

# Evaluation of Mali Country Strategic Plan 2020-2024

Terms of reference



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

December 2022

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# 1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.
2. The purpose of these 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 Plans and the WFP Evaluation Policy.

## 1.2. CONTEXT

### General overview

4. Mali is a vast land-locked country with an area of over 1.2 million square kilometers and a population of 20.3 million. Its territory includes a part of Sahara desert in the north, a large stretch of the Sahel as well as a part in the southwest of the country with a longer rainy season between May and October. The Niger river, which has great significance for the country's livelihoods, enters Mali from Guinea in the southwest and flows through the country's Sahelian and Saharan lands into Niger.
5. Mali's population continues to live under a challenging mix of recurrent droughts that continuously threaten livelihoods and diminish natural resources, particularly in the Sahel. Soil degradation and desertification are reducing opportunities for traditional rural livelihoods and create competition over natural resources.
6. In the past decade, security problems and political instability have taken a grip on the country. A Tuareg rebellion in 2012 in northern Mali has led to a coup d'état by the Malian army, after the National Movement for the Liberation of Azawad (MNLA) was able to establish territorial control of the north. Asked by the Malian government and approved by the UN security council, the French army started operations in the country in early 2013<sup>1</sup>, which quickly ended hostilities and led to a peace deal in June 2013. A UN peacekeeping mission (MINUSMA) was established to maintain security. The said peace deal did not hold for long and insurgent factions regrouped in the north of the country<sup>23</sup>. The French military subsequently launched Operation Barkhane in 2014 to support the Malian government again, however, without the quick successes of the previous operation<sup>4</sup>. In the years that followed, the conflict has spread further south and into neighboring countries (Burkina Faso). Various factions of the Azawad Movement, the Islamic State in Greater Sahara, and Nusrat al-Islam (Al-Qaida Saharan Branch) control parts of Malian territory and continue to use violence to advance their aims. Both the government of Mali and the non-state armed factions have been accused of severe human rights violations<sup>567</sup>. France,

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<sup>1</sup> Aljazeera, *France launches Mali military intervention*, 11 June 2023.

<sup>2</sup> BBC, *Tuareg separatist group in Mali 'ends ceasefire'*, 29 November 2013.

<sup>3</sup> Aljazeera, *Renewed clashes break out in Mali*, 22 February 2013.

<sup>4</sup> Aljazeera, *Franco-German brigade to boost Mali security*, 19 February 2014.

<sup>5</sup> BBC, *Mali conflict: Troops accused of 'summary executions'*, 24 January 2013.

<sup>6</sup> Human Rights Watch, *Human Rights Watch: Mali's Army Killing Civilians In Town Of Niono*, 19 January 2013.

<sup>7</sup> Alertnet, *Islamists block first Mali aid convoy to Timbuktu*, 15 May 2012.

as well as Germany, Cote d'Ivoire, and Denmark completely withdrew their forces in August 2022<sup>8</sup>, while MINUSMA remains in Mali with a force of over 15,000 personnel.

7. Connected to the unmitigated security challenges, increasing displacement and loss of livelihoods, a level 3 (L3) emergency was declared in 2019 following many years in an L2 classification. Humanitarian needs have increased dramatically since the design of this country strategic plan in 2019 and have led to five budget revisions to allow WFP to mobilize additional resources to respond to rising food insecurity. Under WFP's new corporate alert system, Mali is currently classified as an operation of corporate attention.
8. Demographic growth is projected at 3 percent until 2030, with each woman having on average 5.7 children. Mali therefore possesses a youthful population, with nearly half of the population under 15, and a high adolescent birth rate. It ranks 182nd of 189 countries on the Human Development Index of the United Nations Development Programme (UNDP), and 45% of the population is classified in severe multidimensional poverty. The Gini coefficient<sup>9</sup> stands at 36, which compares to neighbouring countries. Healthy life expectancy in 2020 stands at 54 years for men and women alike.

### **National policies and the SDGs**

9. The government of Mali has launched the national economic recovery and sustainable development framework (CREDD) covering the years 2019-2023. The CREDD has integrated all SDG targets as well as the objectives of the African Union's Agenda 2063. It identifies 5 strategic axes: 1) Governance and democracy; 2) Peace and Security; 3) Inclusive growth and the structural transformation of the economy; 4) Environmental protection and resilience to climate change; 5) Human capital development. Food and nutrition security is an important element of the CREDD and has been integrated in axes 3, 4 and 5.
10. In addition to the CREDD, the Government of Mali has adopted a national food security and nutrition policy in May 2019<sup>10</sup>, in the wake of which the current CSP has been developed. The policy adds an action plan for the period of 2019-2028, which is built on four pillars<sup>11</sup>: 1) Increasing agricultural productivity to increase availability of food products, 2) preventing shocks and reducing their impact on vulnerable populations, 3) preventing and reducing malnutrition in all its forms, 4) improving institutional and financial capacities to address food and nutrition insecurity. The action plan includes an annualized budget per pillar.

### **Food and nutrition security**

11. Over the past years, the SDG 2 indicator on the prevalence of undernourishment has significantly deteriorated. After decades of reductions in both share and absolute numbers of undernourished people the trend has reversed and stands at 9.8%<sup>12</sup>. Data for the Food Insecurity Experience Scale is currently not available.
12. The food security situation in Mali is reported through the Cadre Harmonisé approach and published twice annually. For the 2022 lean season, it was predicted that 7.8 percent of the population would be facing crisis levels of food insecurity, and 0.7 percent were classified in an emergency phase. This would amount to over 1.8 million people in need of humanitarian assistance. In addition to this, 4.4 million people have been classified as stressed, requiring support to sustain and protect their livelihoods. Since the start of the CSP, the food security situation has deteriorated. In 2019, when the current CSP was designed, only 548,644 people were estimated to be facing crisis and emergency food insecurity.
13. In parallel to rising food insecurity, there has been a significant increase in the number of children suffering from global acute malnutrition (GAM). The IPC malnutrition predicted that over 1.2 million children will likely be acutely malnourished in August 2022, including over 300,000 severely malnourished children in need of urgent treatment.

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<sup>8</sup> VOA News, *French Forces Complete Departure From Mali*, 15 August 2022.

<sup>9</sup> OECD, 2022. *Income Inequality*, <https://data.oecd.org/inequality/income-inequality.htm> (accessed on 03/10/2022).

