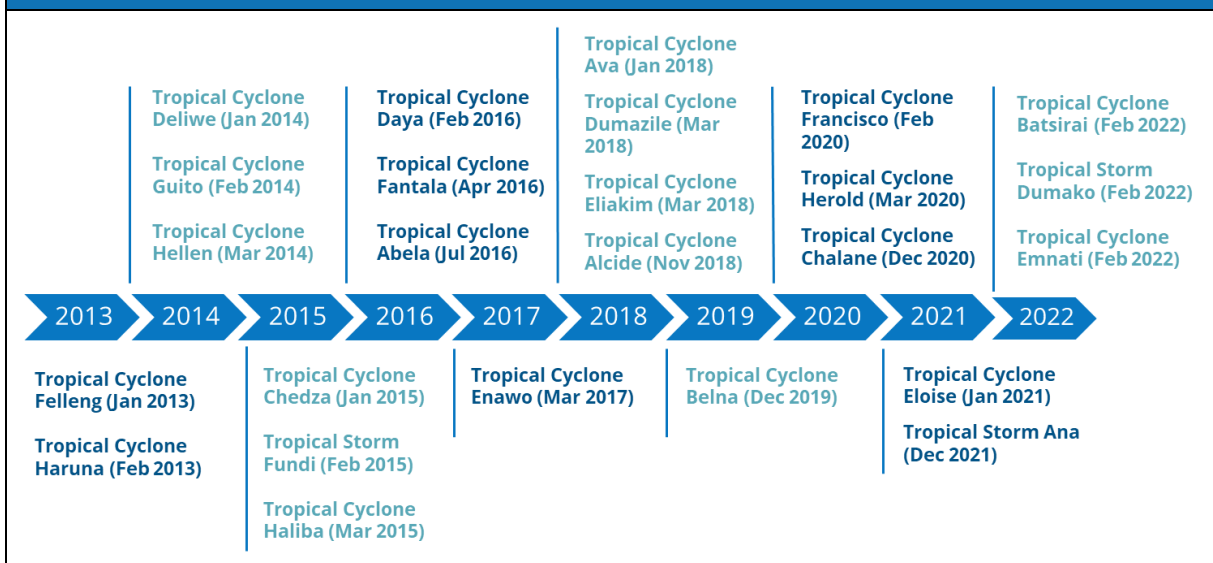
⁵² WB & GFDRR. 2016. *Disaster Risk Profile Madagascar*.

Figure 2: Areas affected by drought in Madagascar (2020-2021)



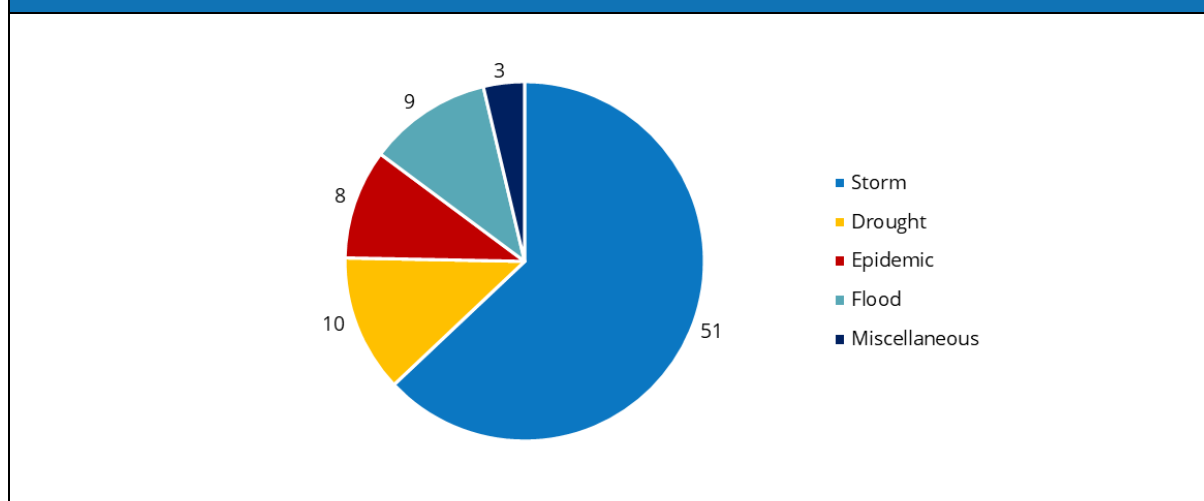
Source: NASA Earth Observatory. Period of coverage 25 July 2020 – 25 July 2021.

Figure 3: Main Tropical Cyclones Events Affecting Madagascar (2012-2022)



Source: Elaborated by OEV based on data from Reliefweb and ECHO Emergency Response Coordination Centre. Data extracted on 28/02/2022.

Figure 4: Average Annual Natural Hazard Occurrence in Madagascar for 1980-2020



Source: World Bank Climate Change Knowledge Portal, data extracted on 16/02/2022.

Education

19. In 2018, the gross enrolment rate at pre-school level stood at 33 percent, although with significant variations between men and women, between urban and rural areas and across different regions.⁵³ Similarly, the net enrolment rate at primary level stood at 67.5% (66.4% for boys and 68.6% for girls), whereas at secondary level it was at 28.2 percent (27.1 percent for boys and 28.2 percent for girls). Only 4.0 percent received education at a superior level (4.2 percent for boys and 3.7 percent for girls).⁵⁴
20. The Government of Madagascar has been providing school feeding since 1985. It is currently implementing a National School Feeding Programme (NSFP) that involved nearly 100,000 students in 2020. For 2021, the NSFP was expected to reach 525,524 students in 17 regions.⁵⁵
21. Between 2015 and 2019, Madagascar's resources allocated to education were below the international thresholds set for lower-middle income countries (i.e., 20 percent of overall budget and 5.4 percent of the GDP).⁵⁶ In 2020, the share of spending stood at 15.2 percent and 2.6 percent of the GDP.⁵⁷

Gender

22. In the last few years, Madagascar has achieved some progress on women's rights. In 2017, it adopted a new law that guarantees the equal right of citizens to confer their nationality on their children, regardless of their gender.⁵⁸ Similarly, in 2019 the Parliament passed a law against gender-based violence (GBV) that introduces sanctions and strengthens the prevention mechanism.⁵⁹ In 2020, the labour force participation rate stood at 80.1 percent⁶⁰ for females compared to 87.3 percent for males.⁶¹ As for the unemployment rate, there are almost no differences between women (2.5 percent)⁶² and men (2.4 percent).⁶³

⁵³ INSTAT. 2020. *Troisième Recensement General de La Population et de L'habitation (Rgph-3). Theme 02 : Competences Linguistiques Et Scolarisation A Madagascar.*

⁵⁴ *Ibid.*

⁵⁵ GoM. 2021. *Éducation : Engagement De L'état Malagasy Pour La Mise En Œuvre Du Programme National De Cantines Scolaires.*

⁵⁶ AMD. 2021. *Enquete Sur Le Suivi Des Dépenses Publiques Dans Le Secteur De L'education Au Niveau Primaire A Madagascar (Enquete Pets).*

⁵⁷ UNICEF. 2020. *Analyse Budgétaire De L'éducation À Madagascar.*

⁵⁸ Global Campaign for Equal Nationality Rights. 2017. *Madagascar Reforms Its Nationality Law, Guaranteeing Mothers' Independent Right to Confer Nationality On Children.*

⁵⁹ RFI. 2019. *Le Parlement malgache adopte une loi contre les violences de genre.*

⁶⁰ WB. 2020. *Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - Madagascar.*

⁶¹ WB. 2020. *Labor force participation rate, male (% of male population ages 15+) (modeled ILO estimate) - Madagascar.*

⁶² WB. 2020. *Unemployment, female (% of female labor force) (modeled ILO estimate) - Madagascar.*

⁶³ WB. 2020. *Unemployment, male (% of male labor force) (modeled ILO estimate) - Madagascar.*

23. Nevertheless, Madagascar is still far away from achieving gender equality.⁶⁴ The country has not ratified the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa.⁶⁵ Only 33.3 percent of the legal framework that promotes, enforces and monitors gender equality under the SDG indicator is in place. 40.3% of women aged 20–24 years old reported to be married or in a union before the age of 18. Additionally, in 2021 only 17.9 percent of seats in parliament were held by women.⁶⁶

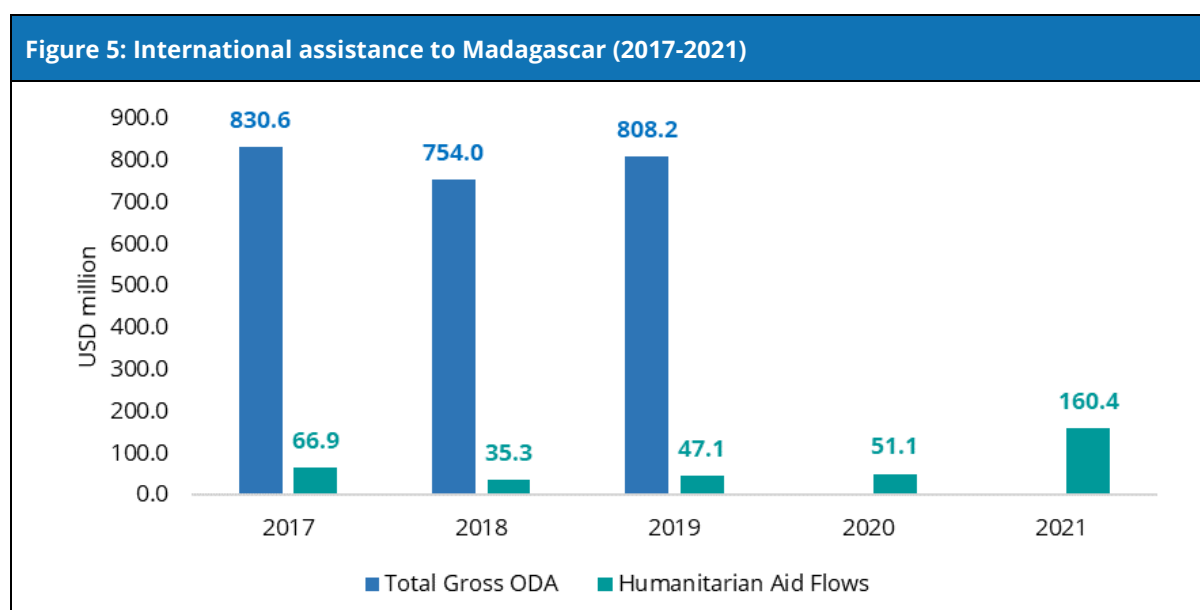
Humanitarian protection and migration

24. Madagascar is party to the 1951 Convention relating to the Status of Refugees⁶⁷ but has never signed and accessed the 1961 Convention on the Reduction and Elimination of Statelessness.⁶⁸ The national immigration legislation contains several provisions for refugees and stateless people but does not mention the principle of *non-refoulement*. As a result, the country has *de facto* no formal asylum system and persons seeking asylum do not enjoy full legal protection.⁶⁹