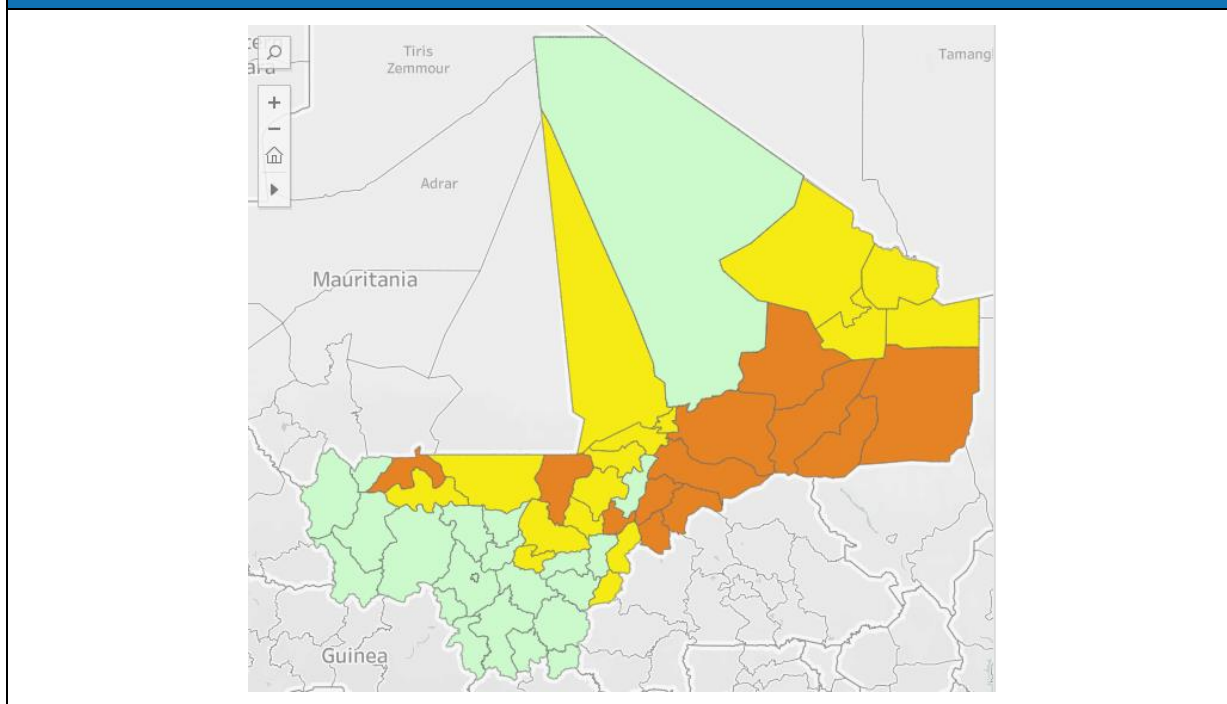
<sup>10</sup> Présidence de La République République Du Mali, Commissariat à la Sécurité Alimentaire. *Politique Nationale de Sécurité Alimentaire et Nutritionnelle (PoINSAN)*. May 2019.

<sup>11</sup> Présidence de La République République Du Mali, Commissariat à la Sécurité Alimentaire. *Politique Nationale de Sécurité Alimentaire et Nutritionnelle (PoINSAN). PLAN D'ACTION 2019- 2028*. May 2019.

<sup>12</sup> FAO, 2022. *The State of Food Security and Nutrition in the World*.

14. According to the national food security and nutrition policy, the main drivers of food insecurity in Mali are i) bio-physical and agroclimatic shocks (e.g. droughts, floods, infestations), ii) economic shocks such as food inflation, affecting market-dependent and monetary poor households, iii) and insecurity due to attacks by armed groups<sup>13</sup>. These three drivers are not only having a direct impact on food availability and accessibility, but also reinforce each other. They create a challenging long-term vulnerability picture, which will likely lead to recurrent humanitarian crises in the short to medium term future. If the government of Mali continues to be mired in instability, the humanitarian crises will also require a continuous engagement of the international community in the country.

**Figure 1: Mali, Cadre Harmonisé, acute food insecurity situation (June-August 2022)**



## Agriculture

15. The agricultural sector in Mali contributes 36 percent to the GDP with a large share of the population engaged in smallholder subsistence agriculture. Agroclimatic conditions largely determine local practices. Livestock rearing and grazing dominate in the Sahel, while seasonal rainfed crop production dominates in the south. In the Niger river basin, agropastoral livelihoods are pursued, mixing livestock rearing with seasonal cultivation of rice. Both large and small-scale irrigation schemes are mainly concentrated in the valleys of the Niger and Senegal rivers and cover over 430,000 hectares. Overall, the potential land suitable for irrigation has been estimated at 2.2 million ha<sup>14</sup>.
16. While Mali is currently a food deficit country, domestic production has gained a larger share of the cereals consumed in Mali in recent years<sup>15</sup>. FAOSTAT data shows a significant increase in cereal production over the past decade (from approx. 5 million to over 10 million tonnes).
17. Subsistence farming is the predominant livelihood in the country. It relies on traditional methods, is often small scale, and consequently, particularly vulnerable to volatile rainfall and soil degradation. At the same time, limited storage and processing capacity contributes to high food losses, estimated at 21 percent of local cereal production.

<sup>13</sup> Présidence de La République République Du Mali, Commissariat à la Sécurité Alimentaire. *Politique Nationale de Sécurité Alimentaire et Nutritionnelle (PoINSAN)*. May 2019.

<sup>14</sup> IFAD, 2020. *L'avenir de l'agriculture au Mali : 2030-2063*.

<sup>15</sup> FAO, 2022. *FAOSTAT*, <https://www.fao.org/faostat/en/> (accessed on 03/10/2022).

## **Climate change and vulnerability**

18. Mali is particularly vulnerable to climate change and desertification. Rainfall patterns, particularly in the Sahel zone have become more erratic and desertification is advancing further south. Mali ranks 166<sup>th</sup> on the ND-GAIN index of countries vulnerable to climate change and is considered unready (153<sup>rd</sup> rank) to address its impacts.<sup>16</sup>
19. Ever more frequent droughts in the arid and semi-arid Sahelian regions are the most taxing climate phenomenon that negatively impacts the Malian agricultural sector. In addition, more severe seasonal flooding and more frequent locust invasions are also expected as climate change advances.

## **Education**

20. Mali ranks 154<sup>th</sup> of 157 countries on the World Bank's Human Capital Index. While 78.2 percent of school-age boys and 66.1 percent of girls are enrolled in primary schools, only 48.3 percent complete the primary school cycle. The adult literacy rate of the Malian population stands at 30.7 percent and only 13.1 percent of the population has completed secondary education.
21. The gender gap in the education sector is significant. In some areas of the country less than 36 percent of enrolled children are girls, one of the widest gender gaps in the world.

## **Gender**

22. Mali ranks 155<sup>th</sup> of 159 countries on the UNDP Gender Inequality Index. Despite legal measures to assert gender equality and prohibit discrimination and violence, gender inequalities remain high and have a significant impact on the well-being of women. An estimated 60.8 percent of women participate in the labour force, compared with 82.5 percent of men.
23. Teenage marriage and pregnancy rates remain high in Mali, particularly in the rural areas, where traditional religious practices such as early or forced marriages prevail. Mali has an adolescent birth rate of 164 per 1000 females aged 15-19, one of the highest in Africa.

## **Migration, refugees and internally displaced people**

24. As of May 2022, IOM has registered 377,519 internally displaced people, who mostly found shelter in the central and eastern Sahelian regions. 770,000 previously displaced people (since 2012) have returned to their places of origin. 171,596 Malian refugees have been counted, most of which are in neighbouring Mauritania and Niger, and a smaller number in Burkina Faso<sup>17</sup>.
25. Aside from officially registered IDPs and refugees, there are over 1.2 million Malians officially living abroad. Most of them have settled in neighbouring west African countries, with Cote D'Ivoire, Nigeria, Mauritania, Niger being the most important host countries. However, significant numbers of Malians are also found in other francophone African countries as well as in Europe. Mali is at the center of the migration routes from West Africa to Mediterranean Europe and most of Mali's larger cities are transit stops on the way to Algeria and Libya.
26. In turn, Mali similarly attracts migrant workers from its neighbours, particularly in the Sikasso and Kayes regions, where there are opportunities for artisanal mining. Burkina Faso and Guinea are the two most important countries of origin.
27. Internal farm labor migration is an important source of income for many Malians, with peak labor demand for planting and land preparation between May and August, and a second peak between September and December for the harvest<sup>18</sup>.
28. Transhumance movements are crucial for traditional Sahelian pastoral livelihoods. During the dry season, pastoralists move south in search of grazing grounds until the rainy season allows them to migrate back north into the Sahel, often across the border into Mauritania. Transhumance movements

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<sup>16</sup> Notre Dame Global Adaptation Initiative, 2022. *ND-GAIN Vulnerability Index*, <https://gain.nd.edu/our-work/country-index/> (accessed on 03/10/2022).

<sup>17</sup> IOM, 2022. *IOM Mali: Rapport sur les mobilités au Mali* (August 2022).

<sup>18</sup> FEWSNET Mali Seasonal Calendar.

are increasingly a source of conflict, particularly when herders and farmers compete over land resources<sup>19</sup>.

### **Humanitarian protection and access**

29. Mali is facing an ever more severe protection crisis, with the centre and the northern parts of the country most affected by insecurity and lawlessness. Political instability in the capital is palpable with a coup d'état in 2020, followed by a transitional government and a second non-constitutional change of government in 2021. In the first half of 2021, 3,580 protection violations have been recorded by the Protection Cluster<sup>20</sup>, mostly in the central and eastern Sahel region. This includes severe human rights violations, gender-based violence, child protection issues, landmines and others. Overall, the protection cluster recorded 3 million people in need for protection assistance.
30. The humanitarian community has been facing very high humanitarian access constraints, scoring 4/5 in the ACAPS Humanitarian Access Index<sup>21</sup>. Interference with the implementation of activities, restrictions of movement within the country, and restrictions and obstruction of access to services and assistance are mentioned in the same report as the most salient issues in Mali driving the high score. Access to aid for people in need is regularly blocked by non-state armed groups.

### **International development assistance**

31. During the period 2018-2021, Mali received a yearly average USD 1.735 billion net official development assistance (ODA). The proportion of net ODA per GDP increased from 9 to 11 percent. The top five average official development assistance funding sources between 2015-2017 are the World Bank, the United States, the European Union, the IMF, and Germany. The main donors for programmes under the humanitarian response plan have comprised the United States, the European Commission, Germany, Sweden and Denmark.
32. The United Nations Sustainable Development Cooperation Framework (UNSDCF) covers the period 2020-2024 and leverages the expertise, capacity and resources of the United Nations to support the Government's priorities. Along with the UNSDCF, the United Nations integrated strategic framework for 2019-2021 define the UN strategy and priorities in Mali with respect to the humanitarian, development and peace agendas. An evaluation of the 2015-2019 UNDAF was conducted in 2018 and the results were used to inform the revised new UNSDCF.
33. WFP's CSP activities are designed to support the UN's efforts under the social services and social protection pillar as well as the growth, resilience, and sustainability pillar<sup>22</sup>.
34. Funding requirements for the Mali humanitarian response plan have continuously been rising over the past five years and Mali ranks within the top 15 countries in terms of needs as per global humanitarian overview 2022<sup>23</sup>. On the other hand, resources committed to Mali have not increased at the same pace, leaving a widening gap between needs on the ground and a stretched humanitarian system to meet these needs.

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<sup>19</sup> FEWSNET and Oxfam, 2015. *MALI New Livelihood Zone Descriptions*.

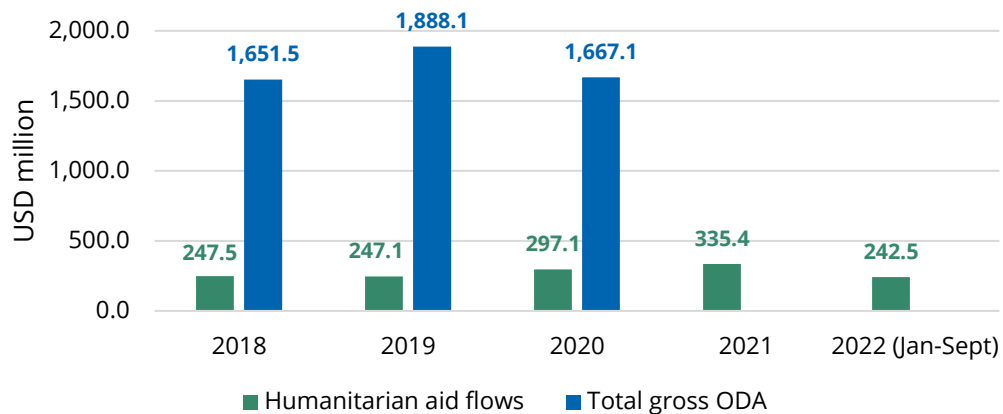
<sup>20</sup> OCHA, 2022. [Protection | HumanitarianResponse](#). (accessed on 03/10/2022).

<sup>21</sup> ACAPS, 2022. Humanitarian Access Overview

<sup>22</sup> Cadre du relancement économique et du développement durable (CREDD)

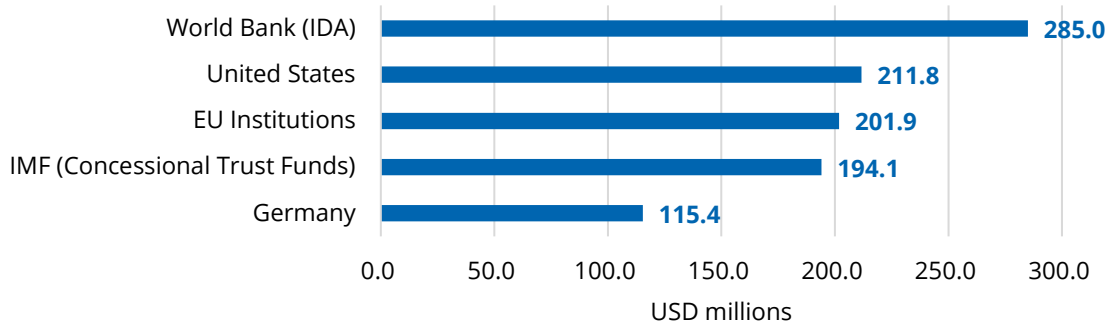
<sup>23</sup> UNOCHA, 2022. Global Humanitarian Overview 2022.

**Figure 2: International assistance to Mali (2018-2022)**



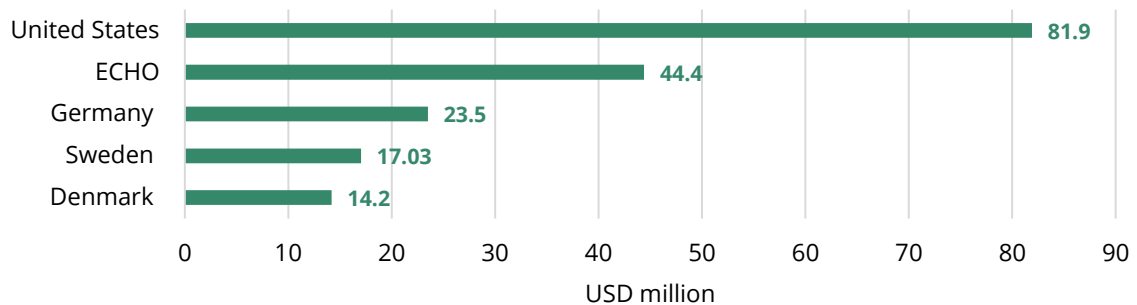
Source: OECD website, data extracted on 16/09/2022.

**Figure 3: Top five donors of gross official development assistance for Mali, 2018-2020 average, USD million**



Source : OECD-DAC, UN OCHA - FTS (Accesse16/09/2022).