25. According to UNHCR, in 2019 there were only 108 asylum seekers and 44 refugees in Madagascar.⁷⁰ The most common countries of origin were Pakistan, Yemen, Afghanistan, Democratic Republic of Congo and Somalia. Limited data and information were available on the number of stateless persons in the country.⁷¹

International development assistance

26. Madagascar received a yearly average of USD 797.6 million gross official development assistance (ODA) between 2017 and 2019 and an annual average of USD 64.8 million of humanitarian aid flows during the period 2017-2021 (Figure 5) with a significant increase in 2021 as a result of *Grand Sud* Flash Appeal.⁷² The proportion of net ODA per GNI remained below 6 percent in 2019.⁷³



Source: OECD website, data extracted on 16/02/2022.

27. The top five average official development assistance funding sources between 2017-2020 are the World Bank (WB), the International Monetary Fund (IMF) Concessional Trust Funds, the United States of America (USA), European Union (EU) Institutions and France (Figure 6). As for the donors of humanitarian

⁶⁴ No Gender Inequality Index is reported for Madagascar.

⁶⁵ AU. *Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. Status list.*

⁶⁶ UNWOMEN. 2022. *Madagascar.*

⁶⁷ UN Treaty Collection. 1951. *Convention relating to the Status of Refugees.*

⁶⁸ UN Treaty Collection. 1961. *Convention on the Reduction of Statelessness.*

⁶⁹ UNHCR. 2019. *Republic of Madagascar - Universal Periodic Review: 3rd Cycle, 34th Session.*

⁷⁰ *Ibid.*

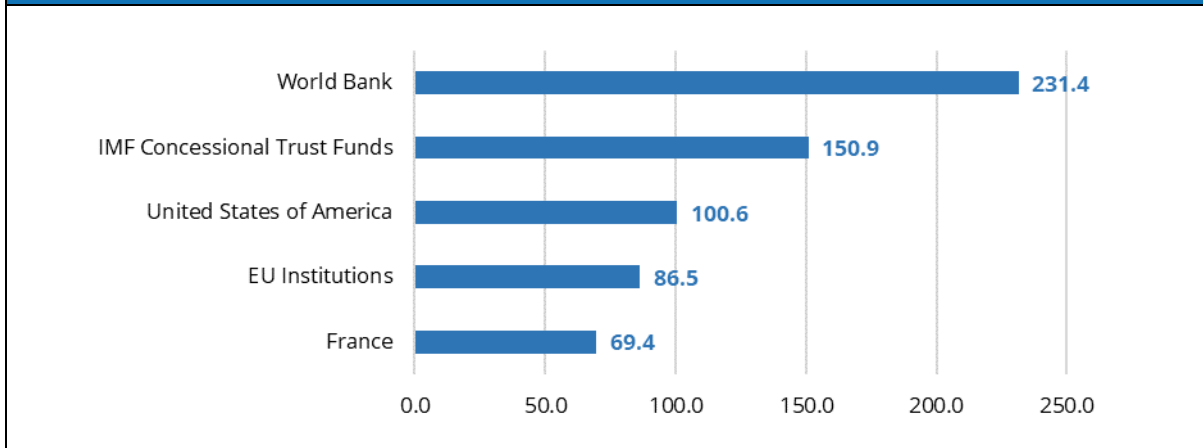
⁷¹ *Ibid.*

⁷² UN. 2021. *Madagascar - Grand Sud Flash Appeal, January 2021 - May 2022 (Revised in June 2021).*

⁷³ WB. 2019. *Net ODA received (% of GNI) - Madagascar.*

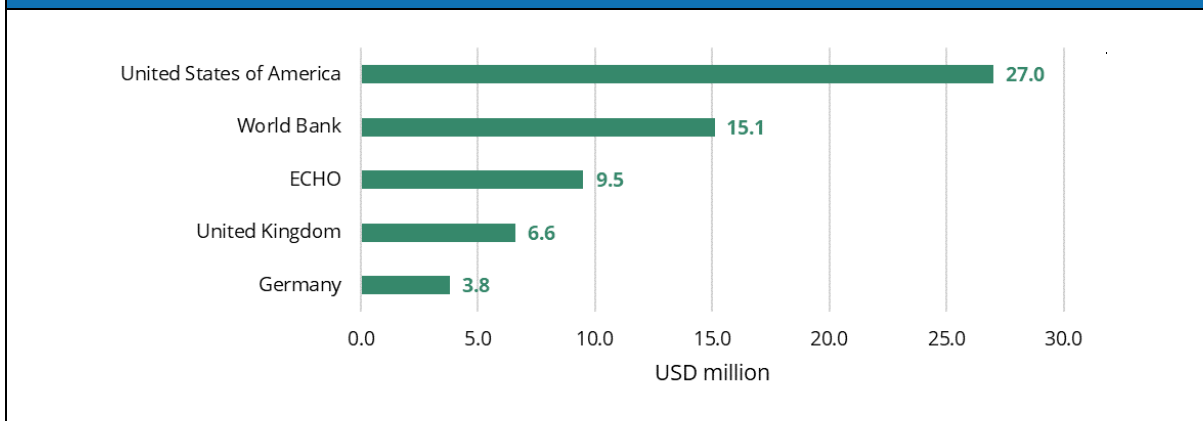
assistance in the period 2017-2022, the top five average was constituted by the USA, WB, the European Civil Protection and Humanitarian Aid Operations (ECHO), the United Kingdom (UK) and Germany (Figure 7).

Figure 6: Top five donors of gross official development assistance for Madagascar, 2017-2020 average, USD million



Source: OECD-DAC, UN OCHA – FTS (Accessed on 16/02/2022).

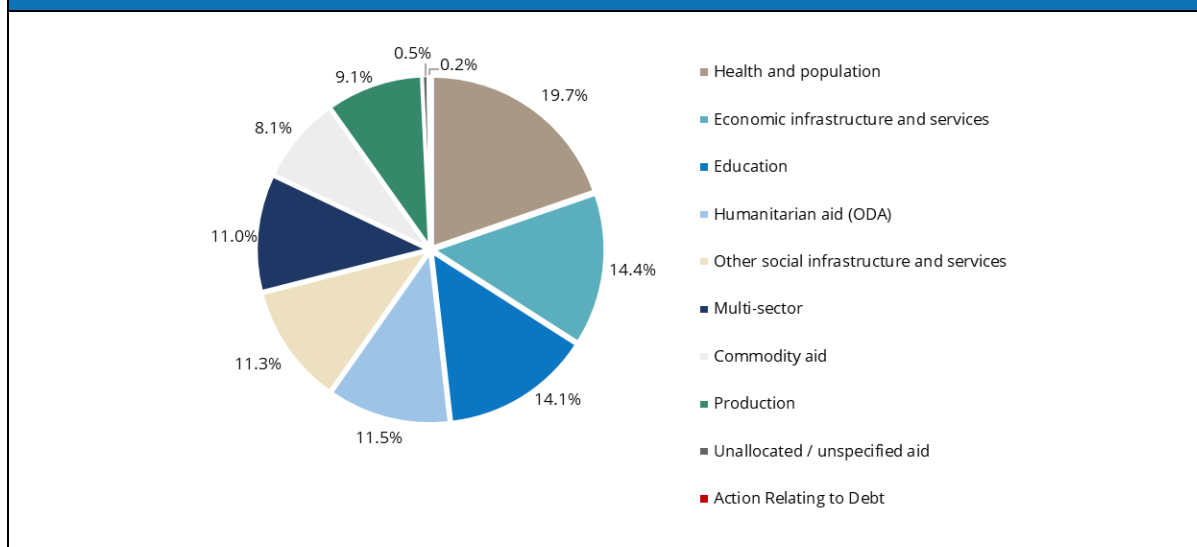
Figure 7: Top five donors of humanitarian assistance for Madagascar, 2017-2022 average, USD million



Source: OECD-DAC, UN OCHA – FTS (Accessed on 16/02/2022). NB: excluding UN agencies or pooled funds listed as donors in the source.

28. Disaggregated by sector (Figure 8), ODA to Madagascar over the period 2017-2020 was mainly allocated to health and population (19.7 percent), followed by economic infrastructures and services (14.4 percent), education (14.1 percent), humanitarian aid (11.5 percent), other social infrastructures and services (11.3 percent) and multi-sector (11.0 percent).