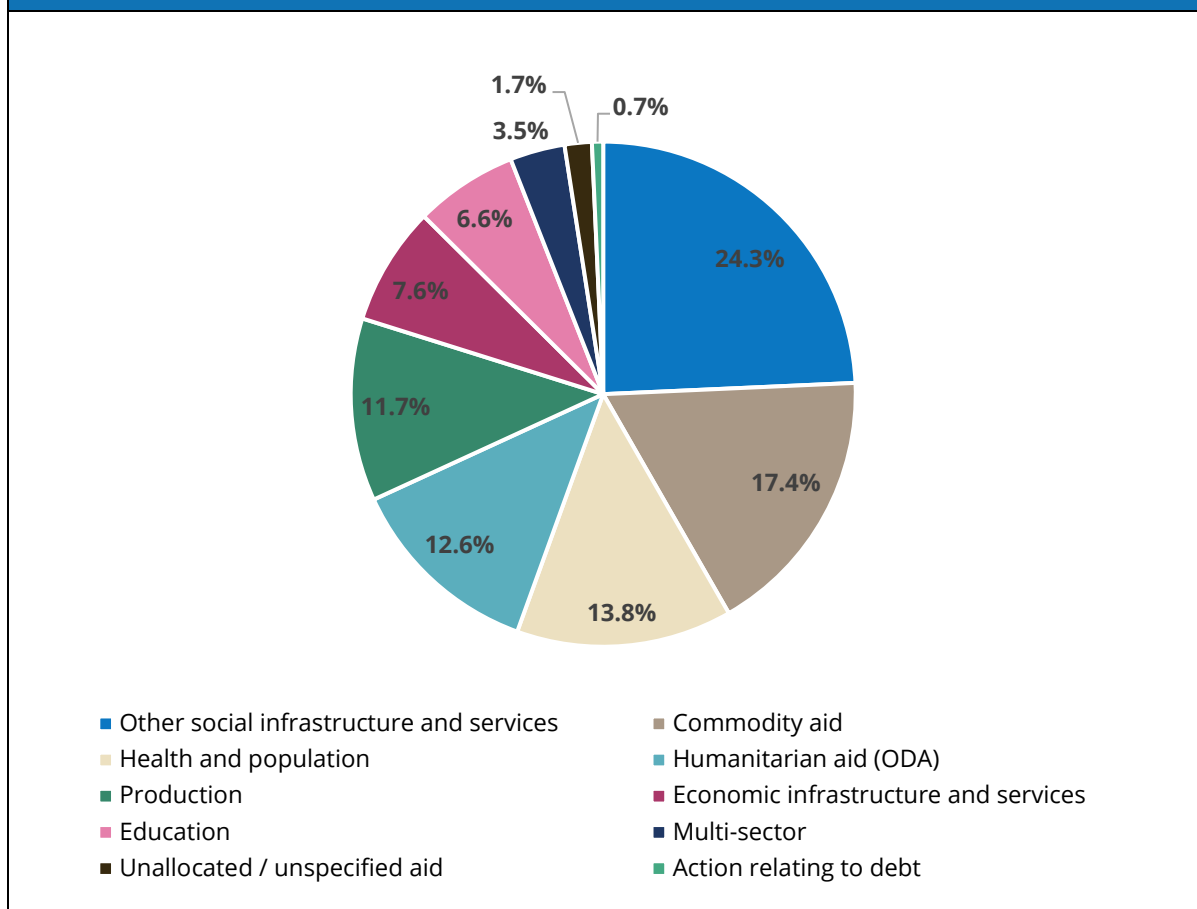
**Figure 4: Top five donors of humanitarian assistance for Mali 2018-2022 years average, USD million**



Source : OECD-DAC, UN OCHA - FTS (Accessed 16/09/2022).

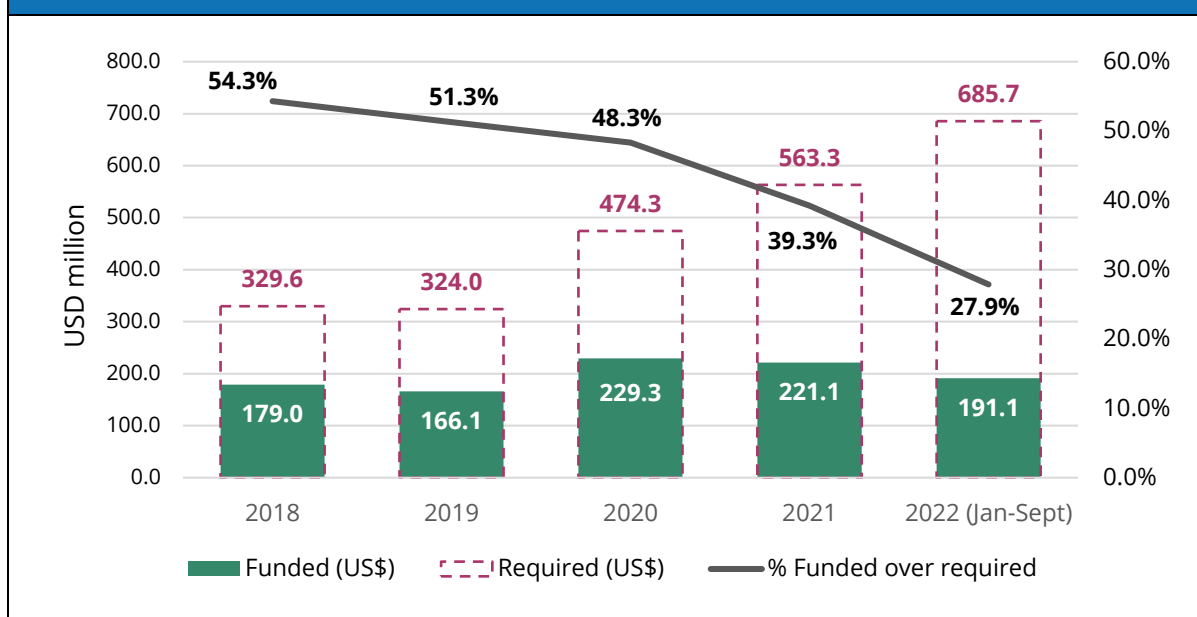


Figure 5: Mali: Bilateral ODA by sector, 2018-2022 average



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm> (Accessed 16/09/2022).

Figure 6: Mali: Funding against response plans and appeals (year-year) (sub-component of total Humanitarian Assistance)



Source: OCHA FTS website, data extracted on 15/09/2022.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

35. 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 2024.

### 2.2. OBJECTIVES

36. 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 Mali; and 2) provide accountability for results to WFP stakeholders.

### 2.3. STAKEHOLDER ANALYSIS

37. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key stakeholders of this CSPE are the WFP Mali CO, the regional bureau in Dakar and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the government of Mali, local and international non-governmental organizations (NGOs), the United Nations country team and 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.
38. Key stakeholders include the beneficiaries of WFP, particularly the girls, boys, women and men receiving assistance in whatever form, as well as their community structures, such as the schools or farmers unions. 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. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.
39. As the key partner for WFP in Mali, the national government is a crucial stakeholder in this evaluation, particularly the ministries of Agriculture (MA), Commissariat à la Sécurité Alimentaire (CAS), education (MEN), women, family and children (MPFEF), social protection (MPSES), humanitarian action (MSAH), public health (MSH), and the national statistics institute (INSTAT). National and international civil society organisations present in Mali will also form part of the stakeholders as well as key donors.
40. Other key stakeholders of the CSP include i) UN agencies, including FAO, IFAD, WHO, UNICEF, UNDP, UNESCO, UNFPA and UN-Women; ii) international development institutions such as the African Development Bank (AfDB), the World Bank, the African Union, ECOWAS and The Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and iii) non-governmental organizations (NGOs) and civil society institutions, including WFP’s downstream implementation partners World Vision, CARE, Association Développement Globale, ADAZ, Groupe de Recherche Action pour le Développement, Welthungerhilfe, Oxfam, and others.
41. International and local partners of WFP in Mali 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 be coherent and effective. The evaluation can represent an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.

42. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a workshop towards the end of the reporting phase. More details about the stakeholders' respective interests and roles in the CSPE is attached in Annex 4, while their links with the different Strategic Objectives of the CSP are found in next section 3.1.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

43. WFP has been present in Mali since 1964, four years after the country's independence. The CO currently has a team of approximately 250 people, half of them in the Bamako office and the others in the sub-offices in Segou (Segou Region, opened in 2022), Koulikoro (South Region), Kayes (West Region), Mopti (Central Region), Timbuktu, and Gao (North Region). These last three offices have had to face serious security problems since 2012, nevertheless WFP has managed to keep them operational. There was also a sub-office in Sikasso which was closed in 2017.
44. This current CSP follows a two-year period, during which the Mali CO operated under a temporary interim CSP (2018-2019). The t-ICSP was designed following a transition from the previous protracted relief and recovery operation (PRRO 2015-2017), which in turn followed a structure with two emergency operations alongside a development-oriented country programme.
45. The t-ICSP was designed on the basis of WFP's CSP policy and its requirement for country offices to move from projects to the CSP framework, which included the new financial framework and the line of sight. The Mali Zero Hunger Strategic Review of 2017 and the national food security and nutrition policy served as the guiding framework for developing the subsequent 5-year CSP. The t-ICSP's line of sight was structured into seven strategic outcomes and 14 activities (Table 1).

Table 1 – Mali Interim Country Strategic Plan (2018-2019)
<p><b>SO 1:</b> Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 1</u> - Provide unconditional food assistance</li> <li>▪ <u>Activity 2</u> - Provide blanket supplementary feeding</li> </ul>
<p><b>SO 2:</b> Vulnerable people in food insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 3</u> - Provide unconditional food assistance</li> <li>▪ <u>Activity 4</u> - Provide school meals</li> </ul>
<p><b>SO 3:</b> Targeted populations (children 6-59 months and PLW) have reduced malnutrition in line with national targets</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 5</u> - Provide nutritious complements to prevent undernutrition</li> <li>▪ <u>Activity 6</u> - Treatment of malnutrition</li> <li>▪ <u>Activity 7</u> - Provide fortified food and support local fortification</li> </ul>
<p><b>SO 4:</b> Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food security and nutrition needs all year-round.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 8</u> - Provide food assistance for assets to targeted smallholders</li> <li>▪ <u>Activity 9</u> - Provide technical and financial support to smallholders</li> </ul>
<p><b>SO 5:</b> Government (at the local and national levels) and civil society have strengthened capacity to manage food security and nutrition policies and programmes by 2023</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 10</u> - Provide technical assistance to the government</li> <li>▪ <u>Activity 11</u> - Support the government to strengthen coordination within the REACH mechanism</li> </ul>

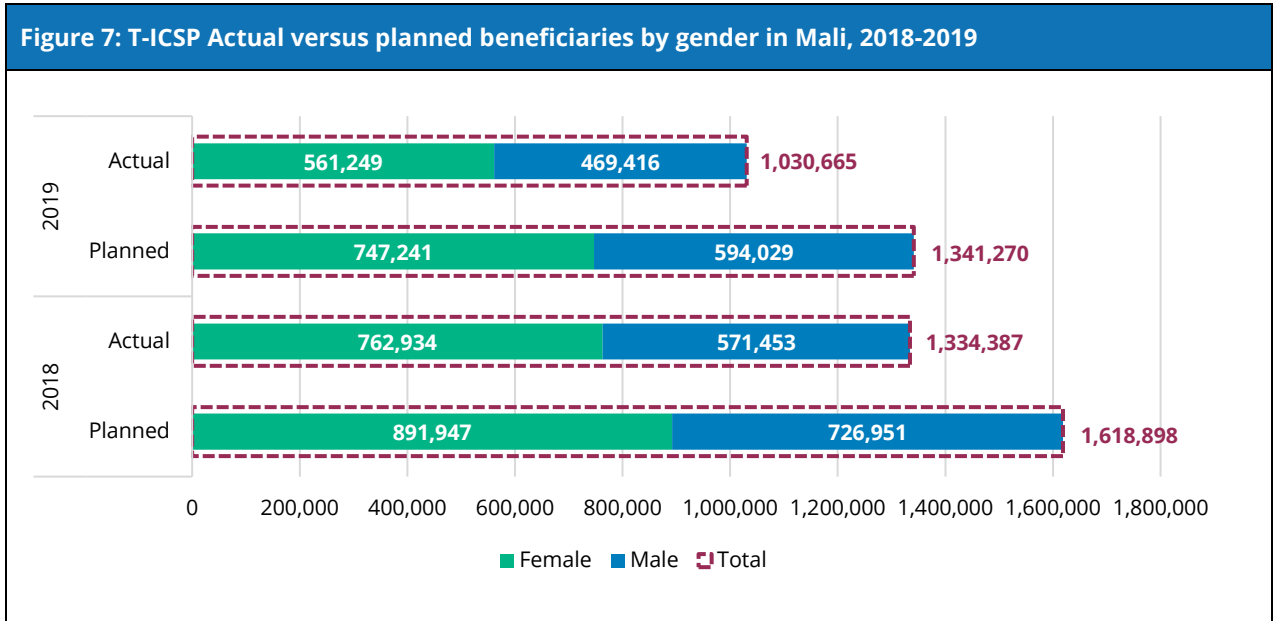
<p><b>SO 6:</b> Government efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 12</u> – Provide support to the government on the zero-hunger review</li> </ul>
<p><b>SO 7:</b> Humanitarian partners have access to common services, (including transportation, logistics, emergency telecommunications and food security analysis) throughout the year</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 13</u> – Provide support to clusters and humanitarian partners</li> <li>▪ <u>Activity 14</u> – Provide Humanitarian Air Services (UNHAS)</li> </ul>

46. The current Mali CSP is designed to ensure WFP delivers on its mandate to support the government of Mali in its efforts to achieve zero hunger. These efforts are formulated in the 2017 Mali Zero Hunger Strategic review, (Examen Stratégique de la Sécurité Alimentaire et de la Nutrition), the 2017 national food and nutrition security policy and the 2017 country resilience priority plan. They identify a range of challenges and gaps. In addition to natural and human-caused shocks, challenges include widespread poverty and underemployment, the limited potential of traditional livelihoods to meet evolving aspirations and the combined effect of degradation of the resource base and population growth.
47. The current CSP is structured in six strategic outcomes and 11 related activities under these outcomes (Table 2). Annex 7 (Table 1) shows the continuity between t-ICSP and CSP results frameworks.