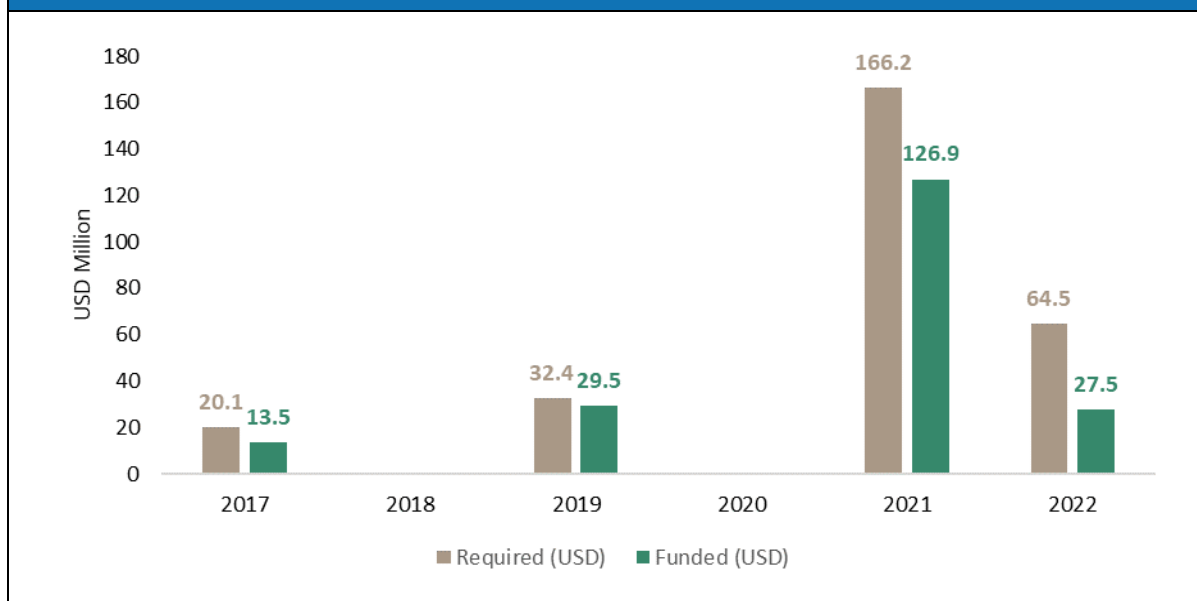
Figure 8: Madagascar Bilateral ODA by sector, 2017-2020 average



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm> (Accessed on 16/02/2022).

29. In terms of funding against response plans and appeals (Figure 9), in 2021 Madagascar recorded an increase of resources with a coverage of funds reaching 76.4 percent. However, in the first months of 2022 the level of resources funded seemed to be more in line with the trend reported in previous years.

Figure 9: Madagascar funding against response plans and appeals (2017-2022)



Source: OCHA FTS website, data extracted on 17/02/2022. NB: no response plan was reported for 2018 and 2020.

United Nations Development Frameworks

30. The United Nations Development Assistance Framework (UNDAF) covered the period 2015-2019⁷⁴. It was developed by the Government of Madagascar and the United Nations System (UNS) to address four major priorities:
 1. Support new governance practices and the rule of law.
 2. Reducing the socio-economic vulnerability of people affected by extreme poverty.
 3. Improving access to basic social services and sustainable development of human capital.
 4. Protection of the environment and the mitigation of the adverse effects of climate change.
31. In 2018, WFP Transitional Interim Country Strategic Plan (T-ICSP) was aligned with both the UNDAF 2015-2019 and National Development Plan 2015-2019. The UNDAF further constituted the framework for Madagascar's CSP 2019-2023 and WFP's support for Government's efforts to achieve SDG2, SDG 17 and other relevant SDGs.
32. The UNDAF was succeeded by the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period July 2021- December 2023. Through the UNSDCF, the UN System proposes to contribute to the country's emergence by prioritising four areas of intervention (Figure 10)⁷⁵:
 1. Strengthening good governance, the rule of law and security.
 2. Ensuring human capital development.
 3. Boosting labour productivity and the creation of productive jobs for decent incomes and a competitive economy; and
 4. Strengthening sustainable, resilient and inclusive environmental management.

Figure 10: Agencies implementing the UNSDCF 2021-2023 by strategic priorities (PS)



⁷⁴ UN. *Plan-cadre des Nations Unies pour l'aide au développement (UNDAF) 2015-2019: Madagascar*.

⁷⁵ UN. *Plan-cadre de Coopération des Nations Unies pour le Développement Durable (UNSDCF) Madagascar 2021-2023*.

2. Reasons for the evaluation

2.1. RATIONALE

33. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in November 2023.

2.2. OBJECTIVES

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

2.3. STAKEHOLDER ANALYSIS

35. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Johannesburg and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Madagascar, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.
36. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.
37. The Government of Madagascar is an important partner of WFP in the implementation of its CSP. In particular, the evaluation will seek to engage with the Ministry of Agriculture, Livestock and Fisheries, the Ministry of Economy and Planning, Ministry of Education, the Ministry of Population, Social Protection and Women’s Promotion, the Ministry of Public Health, the Ministry of Telecommunications, the National Office for Risk and Disaster Management (BNGRC), the National Nutrition Office (ONN), regional and municipal government bodies and private sector stakeholders through regional logistics working groups. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.
38. Other key stakeholders of the CSP include a range of i) UN agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and UN-Women, as well as the UN Resident Coordinator Office; ii) intergovernmental bodies such as the Southern African Development Community and the Indian Ocean Commission; iii) international development institutions such as the World Bank and iii) non-governmental organizations (NGOs) and civil society institutions, including CARE, Action Against Hunger, the International Red Cross and GRET, among others. International and local

partners of WFP in Madagascar have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in that WFP activities are coherent and effective. The evaluation can represent an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.

39. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a workshop towards the end of the reporting phase. More details about the stakeholders' respective interest and roles in the CSPE is attached in Annex 4.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

40. WFP has been active in Madagascar since 1964 in focussing on humanitarian assistance to populations affected by natural hazards, agricultural and rural development, and poverty alleviation interventions. As of 2017, prior to the shift to the Country Strategic Plan framework, WFP's portfolio in Madagascar included two operations: a Country Programme (CP 200733, covering 2015-2017) and a Protracted Relief and Recovery Operation (PRRO 200735, covering 2015-2017). The two operations covered a wide range of intervention areas, including unconditional transfers to populations affected by natural disasters, building resilience of vulnerable communities, school meals, national capacity strengthening and support to food and nutrition security policy development. Annex 6 provides an overview of ongoing WFP projects and programmes in 2017.
41. In the course of 2017, WFP developed a Transitional Interim Country Strategic Plan (T-ICSP) for Madagascar, covering the January 2018 - June 2019 period. While continuing to maintain its capacities on crisis response through life-saving activities, through the T-ICSP, WFP Madagascar aimed at taking important steps towards enhancing its focus on "life changing" activities, integrating a gender-transformative approach in all its strategic outcomes, scaling-up the cash transfer modality, and increasing its Nutrition technical assistance to national counterparts through operational research, among others.
42. The T-ICSP was informed by the evaluations of the CP and the PRRO concluded in 2017, which recommended, among others, shifting to more recovery and resilience-building activities - with a focus on building government institutions and cooperating partners' capacity -, an increased engagement with development actors at community level, and the integration of a gender approach both at strategic and field levels.
43. The total cost of the January 2018 - June 2019 T-ICSP was initially estimated at 59.7 million USD and, overall, WFP was planning to assist approximately 1,525,000 beneficiaries during this period. The T-ICSP underwent four budget revisions (BR), aiming to i) augment WFP logistics and emergency telecommunications capacities to support the humanitarian community and Government's response to Ava and Eliakim cyclones in the northeast in early 2018, ii) scale-up WFP assistance to drought-affected populations during the 2019 lean season and iii) facilitate a more comprehensive package of food and nutrition assistance during emergency responses, among others. The BRs increased the total number of planned beneficiaries of the T-ICSP to approximately 1,970,000, and its total estimated cost to 114.4 million USD.
44. During the transition year of 2018, WFP designed a five-year Country Strategic Plan (CSP) for Madagascar, originally running from July 2019 to June 2023 and focussing on five strategic outcomes (SOs). The CSP was approved by the Executive Board in June 2019. Its total initial cost was estimated at USD 297.4 million, and it aimed at reaching approximately 3,094,000 beneficiaries (52 percent of them being women or girls).
45. Under the framework of the United National Development Assistance Framework (UNDAF - 2015-2019) and informed by the ZHSR, the Madagascar CSP aimed at supporting the Government's efforts to achieve Sustainable Development Goals (SDGs) 2 - Zero Hunger and 17 - Partnership for the Goals, with

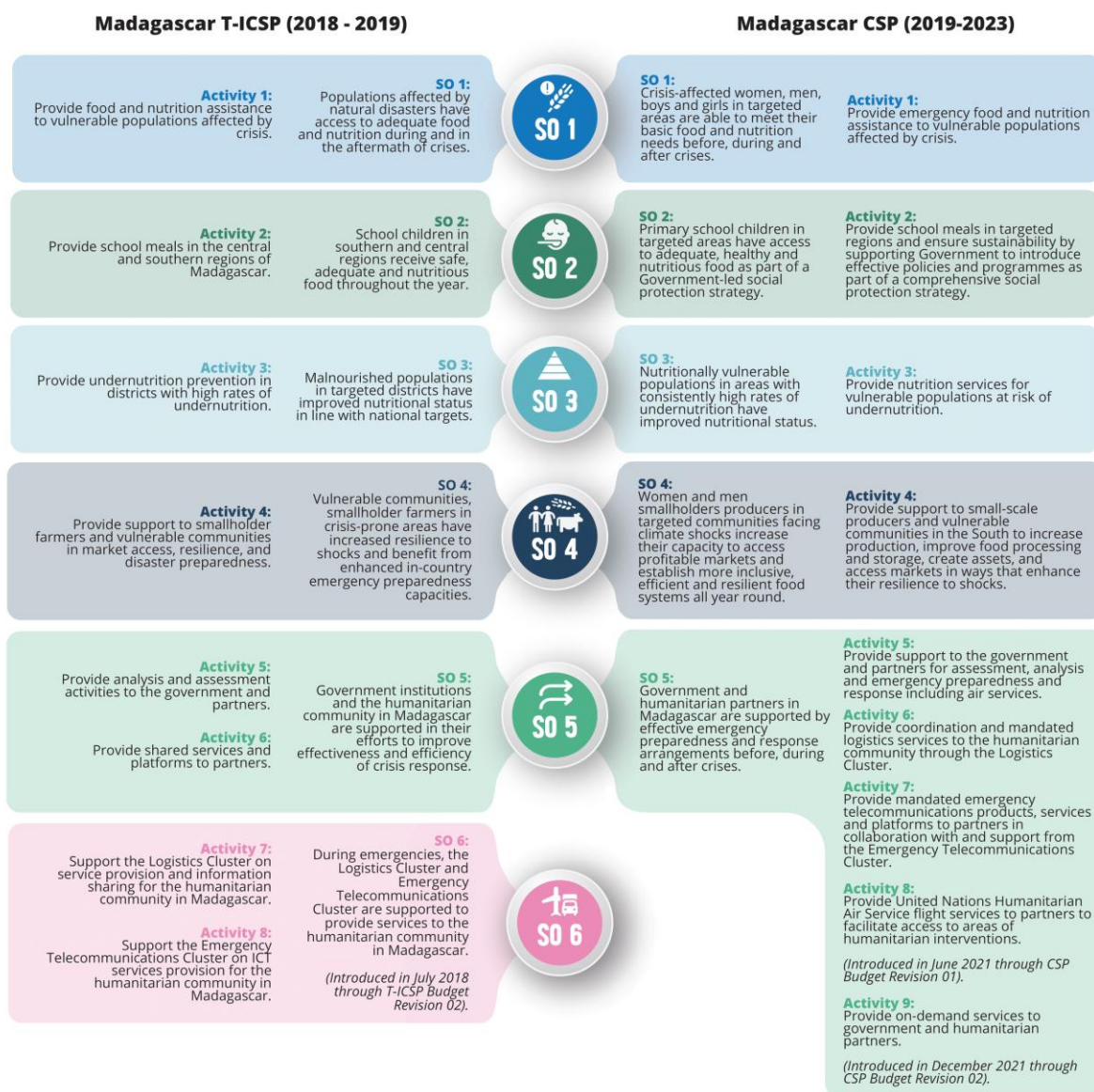
contributions to other SDGs related to health, education, gender equality, climate change and sustainability.⁷⁶