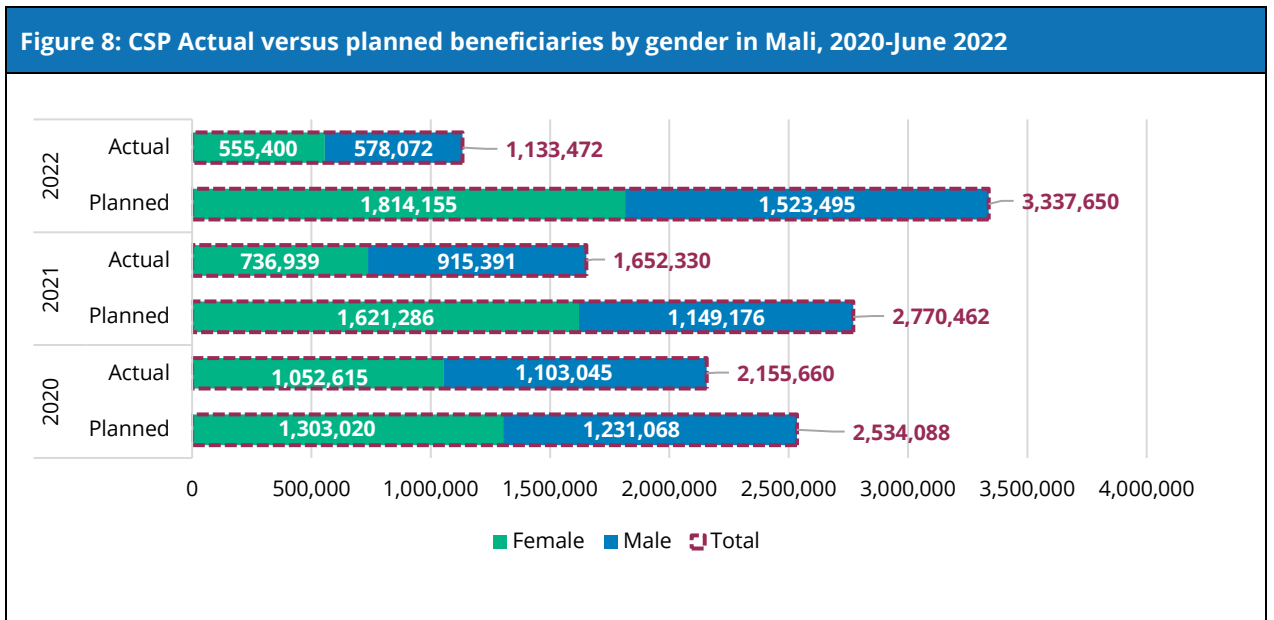
Table 2 – Mali Country Strategic Plan (2020 -2024)
<p><b>SO 1:</b> Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 01</u> – Provide integrated food assistance support and preparedness measures</li> <li>▪ <u>Activity 02</u> - Provide integrated nutrition support</li> </ul>
<p><b>SO 2:</b> Food-insecure populations, including school-age girls and boys, in targeted areas have access to adequate and nutritious food all year-round.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 03</u> - Provision of school meals</li> <li>▪ <u>Activity 12</u> – Provision of safety nets to vulnerable populations</li> </ul>
<p><b>SO 3:</b> Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 04</u> - Support national nutrition programme to prevent undernutrition</li> </ul>
<p><b>SO 4:</b> Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 05</u> - Provide conditional support to food-insecure vulnerable households</li> </ul>
<p><b>SO 5:</b> By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 06:</u> National capacity strengthening</li> </ul>
<p><b>SO 6:</b> Humanitarian partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year.</p> <ul style="list-style-type: none"> <li>▪ <u>Activity 07</u> – Provision of Humanitarian Air Services</li> <li>▪ <u>Activity 08</u> – Provision of logistics, information, common and coordination services</li> </ul>

- Activity 09 – Provision of engineering services
- Activity 10 – Provision of Humanitarian Air Service in support of DG-ECHO

48. Figures 7 and 8 visualize the aggregated beneficiary numbers for both the t-ICSPE and the CSPE period to date. All graphs show actuals as per year-end aggregation (overlaps excluded) and planning figures as per approved needs-based plans of the most recent budget revision.



Source: COMET report CM-R001b, data extracted on 12/09/2022.



Note: Data for 2022 is subject to final validation upon 2022 ACR publication. The planned figures represent the full year while actuals are up to June 2022.

Source: 2020-2021: COMET report CM-R001b, data extracted on 12/09/2022; 2022: Planned from Budget COMET report CM-P015b and actuals from COMET Digest MODA beneficiaries.

49. Table 3 and 4 below show the yearly budgets per activity for both the t-ICSP and the CSP years as per the original document and latest budget revision 5. The needs-based plan reflects WFP’s target budget as per national vulnerability assessment and the share that WFP assumes in responding to the needs.

The allocated resources then determine WFP's ability to respond to these needs and are dependent on donor decisions. The below tables are to be analysed together with the resource situation, as many donors confirm resources to WFP on short notice.

Table 3: T-ICSP (2018-2019) Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per last BR USD million	% on total	Allocated resources USD million	% of activity resourced (NBP as per last BR)	Expenditures	Expenditures vs Allocated Resources
Crisis Response	SO 1	Act. 1	105,577,123	41%	73,910,989	70%	73,635,538	100%
		Act. 2	18,298,264	7%	12,733,310	70%	12,724,849	100%
	Sub-total SO1		123,875,387	48%	86,644,300	70%	86,360,388	100%
Resilience Building	SO 2	Act. 3	7,040,162	3%	815,152	12%	812,076	100%
		Act. 4	16,473,291	6%	10,558,068	64%	10,540,535	100%
	Sub-total SO2		23,513,454	9%	11,373,220	48%	11,352,611	100%
Resilience Building	SO 3	Act. 5	8,635,544	3%	3,574,905	41%	3,574,905	100%
		Act. 6	15,134,642	6%	7,365,778	49%	7,363,390	100%
		Act. 7	1,634,556	1%	3,008	0%	3,008	100%
	Non Activity Specific	-	0%	108		-		
Sub-total SO3		25,404,741	10%	10,943,799	43%	10,941,302	100%	
Resilience Building	SO 4	Act. 8	38,158,397	15%	18,489,213	48%	18,420,030	100%
		Act. 9	3,223,564	1%	4,641,822	144%	4,641,798	100%
	Sub-total SO4		41,381,961	16%	23,131,035	56%	23,061,828	100%
Root causes	SO 5	Act. 10	1,488,334	1%	1,122,884	75%	1,116,643	99%
		Act. 11	1,504,010	1%	724	0%	724	100%
	Sub-total SO5		2,992,344	1%	1,123,608	38%	1,117,367	99%
Root Causes	SO 6	Act. 12	2,331,111	1%	408	0%	408	100%
	Sub-total SO6		2,331,111	1%	408	0%	408	100%
Crisis response	SO 7	Act. 13	2,266,544	1%	751,302	33%	750,682	100%
		Act. 14	13,558,262	5%	11,911,597	88%	11,911,597	100%
	Sub-total SO7		15,824,806	6%	12,662,899	80%	12,662,278	100%