46. Among main strategic orientations proposed by the original CSP, WFP Madagascar planned to: i) intervene in highly vulnerable areas in the *Grand Sud* through integrated, shock-responsive social protection system that ensures equitable access to nutritious food for vulnerable people before, during and after crises; ii) provide children in vulnerable communities with access to nutritious food while at school; iii) extend integrated approaches for the prevention of malnutrition among targeted women, adolescent girls and children; iv) build the resilience of vulnerable smallholder households and communities; and v) ensure that interventions for addressing chronic and acute needs are supported by enhanced emergency preparedness and response capacities and resources. The CSP also focussed on improving the sustainability of WFP activities by strengthening government capacities to implement, coordinate and oversee operations; increasing inter-agency collaboration; and expanding joint funding strategies.⁷⁷
47. As of February 2022, the CSP has undergone two BRs, which introduced the following changes:
 - BR1, approved by the Country Director in June 2021, added a new United Nations Humanitarian Air Service (UNHAS) activity (#8) to Strategic Outcome 5, to ensure rapid access of humanitarian personnel to the most affected regions in the south and the delivery of essential lifesaving cargo to remote areas in a context of poor road networks and COVID-19-related commercial flights restrictions.
 - BR2, approved by the WFP Executive Director and FAO Director General in December 2021, i) increased the budget of SO 1 (crisis response) to scale up unconditional food and cash assistance, accompanied with nutrition interventions; ii) introduced Activity 9 under SO5, to provide on-demand services to government and humanitarian partners and iii) reduced the CSP duration by six months - from June 2024 to December 2023 - to align it with the Madagascar United Nations sustainable development cooperation framework (UNSDCF 2021–2023).
48. An overview of the T-ICSP and CSP SOs and related activities is presented in Figure 11, while more details on planned activities are presented in Annex 8. Overall, the two frameworks are aligned and present consistent structures, with the CSP SO5 including activities previously included under T-ICSP SO5 and SO6.

⁷⁶ WFP Madagascar CSP (2019-2024).

⁷⁷ *Ibid.*

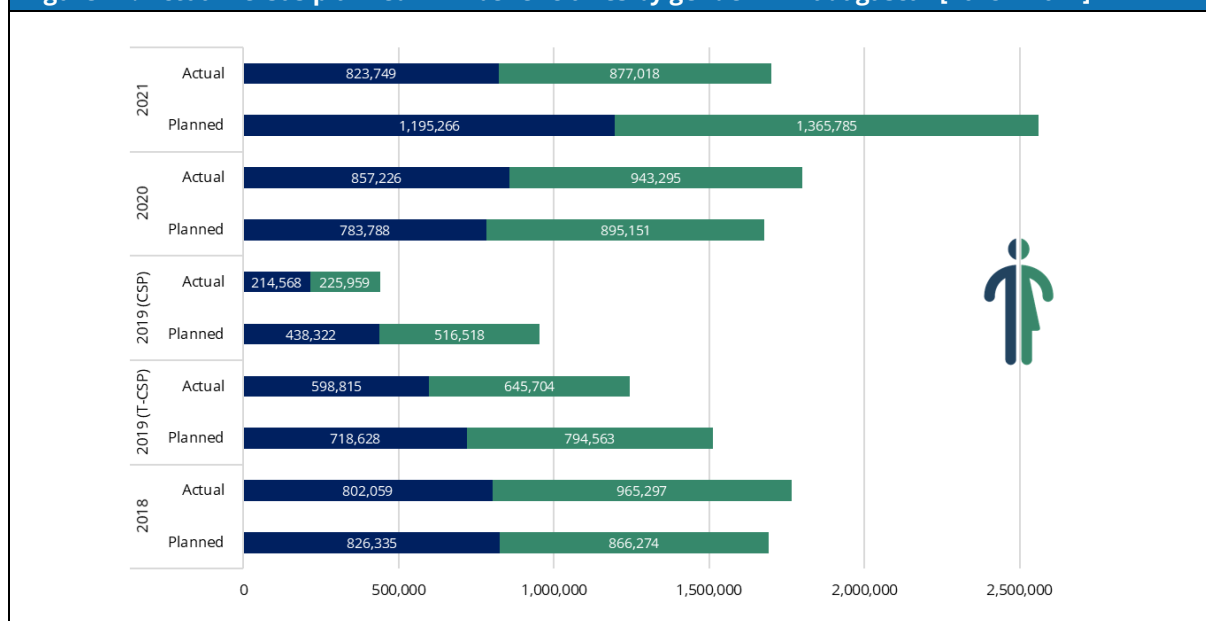
Figure 11: Comparison between Madagascar T-ICSP (2018-2019) and Madagascar CSP (2019-2023)



Source: IRM analytics, data extracted on 17/02/2022

49. The planned number of yearly beneficiaries of WFP assistance in Madagascar has increased significantly between 2018 and 2021. However, results in terms of actual beneficiaries have not grown proportionally during the same period. Figure 12 below presents a gender-disaggregated overview of planned and actual yearly beneficiaries between 2018 and 2021. Further details about results by SO are presented in Annex 8.

Figure 12: Actual versus planned WFP beneficiaries by gender in Madagascar [2018 – 2021]

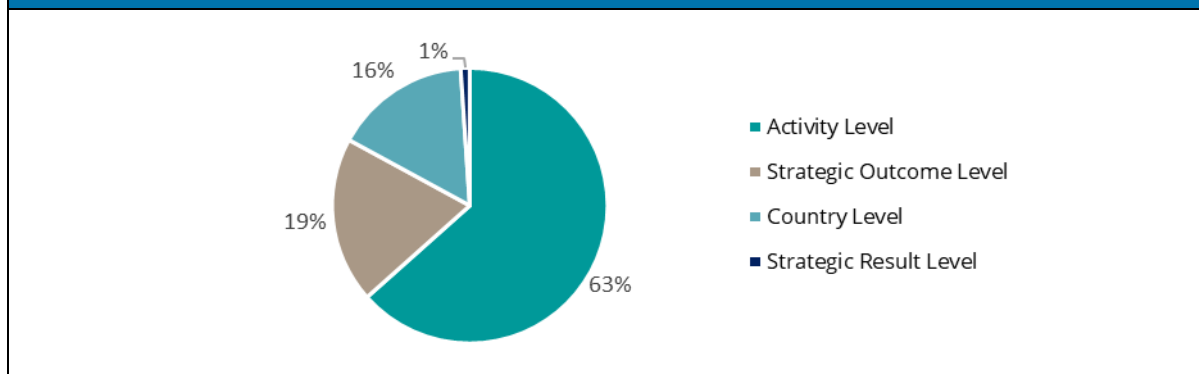


Source: Annual Country Reports and COMET report CM-R001b, data extracted on 18/02/2022. Figures are without overlap.

50. The following Tables 1 and 2 provide a budget overview for the Madagascar T-ICSP and CSP.
51. During the T-ICSP period (2018-June 2019), as a result of increases in the crisis response budget, SO1 represented the largest share of the needs-based plan (66 percent). The total allocated resources amounted to 46 percent of the needs-based plan budget, with some significant variations in the funding levels across activities (Activity 6 being the best-funded and Activity 8 receiving no funds).
52. Regarding the CSP period (July 2019-June 2024, then shortened to December 2023 with BR2), the largest portion of the needs-based plan was also dedicated to the crisis focus area (62 percent as at BR2, increased from 48 percent at the start of the CSP). In terms of allocated resources, as of February 2022 (with almost 60 percent of elapsed time over the total duration of the CSP) the overall funding level of the Madagascar CSP is at 73 percent.
53. As of February 2022, crisis-focussed activities under SO1 are comparatively better funded than the resilience-focussed ones, with Activity 1 (crisis response) being associated with the highest funding level (83 percent of needs-based plan). Donors' allocations have been predominantly earmarked at Activity (63 percent) and Strategic Outcome (19 percent) levels (Figure 13). The implications of such relatively high level of earmarking will be analysed by the evaluation. As of February 2022, main donors or funding sources for the Madagascar CSP were the United States of America, Germany, the European Commission, the Republic of South Korea, Japan, the United Kingdom, private donors, flexible funding, UN sources and other resource transfers (Figure 14).⁷⁸

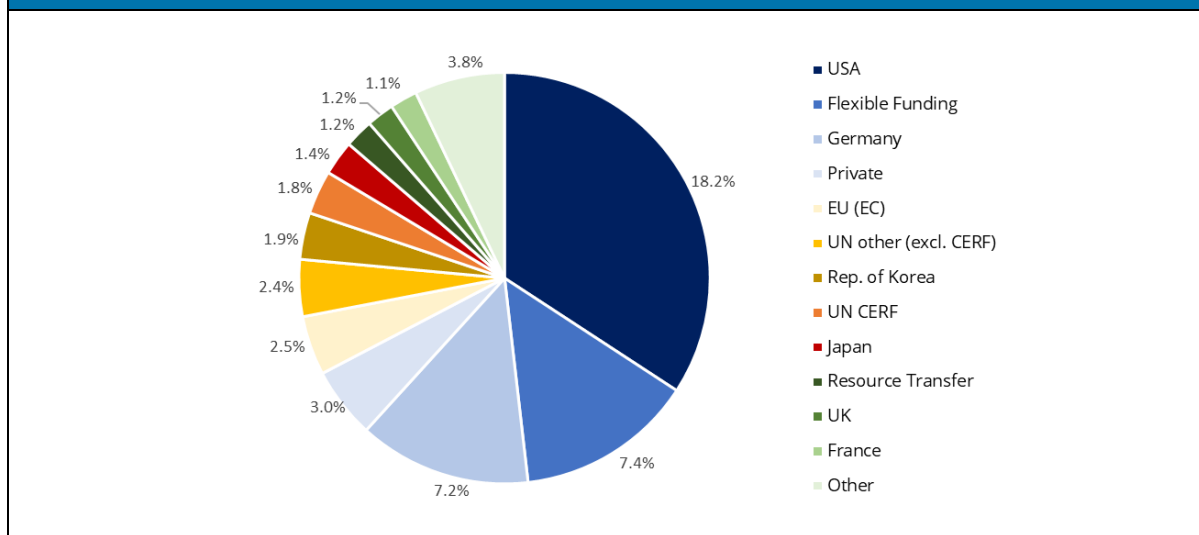
⁷⁸ WFP, Madagascar Resource Situation. Data extracted on 18/02/2022.

Figure 13: Madagascar CPB (2019-2022): directed multilateral contributions⁷⁹ by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 17/02/2022

Figure 14: Madagascar CSP (2019-2023): main donors and funding sources



Source: WFP, Madagascar CSP Resource Situation, data extracted on 17/02/2022.

Staffing

As of March 2022, the Country Office had 255 employees, of which 45 percent were female, 90 percent were nationals of Madagascar, and 66 percent were on short-term contracts. In addition to the Country Office in Antananarivo, WFP operates with nine sub-offices in Amboasary, Ambovombe, Ampanihy, Bekily, Farafanganaa, Manakara, Toamasina, Toliara, Tsihombe. Annex 1 presents a map with WFP sub-offices in the country.

⁷⁹ Directed Multilateral Contributions (also known as “earmarked” contributions) refer to funds that Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies.

Table 1: T-ICSP 2018-2019 Cumulative financial overview (USD)										
Focus Area	SO	Activity	Needs-based plan as per original T-CSP (2018-2019)	% on total operational costs	Needs-based plan as per BR04 (2018-2019)	% on total operational costs	Allocated Resources	% against BR04 NBP	Expenditures	Expenditures vs. allocated resources
			USD		USD		USD		USD	
Crisis Response	SO1	Act.1	19,038,261	36%	67,795,634	66%	34,525,580	51%	33,922,250	98%
Root Causes	SO2	Act. 2	14,563,798	28%	14,579,575	14%	5,837,854	40%	5,677,530	97%
	SO3	Act.3	4,049,523	8%	4,335,659	4%	2,464,476	57%	2,419,386	98%
Resilience Building	SO4	Act.4	14,823,891	28%	15,049,080	15%	4,758,846	32%	4,708,201	99%
	SO5	Act.5	168,672	0%	168,672	0%	100,976	60%	100,976	100%
		Act.6	20,663	0%	20,663	0%	39,168	190%	39,168	100%
	Sub-total SO5			189,335	0%	189,335	0%	140,143	74%	140,143
Crisis Response	SO6	Act.7	-	-	712,364	1%	71,953	10%	71,953	100%
		Act.8	-	-	361,951	0%	0	0%	-	-
	Sub-total SO6			-	-	1,074,316	1%	71,953	7%	71,953
	Non-SO specific	Non-Activity Specific	-	-	-	-	102,576	-	-	-
Total operational costs			52,664,807	100%	103,023,599	100%	47,901,428	46%	46,939,464	98%
Total direct support costs			3,096,538	-	4,382,169	-	3,166,804	72%	2,913,296	92%
Total indirect support costs			3,903,294	-	6,981,375	-	2,575,458	37%	2,575,458	100%
Grand total cost			59,664,639	-	114,387,144	-	53,643,690	47%	52,428,218	98%

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as of 17 February 2022

Table 2: CSP 2019-2023 Cumulative financial overview (USD)										
Focus Area	SO	Activity	Needs-based plan as per original CSP (2019-2024)	% on total operational costs	Needs-based plan as per BR02 (2019-2023)	% on total operational costs	Allocated Resources	% against BR02 NBP	Expenditures	Expenditures vs. allocated resources
			USD		USD		USD		USD	
Crisis Response	SO1	Act.1	120,029,580	46%	191,670,426	59%	158,139,425	83%	119,901,752	76%
Resilience Building	SO2	Act. 2	55,797,901	21%	46,802,107	14%	18,752,412	40%	13,981,901	75%
	SO3	Act.3	37,878,162	15%	34,278,207	11%	8,144,950	24%	5,073,893	62%
	SO4	Act.4	41,735,279	16%	39,547,448	12%	7,437,690	19%	3,157,129	42%
Crisis Response	SO5	Act.5	1,102,888	0%	892,398	0%	24,022	3%	0	0%
		Act.6	2,407,513	1%	2,572,142	1%	431,179	17%	275,194	64%
		Act.7	1,800,000	1%	1,700,000	1%	186,182	11%	92,572	50%
		Act.8	-	-	4,858,977	2%	1,345,804	28%	611,140	45%
		Act.9	-	-	680,392	0%	87,739	13%	12,314	14%
		<i>Sub-total SO5</i>	5,310,401	2%	10,703,908	3%	2,074,926	19%	991,220	48%
-	Non-SO specific	Non-Activity specific	-	-	-	-	2,495,686	-	-	-
Total operational costs			260,751,324	100%	323,002,096	100%	197,045,088	61%	143,105,895	73%
Total direct support costs			18,520,076	-	19,121,122	-	10,492,965	55%	5,610,383	53%
Total indirect support costs			18,152,641	-	22,191,258	-	10,509,887	47%	10,509,887	100%
Grand total cost			297,424,041	-	364,314,476	-	218,047,940	60%	159,226,165	73%

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as of 17 February 2022

3.2. SCOPE OF THE EVALUATION

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

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

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

EQ1 – To what extent are the T-ICSP and the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent were the T-ICSP and 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 are the T-ICSP and the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent are the T-ICSP and 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 are the T-ICSP and 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 T-ICSP and 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 T-ICSP and CSP strategic outcomes in Madagascar?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the T-ICSP and 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 T-ICSP and the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the T-ICSP and the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?

3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the T-ICSP and 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 T-ICSP and 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 T-ICSP and the CSP?

59. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability, as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and accountability to affected population of WFP's response.
60. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
61. Based on an initial desk review, lines of enquiry which could be of particular interest to this CSPE may include, among others:
- How effectively has WFP contributed to the operationalization of the national social protection strategy and how could such efforts be leveraged for further strengthening the national social protection scheme?
 - How effective have WFP resilience-building activities been in addressing food insecurity, and what specific opportunities exist in terms of their scale-up?
 - What are the opportunities to reframe capacity strengthening activities, based on their results to date?
 - What have been WFP Madagascar specific contributions related to inter-agency humanitarian coordination in a context of recurrent droughts and cyclone events?

4.2. EVALUATION APPROACH AND METHODOLOGY

62. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable

development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).

63. 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.
64. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
65. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, qualitative and quantitative data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
66. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
67. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
68. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
69. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final

report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

70. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
71. As part of the evaluation process, efforts will be undertaken by OEV and the evaluation team to coordinate with other UN agencies conducting similar country-level evaluations during 2022, for the purpose of sharing documentation and data; minimise burden on stakeholders; cross fertilize findings as appropriate; and to jointly disseminate the generated evidence.
72. Ideally, there would be a one-week inception mission (Evaluation Team Leader accompanied by the Evaluation Manager and the Research Analyst from the evaluation team) and a minimum three-week data collection mission in Madagascar. However, considering the ongoing Covid-19 pandemic, possible travel restrictions will need to be monitored closely. In case of international travel restrictions, the inception mission may be organized remotely and during the main data collection phase, at a minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations. In case no in-person interviews or in-country travel are possible, an approach with fully remote inception and data collection could be considered as a last resort. In any case, the data collection phase can only be postponed up to when it becomes unrealistic to deliver a quality evaluation in time for the preparation of the new CSP, hence not beyond October 2022.
73. In light of the above, technical and financial offers for this evaluation should consider two scenarios both for the inception and data collection phase: a) a one-week inception mission conducted by the team leader and research analyst OR a fully remote inception phase; and b) a minimum three-week in-country mission conducted by the full team OR a mixed approach with part of the team conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team. In any case, should the contextual and security situation allow it, the aim would be to hold the final stakeholders workshop in Antananarivo towards early 2023.

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

74. The Madagascar CSP logical framework (as of February 2022) includes 38 outcome indicators, 76 output indicators, and 8 cross-cutting indicators. It was revised several times resulting in the current 3rd version. Throughout the revisions, 6 indicators were added, whereas only 4 indicators were discontinued. From the point in time an indicator has been added, progress may therefore be measured over time. The assessment of data availability for targets and baseline/follow-up values for outcome and output indicator shows some minor gaps in reporting. Annex 5 presents a detailed assessment of data availability for each indicator.
75. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. The latter should be based on desk review of key programming, monitoring and reporting documents and on interviews with the M&E team and selected programme managers. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.