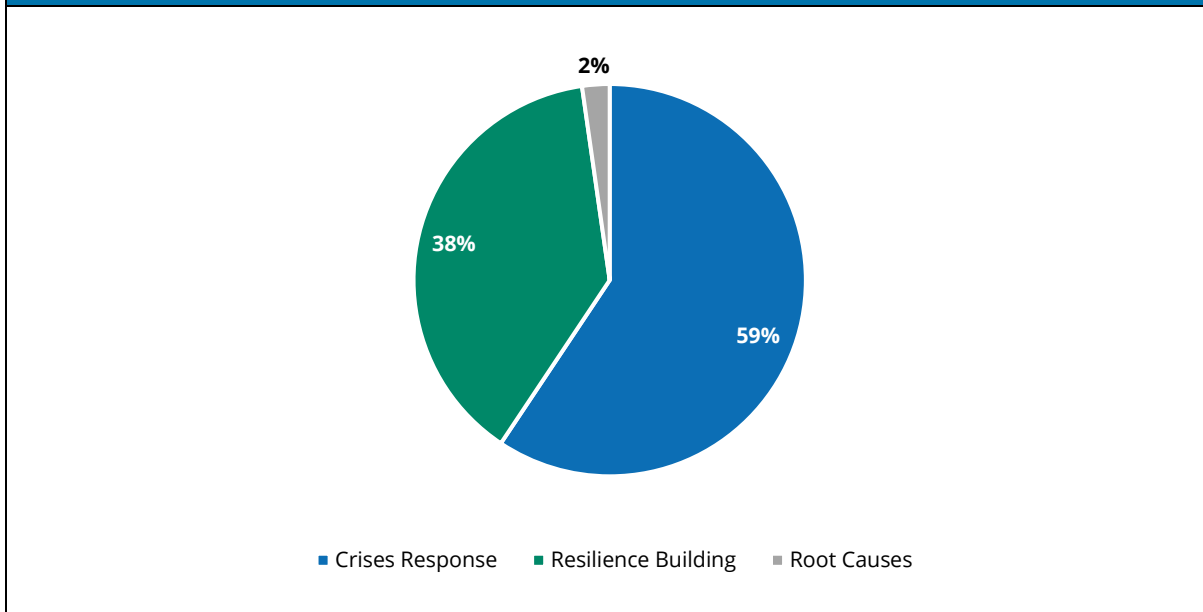
Total operational costs	235,323,803	90%	145,879,269	62%	145,496,182	100%
Total direct support costs	9,222,764	4%	8,375,499	91%	8,275,878	99%
Total indirect support costs	15,895,527	6%	9,485,089	60%	9,485,089	100%
<b>Grand total cost</b>	<b>260,442,094</b>	<b>100%</b>	<b>163,739,857</b>	<b>63%</b>	<b>163,257,150</b>	<b>100%</b>

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as at 31<sup>st</sup> December 2021 extracted on 15<sup>th</sup> Sep 2022.

Table 4: CSP (2020-2024) Cumulative financial overview (USD)										
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP USD million	% on total	Needs-based plan as per last BR USD million	% on total	Allocated resources USD million	% against last BR	Expenditures USD million	Expenditures vs Allocated Resources
Crisis Response	SO 1	Act.1	148,101,579	28%	505,425,960	44%	168,949,202	33%	131,032,109	78%
		Act.2	60,763,984	12%	90,842,681	8%	43,869,388	48%	30,041,297	68%
	Sub-total SO1		208,865,563	40%	596,268,641	52%	212,818,590	36%	161,073,406	76%
Resilience Building	SO 2	Act. 3	82,574,098	16%	80,329,548	7%	24,225,598	30%	12,879,760	53%
		Act. 12			61,620,998	5%	30,800,772	50%	6,573,822	21%
	Sub-total SO2		82,574,098	16%	141,950,546	12%	55,026,370	39%	19,453,582	35%
	SO 3	Act. 4	33,704,315	6%	96,149,332	8%	50,330,253	52%	12,542,078	25%
	Sub-total SO3		33,704,315	6%	96,149,332	8%	50,330,253	52%	12,542,078	25%
	SO 4	Act. 5	96,798,042	18%	125,867,662	11%	73,644,581	59%	30,339,913	41%
	Sub-total SO4		96,798,042	18%	125,867,662	11%	73,644,581	59%	30,339,913	41%
	SO 5	Act. 6	6,899,537	1%	9,854,131	1%	7,299,675	74%	3,491,315	48%
Sub-total SO5		6,899,537	1%	9,854,131	1%	7,299,675	74%	3,491,315	48%	
Crisis Response	SO 6	Act. 7	33,463,466	6%	50,320,114	4%	25,264,137	50%	22,765,653	90%
		Act. 8	2,955,536	1%	1,189,458	0%	369,303	31%	139,878	38%
		Act. 9		0%	4,139,709	0%	1,260,866	30%	92,402	7%
		Act. 10		0%	9,478,073	1%	5,981,003	63%	5,140,904	86%
	Sub-total SO6		36,419,002	7%	65,127,354	6%	32,875,309	50%	28,138,837	86%
	Non-SO Specific	Non-Activity Specific				0%	1,064,568		0	0%
Total operational costs			465,260,558	89%	1,035,217,666	90%	433,059,347	42%	255,039,131	59%
Total direct support costs			27,818,233	5%	49,552,850	4%	26,251,165	53%	18,942,137	72%
Total indirect support costs			32,050,121	6%	70,147,292	6%	27,460,830	39%	27,460,830	100%
<b>Grand total cost</b>				<b>100%</b>	<b>1,154,917,807</b>	<b>100%</b>	<b>486,771,342</b>	<b>42%</b>	<b>301,442,098</b>	<b>62%</b>

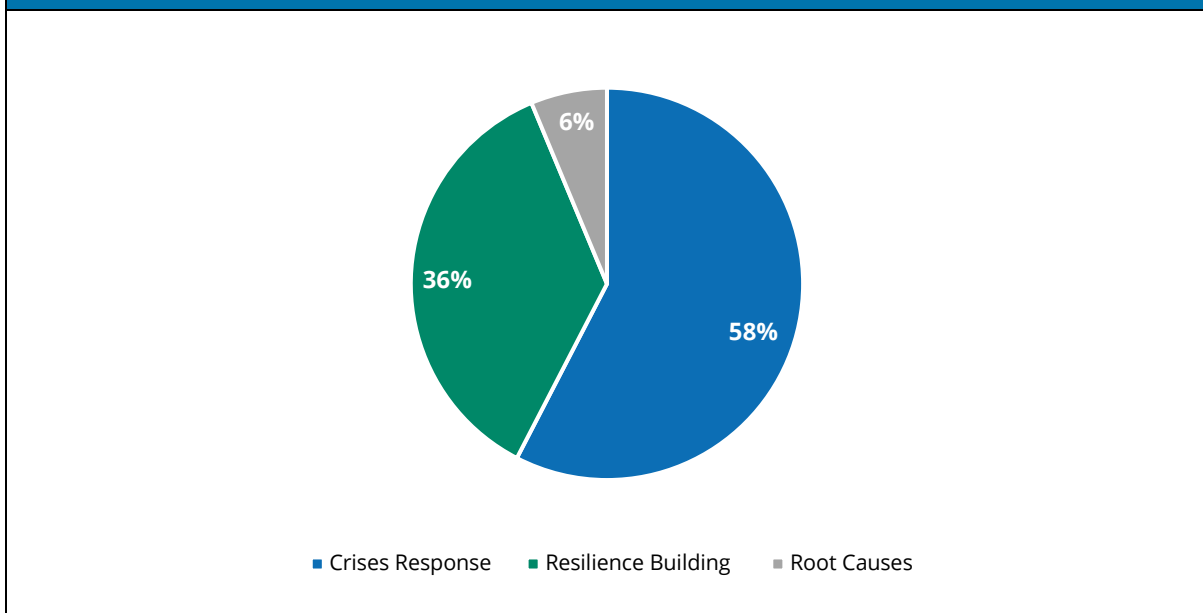
Source: IRM analytics, data as at 18<sup>th</sup> September 2022.

Figure 9: T-ICSP CPB (2018-2019): breakdown of needs-based plan by focus area



Source: IRM analytics, data extracted on 15/09/2022.