76. The CSPE is meant to be a final evaluation of a six-year programme cycle (combining the T-ICSP and the CSP), conducted during its penultimate year. This has implications for the completeness of results reporting and attainment of expected outcomes.
77. Evaluability may also be limited by access restrictions during the data collection phase, that may be related to seasonal patterns, or any other restrictions to travel. The Evaluation Team, in consultation with OEV and the Country Office, will monitor the situation during the inception phase to determine the actual planned data collection coverage of the evaluation.

4.4. ETHICAL CONSIDERATIONS

78. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
79. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Madagascar T-ICSP and CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

83. The evaluation is structured in five phases summarized in Table 3 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 3: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1.Preparation	End March 2022 April 2022 April 2022	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	May 2022 May 2022 August 2022	HQ briefing Inception mission (TBD if in country or remote) Inception report
3. Data collection	Sept.-Oct. 2022	Evaluation mission, data collection and exit debriefing (TBD if in country or remote)
4. Reporting	Oct-Dec 2022 Dec 2022 - Jan 2023 January 2023 Feb-Mar 2023 April 2023	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	May-June 2023 from June 2023	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

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

Table 4: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team leadership and management, coordination, planning, ability to resolve problems • Preference for a TL that has thematic expertise in relation to some of the key CSP thematic areas • Strong experience in evaluating implementation of strategic plans and CO positioning, including in lower-income countries, and in humanitarian and development contexts • Relevant knowledge and experience in development and humanitarian contexts, preferably in Madagascar or other natural hazard-prone contexts, and with key players within and outside the UN System; • Strong presentation skills and ability to deliver on time; • Fluency and excellent writing skills in French, fluency in English; • Prior experience with WFP evaluations is strongly preferred.
Crisis response	Experience with evaluation of large crisis responses through unconditional transfers to affected populations. Experience with evaluation of multi-actor emergency responses, including through provision of logistical and telecommunication support
Resilience	Technical expertise in smallholder farmer support / asset creation / access to markets / climate change adaptation - proven track record of evaluation of such activities.
Country capacity strengthening, Social Protection	Experience with evaluation of country capacity strengthening activities, including in the domain of social protection programmes.
School meals	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies, including cash-based interventions.
Nutrition-specific interventions	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency • Gender equality and empowerment of women • Humanitarian Principles and Protection • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. ROLES AND RESPONSIBILITIES

85. This evaluation is managed by the WFP Office of Evaluation. Filippo Pompili, Evaluation Officer, has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of the evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and an in-country stakeholders' workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michele Gerli, Research Analyst, will provide support to the evaluation team with collection and compilation of relevant WFP documentation not available in the public domain. He will analyse internal data in support of the overall data collection effort, provide quality assurance on data presented in evaluation products, and facilitate the evaluation team's engagement with respondents. Aurélie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.
86. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Madagascar; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Rijaso Rakotoarinoandriamahazo, M&E Officer, has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

87. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAGE) and attending in-country briefings.

5.5. COMMUNICATION

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

88. All evaluation products will be produced in French. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the financial proposal.
89. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase.
90. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. THE PROPOSAL

91. The evaluation will be financed through the country portfolio budget.
92. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.
93. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: WFP in Madagascar



Source: WFP GIS unit

Annex 2: Madagascar Fact Sheet

N.	Parameter/(source)	2018	2021	Data source
General				
1	Human Development Index ⁽¹⁾	0,521	0,528 (2020)	UNDP Human Development Report 2019 and 2020
2	Total number of people of concern (refugees, asylum seekers, others of concern)	108 asylum seekers and 44 refugees (2019)		UNHCR
Demography				
3	Population total ⁽²⁾	26,262	27,691 (2020)	World Bank
4	Population, female (% of total population) ⁽²⁾	50.12	50.11 (2020)	World Bank
5	Percentage of urban population ⁽²⁾	37.19	38.53 (2020)	World Bank
6	Total population by age (1-4) ⁽⁶⁾	Not reported		UNSD
7	Total population by age (5-9) ⁽⁶⁾	Not reported		UNSD
8	Total population by age (10-14) ⁽⁶⁾	772,328 (1993)		UNSD
9	Adolescent birth rate (births per 1,000 women ages 15-19)	152 (2003-2018)		UNFPA
Economy				
10	GDP per capita (current USD) ⁽²⁾	523.94	471.49 (2020)	World Bank
11	Income inequality: Gini coefficient ⁽¹⁾	42.6	42.6 (2020)	UNDP Human Development Report 2019 and 2020
12	Foreign direct investment net inflows (% of GDP) ⁽²⁾	4.44	2.74	World Bank
13	Net official development assistance received (% of GNI) ⁽²⁾	5.19	5.56 (2019)	World Bank
14	SDG 17: Volume of remittances as a proportion of total GDP (percent)	5.2 (2017)		Madagascar 2021 Voluntary National Review
15	Agriculture, forestry, and fishing, value added (% of GDP) ⁽²⁾	23.97	25.12 (2020)	World Bank
Poverty				
16	Population affected by multidimensional poverty (%) ⁽¹⁾	69.1	Not reported	UNDP Human Development Report 2020

17	Population in severe multidimensional poverty (%) ⁽¹⁾	39.3	Not reported	INSTAT report on MPI (2018)
Health				
18	Maternal mortality ratio (%) (number of deaths of women from pregnancy-related causes per 1,000 live births)	335 (2017)		UNICEF 2021 State of the World Children Report
19	Healthy life expectancy at birth ⁽²⁾	66.68	67.41 (2019)	World Bank
20	Prevalence of HIV, total (% of population ages 15-49) ⁽²⁾	0.2	0.3 (2020)	World Bank
Gender				
21	Gender Inequality Index ⁽¹⁾	Not reported	Not reported	UNDP Human Development Report 2019 and 2020
22	Proportion of seats held by women in national parliaments (%) ⁽¹⁾	19.6	17.9	UNDP Human Development Report 2019 and UNWOMEN Madagascar
23	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) ⁽²⁾	86.24	84.08 (2020)	World Bank
24	Employment in agriculture, female (% of female employment) (modelled ILO estimate) ⁽²⁾	60.65	59.95 (2019)	World Bank
Nutrition				
25	Prevalence of moderate or severe food insecurity in the total population (%) ⁽⁷⁾	Not reported	Not reported	The State of Food Security and Nutrition Report 2018 and 2021.
26	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) ⁽⁷⁾	Not reported	6.4 (2020)	The State of Food Security and Nutrition Report 2018 and 2021
27	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) ⁽⁷⁾	Not reported	40.2	The State of Food Security and Nutrition Report 2018 and 2021
28	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) ⁽⁷⁾	Not reported	1.5	The State of Food Security and Nutrition Report 2018 and 2021
29	Mortality rate, under-5 (per 1,000 live births) ⁽²⁾	53.7	50.2	World Bank
Education				
30	Adult literacy rate (% ages 15 and older) ⁽²⁾	76.68	Not reported	World Bank

31	Population with at least secondary education (% ages 25 and older) ⁽²⁾	Not reported	Not reported	World Bank
32	Adjusted primary school enrolment, net percent of primary school-age children, 2017 ⁽¹⁾	144 (2012-2017)		UNDP Human Development Report 2018
33	Secondary school enrolment, net percent of secondary school-age children, 2017 ⁽¹⁾	38 (2012-2017)		UNDP Human Development Report 2018

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

Annex 3: Timeline

	Step	Action by	Tentative dates
Phase 1 - Preparation			
	Final revised ToR sent to WFP stakeholders	EM	31 March 2022
	Contracting evaluation team/firm	EM	10 April 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	11-20 April 2022
	HQ & RB inception briefing	EM & Team	late April 2022
	Inception briefings/mission to Madagascar	EM + TL	16-20 May 2022
	Submit draft inception report (IR)	TL	20 June 2022
	OEV quality assurance and feedback	EM	21-24 June 2022
	Submit revised IR	TL	1 July 2022
	IR review (including re-iterations)	EM/QA2	2-14 July 2022
	Seek draft IR clearance prior to circulating with the CO (including re-iterations)	DDoE	15 July 2022
	Circulation of draft IR to CO for comments	EM	18-29 July 2022
	Submit revised IR	TL	10 August 2022
	IR review	EM	11-16 August 2022
	Seek final approval by QA2	EM	22 August 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	25 August 2022
Phase 3 - Data collection, including fieldwork			
	In country / remote data collection	Team	19 Sept.-7 Oct. 2022
	Exit debrief (ppt)	TL	7 October 2022
	Preliminary findings debrief	Team	21 October 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	23 November 2022
	OEV quality feedback sent to TL	EM	1 December 2022
Draft 1	Submit revised draft ER to OEV	TL	8 December 2022
	OEV quality check (including re-iterations)	EM/QA2	9-11 December 2022
	Seek clearance prior to circulating the ER to IRG (including re-iterations)	EM/DDoE	12-19 December 2022
	OEV shares draft evaluation report with IRG for feedback	DDoE/IRG	20 December 2022
	Stakeholder workshop (in country or remote)	EM	19-20 January 2023
	Consolidate WFP comments and share with team		3 February 2023
Draft 2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	20 February 2023
	Review D2 (including re-iterations)	EM/QA2	21-27 February 2023
	Submit final draft ER to OEV	TL	6 March 2023
D	Review D3 (including re-iterations)	EM/QA2	7-14 March 2023

	Seek final approval of the ER	EM/DDoE	15-28 March 2023
	Draft summary evaluation report	EM	April 2023
	Seek SER validation by TL	EM	April 2023
	Seek clearance to share SER	EM/DDoE	May 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	May 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	May 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	June-November 2023
	Presentation of summary evaluation report to the EB	DDoE	November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

Annex 4: Preliminary Stakeholder analysis

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

	nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates. Evaluation results can help to better target their support to the CO.	information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation. Selected HQ Divisions will also have an opportunity to review and comment on the draft ER as part of the Internal Reference Group.	
WFP Executive Board	The Executive Board members have an accountability role, but also an interest in potential wider lessons from the Madagascar's evolving context and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2023 session to inform Board members about the performance and results of WFP activities in Madagascar.	Delegates
External stakeholders			
Affected communities	Primary stakeholders. As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the data collection phase as feasible. Special arrangements will be made to give voice to marginalized population groups, in particular women, the elderly, minority groups and people living with disabilities.	People (men, women, boys and girls) targeted by WFP activities in Madagascar; traditional authorities; teachers; school kitchen staff etc.
National and local government institutions	Primary stakeholders. The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	Key staff from the Government, including from the the Ministry of Agriculture, Livestock and Fisheries , the Ministry of Economy and Planning , the Ministry of Education , the Ministry of Population, Social Protection and Women's Promotion , the Ministry of Public Health , the Ministry of Telecommunications , the National Office for Risk and Disaster Management (BNGRC) , the National

			Nutrition Office (ONN) , regional and municipal government bodies and private sector stakeholders through regional logistics working groups.
UN Country Team and Other International Organizations	<p>UN agencies and other partners in the Madagascar have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes.</p> <p>The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p> <p>At OEV-level, opportunities for collaboration with Evaluation Units from UNDP and UNICEF (planning country-level evaluations in Madagascar in the course of 2022) will be sought. Possible synergies may be explored at data collection or stakeholders workshop levels.</p>	<p>Key staff from i) UN partners, including from the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UN-Women, the UN Resident Coordinator Office ; ii) intergovernmental bodies such as the Southern African Development Community and the Indian Ocean Commission; and iii) international development institutions such as the World Bank.</p>
Donors	<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>Representatives from main bilateral donors, e.g.: the European Commission, France, Germany, Japan, the Republic of South Korea, the United Kingdom and the United States of America.</p>
Cooperating partners and NGOs	<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>Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.</p>	<p>Key staff from cooperating partners and NGOs including CARE, Action Against Hunger, the International Red Cross and GRET.</p>

Private sector and civil society	Current or potential partners from the private sector and the civil society may have an interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.	Key staff from private sector partners and civil society as applicable.
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Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Madagascar 2019-2023 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	Total nr. of indicators	38	8	76
v 2.0	New indicators	0	0	3
	Discontinued indicators	0	0	0
	Total nr. of indicators	38	8	79
v 3.0	New indicators	1	0	3
	Discontinued indicators	0	0	4
	Total nr. of indicators	39	8	78
Total number of indicators that were included across all logframe versions		38	8	72




		ACR 2019	ACR 2020
	Total number of outcome indicators in applicable logframe		
Baselines	Nr. of indicators with any baselines reported	31	13
	Total nr. of baselines reported	90	89
Year-end targets	Nr. of indicators with any year-end targets reported	31	13
	Total nr. of year-end targets reported	90	86
CSP-end targets	Nr. of indicators with any CSP-end targets reported	31	13
	Total nr. of CSP-end targets reported	88	89
Follow-up	Nr. of indicators with any follow-up values reported	31	13
	Total nr. of follow-up values reported	81	85
	Total number of cross-cutting indicators in applicable logframe		
Baselines	Nr. of indicators with any baselines reported	7	9
	Total nr. of baselines reported	18	16

Year-end targets	Nr. of indicators with any year-end targets reported	7	9
	Total nr. of year-end targets reported	18	14
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	9
	Total nr. of CSP-end targets reported	18	17
Follow-up	Nr. of indicators with any follow-up values reported	7	9
	Total nr. of follow-up values reported	18	13
	Total number of output indicators in applicable logframe		
Targets	Nr. of indicators with any targets reported	20	47
	Total nr. of targets reported	70	87
Actual values	Nr. of indicators with any actual values reported	5	23
	Total nr. of actual values reported	38	68

Annex 6: WFP presence in Madagascar (2016-2018)

		2016	2017	2018
Madagascar relevant events		<p>October 2015 - January 2016: El Niño hits the Region causing the driest growing season in 35 years.</p> <p>July 2016: Madagascar submits its first Voluntary National Review during the 2016 High-Level Political Forum.</p>	<p>March 2017: Tropical Cyclone Enawo hits Madagascar, displacing 247,000 people and severely affecting around 434,000 people.</p>	<p>December 2018: Andry Rajoelina is elected President at the second round of the presidential elections.</p>
WFP interventions	<p>Response to food security and nutrition needs of population affected by natural disasters and resilience building of food insecure communities of south-western, southern and south-eastern regions of Madagascar (2015-2019)</p>	<p>Activity type:</p> <ul style="list-style-type: none"> - Emergency preparedness activities - Unconditional resource transfers to support access to food - Malnutrition prevention activities <p>Total budget: USD 168,327,058 (as of BR04)</p>		
	<p>Madagascar Country Programme (2015-2019)</p>	<p>Activity type:</p> <ul style="list-style-type: none"> - Unconditional resource transfers to support access to food - School meal activities - Malnutrition prevention activities - Smallholder agricultural market support activities <p>Total budget: USD 68,934,692</p>		
	<p>IR-PREP - Regional El Niño Preparedness for South Africa (Nov 2015 – Feb 2016)</p>	<p>Activity type:</p> <ul style="list-style-type: none"> - Emergency preparedness activities <p>Total budget: USD 285,288</p>		

		2016	2017	2018
	IR-PREP - Emergency preparedness activities in support of the Southern Africa Development Community (SADC) El Niño Logistics and Coordination Centre (LCC) (May – Jul 2016)	Activity type: - Emergency preparedness activities Total budget: USD 145,762		
	Logistics and Emergency Telecommunications Augmentation and Coordination in Response to the Cyclone Enawo in Madagascar (Mar – Oct 2017)		Activity type: - Logistics and emergency telecommunications activities Total budget: USD1,200,795	
	Special Preparedness Activities in Madagascar (Jan – Apr 2018)			Activity type: - Emergency preparedness activities Total budget: USD 257,107
	Madagascar T-ICSP (Jan 2018 - Jun 2019)			Activity type: - Unconditional resource transfers to support access to food - School meal activities - Malnutrition prevention activities - Smallholder agricultural market support activities - Service provision and platforms activities - Analysis, assessment and monitoring activities Total budget: USD 114,387,143 (as of BR02)

		2016	2017	2018
Outputs at country office level	Food distributed (MT) 			T-ICSP: 26,418 mt (61 percent actual vs planned)
	Cash distributed (USD) 			T-ICSP: 2,064,355 (12 percent actual vs planned)
	Actual beneficiaries (number) 			T-ICSP: actual 1,767,356 (802,059 men and 965,297 women) 97.1 percent actual v. planned (male); 111.4 percent actual v. planned (female); 104.4 percent actual v. planned (total).

Source: [Operations database | World Food Programme \(wfp.org\)](#). Data compiled on 28/02/2022.

Annex 7: Line of sight

Madagascar CSP 2019-2023 – OUTCOMES and OUTPUTS

Humanitarian Response Plan Strategic Objective	UNSDCF 2021-2023 Outcome 2 Human Capital Development	UNSDCF 2021-2023 Outcome 2 Human Capital Development	UNSDCF 2021-2023 Outcome 3 Decent income and a competitive economy	Humanitarian Response Plan Strategic Objective
SR 1 – Access to Food (SDG Target 2.1)		SR 2 – End Malnutrition (SDG Target 2.2)		SR 4 – Sustainable Food Systems (SDG Target 2.4)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
<p>OUTCOME 1: Crisis-affected women, men, boys and girls in targeted areas are able to meet and recover their basic food and nutrition needs before, during and after crises</p> <p>OUTPUTS:</p> <p>1.1. Crisis-affected women, men, boys and girls in targeted communities (Tier 1) receive adequate, timely, in-kind, cash and nutrition assistance to meet their basic food and nutrition needs (category A.1)</p> <p>1.2. Vulnerable, crisis-affected women and men (Tier 1) in targeted communities receive conditional food, cash and nutrition assistance to protect and recover their livelihoods (category A.2)</p> <p>1.3. Targeted crisis-affected households and communities (Tier 2) benefit from the creation and early recovery of assets to restore their livelihoods (category D)</p> <p>1.4. Vulnerable and crisis-affected children, pregnant and lactating women and girls, and HIV and tuberculosis patients (Tier 1) receive adequate, timely, specialized nutrition products and SBCC to prevent and treat acute malnutrition (category B)</p> <p>1.5. Children enrolled in primary schools in crisis-affected areas (Tier 1) receive a take-home ration that supports their food and nutrition needs and promotes attendance in schools (category B)</p> <p>1.6. Vulnerable and crisis-affected women, men, boys and girls in the South (Tier 3) benefit from enhanced Government capacities to support an integrated, shock responsive social protection system that identifies and meets their basic food and nutrition needs (category C)</p> <p>Activity 1: Provide emergency food and nutrition assistance to vulnerable populations affected by crisis (category 1, modalities: food, CS, CBT)</p>	<p>OUTCOME 2: Primary school children in targeted areas have access to adequate, healthy and nutritious food as part of a Government-led social protection strategy that is increasingly supported by local markets and smallholders and helps children attend school every day of the school year</p> <p>OUTPUTS:</p> <p>2.1. Children enrolled in targeted primary schools in food insecure areas (Tier 1) receive a nutritious daily school meal and benefit from complementary nutrition sensitive services, to improve their access to nutritious food and education (category B)</p> <p>2.2. Children in targeted primary schools (Tier 1) consume nutritious food produced and supplied by local communities (home-grown school meals - HGSM) (category F & N)</p> <p>2.3. Primary school children in targeted areas (Tier 3) benefit from the enhanced capacities of government institutions to implement HGSM as part of a comprehensive shock responsive social protection strategy that supports access to nutritious foods and education (category C)</p> <p>Activity 2: Provide school meals in targeted regions and ensure sustainability by supporting Government to introduce effective policies and programmes as part of a comprehensive social protection strategy (category 4, modalities: food, CS, CBT)</p>	<p>OUTCOME 3: Vulnerable populations in areas with consistently high rates of undernutrition have an improved nutritional status</p> <p>OUTPUTS:</p> <p>3.1. Children between 6 and 23 months of age, and targeted pregnant and lactating women and adolescent girls (Tier 1) receive an integrated package of nutrition services including adequate, timely, specialized nutrition products that help prevent undernutrition (category B)</p> <p>3.2. Women, men, adolescent girls, girls and boys and leaders in targeted communities (Tier 2) benefit from Social Behaviour Change Communication (SBCC) to improve nutrition, health and reproductive health practices (category C and E)</p> <p>3.3. Women, men, adolescent girls, girls and boys (Tier 3) benefit from enhanced capacities of government to provide and coordinate nutrition services and platforms at national and local levels (category C)</p> <p>3.4. Women, men, adolescent girls, girls and boys (Tier 3) benefit from the enhanced capacities of community groups, government and private sector actors to process and provide high quality fortified foods (category C)</p> <p>Activity 3: Provide nutrition services for vulnerable populations at risk of undernutrition (category 6, modalities: food, CBT, CS)</p>	<p>OUTCOME 4: Women and men small-scale producers in targeted communities facing climate shocks increase their livelihood resilience and capacity to engage in sustainable food systems all year round</p> <p>OUTPUTS:</p> <p>4.1. Vulnerable women and men in targeted households (Tier 1) receive adequate, timely and nutrition-sensitive FFA and FFT support that enables them to meet short-term food and nutrition needs while improving livelihood opportunities (category D)</p> <p>4.2. Women and men small-scale food producers in targeted communities (Tier 2) benefit from community assets, skills, climate information and financial services that enable them to plan, diversify and enhance the production, storage and consumption of nutritious foods and adapt to climate change (category C)</p> <p>4.3. Women and men in targeted households and communities (Tier 2) benefit from strengthened technical capacities to organize and participate in value chains, including the processing and sale of nutritious foods through linkages with P4P and HGSM (category F)</p> <p>Activity 4: Provide support to small-scale producers and vulnerable communities in the South to increase production, improve food processing and storage, create assets, and access markets in ways that enhance their resilience to shocks (category 7, modalities: Food, CBT, CS)</p>	<p>OUTCOME 5: Government and humanitarian partners in Madagascar are supported by effective emergency preparedness and response services before, during and after crises</p> <p>OUTPUTS:</p> <p>5.1. Populations affected by crisis (Tier 3) benefit from supply chain and other on-demand services and capacities provided by WFP to government and humanitarian partners in order to receive timely assistance before and during emergencies (category C)</p> <p>5.2. Crisis-affected populations (Tier 3), benefit from mandated and on-demand Logistics Cluster Coordination and service provision to humanitarian partners, that support rapid response before and during crises periods (category H)</p> <p>5.3. Crisis-affected populations (Tier 3), benefit from mandated and on-demand Emergency Telecommunications cluster service provision to humanitarian partners, that support rapid response before and during crises periods (category H)</p> <p>5.4. Vulnerable populations (Tier 3) benefit from strengthened capacities of Government institutions to mobilize and coordinate internal and external resources for the provision of integrated emergency preparedness and response services (EPR) (output category C)</p> <p>5.5. Crisis-affected people targeted by humanitarian and development partners benefit from the timely and cost-saving services of the United Nations Humanitarian Air Service by receiving timely, equitable and effective assistance (category H)</p> <p>Activity 5: Provide support to government and partners for assessment, analysis and emergency preparedness and response services including air services (category 9, modality: CS, SP)</p> <p>Activity 6: Provide coordination and mandated logistics services to the humanitarian community through the Logistics Cluster. (category 10, modality: SP)</p> <p>Activity 7: Provide mandated emergency telecommunications products, services and platforms to partners in collaboration with and support from the Emergency Telecommunications Cluster (category 10, modality: SP)</p> <p>Activity 8: Provide United Nations Humanitarian Air Service flight services to partners to facilitate access to areas of humanitarian interventions (category 10, modality: SP)</p> <p>Activity 9: Provide on-demand services to government and humanitarian partners (category 10, modality: SP)</p>

Source: WFP SPA website

Annex 8: Key information on beneficiaries and transfers

SO	Activity	Activity tag	2019		2019		2019		2020		2020		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	Act. 1	Food assistance for asset	0	0	13,544	14,096			195,148	203,115	36,899	38,406	19%	19%
		General Distribution	262,562	273,278	67,755	70,522	26%	26%	287,022	298,738	671,838	699,259	234%	234%
		HIV/TB Care & treatment	12,225	11,775	3,577	2,324	29%	20%	24,450	23,550	5,592	3,631	23%	15%
		Prevention of acute malnutrition	18,218	34,033	2,546	6,171	14%	18%	20,829	38,910	21,881	54,848	105%	141%
		School feeding (on-site)	0	0	0	0	0%	0%	4,800	5,200	0	0	0%	0%
		Treatment of moderate acute malnutrition	25,900	24,100	25,371	23,607	98%	98%	51,800	48,200	36,514	33,976	70%	70%
SO2	Act. 2	School feeding (on-site)	129,548	148,542	95,730	108,749	74%	73%	137,321	157,359	39,568	53,532	29%	34%
		School feeding (alternative take-home rations)									81,117	87,877		
SO3	Act. 3	Prevention of stunting	10,460	54,540	14,381	13,116	137%	24%	14,644	70,356	15,860	58,491	108%	83%
SO4	Act. 4	Climate adaptation and risk management activities									8,576	8,927		
		Food assistance for asset	39,200	40,800	0	0	0	0%	39,200	40,800	5,501	5,725	14%	14%
Total without overlaps			438,322	516,518	214,568	225,959	49%	44%	783,788	895,151	857,226	943,295	109%	105%

Source: ACR 2019 and ACR 2020 for totals without overlaps and COMET CM-R020 for disaggregated data. Data extracted on 22/02/2022.

Table 2: Actual beneficiaries by transfer modality in Namibia 2019-2020 by strategic outcome									
		2019				2020			
SO	Act.	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	Act. 1	229,513	49%	n.a.	n.a.	991,880	130%	610,965	139%
SO2	Act. 2	204,479	76%	n.a.	n.a.	262,094	94%	n.a.	n.a.
SO3	Act. 3	27,497	79%	n.a.	n.a.	74,351	222%	n.a.	n.a.
SO4	Act. 4	n.a.	n.a.	n.a.	n.a.	9,000	23%	19,725	49%

Source: COMET report CM-R002b, data extracted on 22/02/2022.

Table 3: Actual and planned beneficiaries by residence status and year						
Residence status	Number of planned beneficiaries	Number of actual beneficiaries	%	Number of planned beneficiaries	Number of actual beneficiaries	%
	2019	2019	2019	2020	2020	2020
Resident	954,840	440,527	46%	1,678,939	1,800,521	107%
IDPs	0	0	0%	0	0	0%
Refugees	0	0	0%	0	0	0%
Returnees	0	0	0%	0	0	0%

Source: ACR 2019 and ACR 2020.

Annex 9: Communication and Knowledge Management plan

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

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

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

Annex 10: Template for evaluation matrix

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

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

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

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

Annex 11: Approved Country Strategic Plan document

[Madagascar Country Strategic Plan \(2019 - 2024\)](#)

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 stakeholder 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 level⁸⁰ (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.

Country office	Regional bureau	Headquarters
<p>Pasqualina Di Sirio, Country Director;</p> <p>Arduino Mangoni, Deputy Country Director;</p> <p>Monica Oberle, Programme/Policy Officer</p> <p>Rijasoa Rakotoarinoroandriamahazo, M&E Officer (CO CSPE focal point)</p>	<p>Annmarie Isler, Regional Programme Policy Officer (Project Cycle)</p> <p>Atsuvi Gamli, Regional Programme Policy Officer (Social Protection/CBT)</p> <p>Jan van den Broek, Reg. Sr. Programme Policy Officer (UN reform)</p> <p>Andrew Odera, Regional Head of VAM</p> <p>Federica Pretolani, Regional Programme Policy Officer (Emergency Preparedness & Response)</p> <p>James Kingori, Senior Nutritionist</p> <p>Caterina Kireeva, Regional Monitoring Officer</p> <p>Mie Kataoka, Regional Supply Chain Officer</p> <p><i>Kept in copy: DRD, RB Head of Programme, RB Project Cycle coordinator, REO</i></p>	<p>Maria Lukyanova, Technical Assistance and Country Capacity Strengthening Service</p> <p>Zuzana Kazdova, Gender Division</p> <p><i>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol.</i></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 stakeholder workshop to validate findings and discuss recommendations.

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Annex 14: Acronyms

AAP	Accountability to Affected Persons
AMN	Acute Malnutrition
ACR	Annual Country Reports
AU	African Union
BNGRC	National Office for Risk and Disaster Management
BR	Budget Review
CBT	Cash-Based Transfers
CO	Country Office
CPB	Country Portfolio Budget
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DaO	Delivering as One
EB	Executive Board
EM	Evaluation Manager
EMOP	Emergency Operation
ET	Evaluation Team
ECHO	European Civil Protection and Humanitarian Aid Operations
EU	European Union
FAO	Food and Agricultural Organisation of the United Nations
GDP	Gross Domestic Product
GHI	Global Hunger Index
GoM	Government of Madagascar
HDI	Human Development Index
IEM	Emergence of Madagascar
ILO	International Labour Organization

IMF	International Monetary Fund
IPC	Integrated Food Security Phase Classification
IRG	Internal Reference Group
MTR	Mid-Term Review
NBP	Needs Based Plan
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NSFP	National School Feeding Programme
ODA	Official Development Assistance
OEV	Office of Evaluation
ONN	National Nutrition Office
PEM	Emergence of Madagascar
PHQA	Post Hoc Quality Assessment
RBJ	Regional Bureau in Johannesburg
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goal
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
ToC	Theory of Change
ToR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service

UNICEF	United Nations Children's Fund
UNS	United Nations System in Madagascar
USA	United States of America
VNR	Voluntary National Review
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

Office of Evaluation

World Food Programme

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