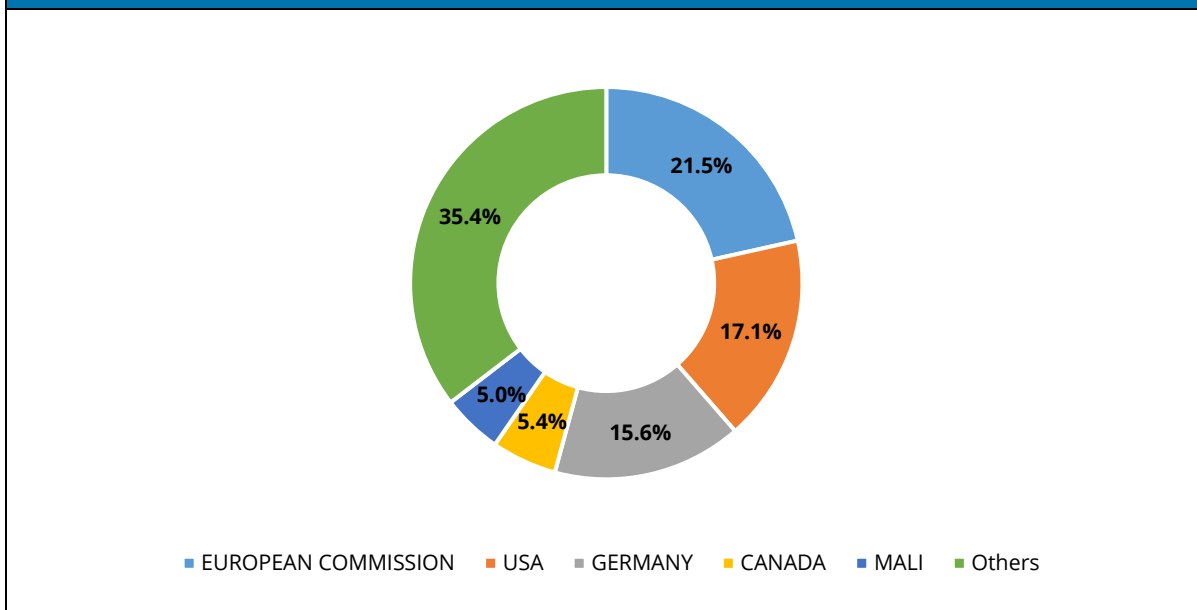
Figure 10: CSP CPB (2020-2024): breakdown of needs-based plan by focus area



Source: IRM analytics, data extracted on 18/09/2022.

50. The Mali CSP has a diverse donor base, with Germany, the European Commission, and the USA's bureau of humanitarian affairs are the three largest donors. Several additional donors provide significant shares of the funding of the CSP. These include Canada, Denmark, France, Japan, the Malian government (through the WB?), Switzerland, the UN's common emergency response fund (CERF), and the UK.

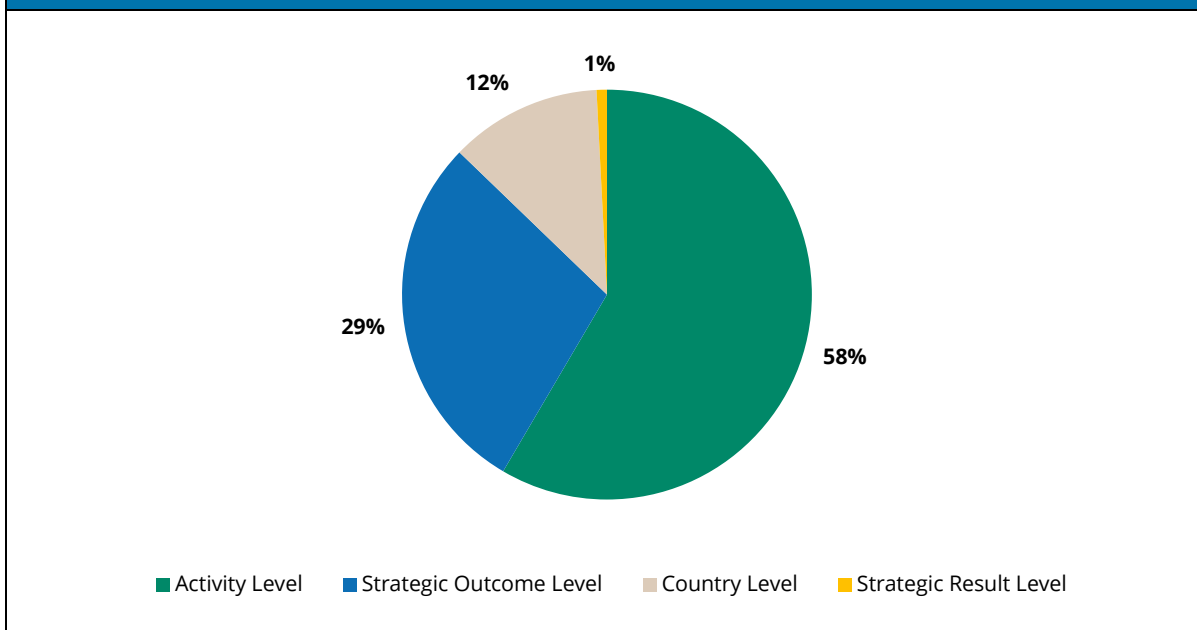
**Figure 11: Mali CPB (2020-2024): Origin of received contributions as of September 15, 2022**



Source: WFP FACTory Resource Situation Report, data extracted on 23/09/2022.

51. Most of the resources are earmarked for emergency response activities and overall, over 90% of the resources under the CSP are earmarked at the SO-level or activity level.

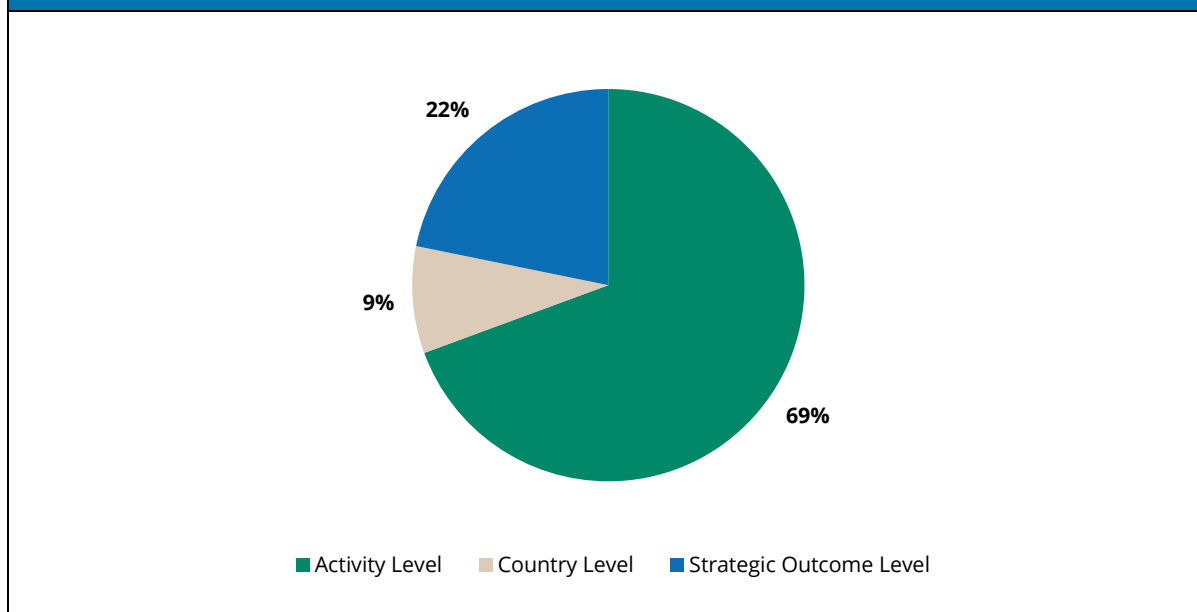
**Figure 12: Mali T-ICSP 2019-2020: directed multilateral contributions<sup>24</sup> by earmarking level**



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 14/09/2022.

<sup>24</sup> Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies.

**Figure 13: Mali CSP 2020-2024: directed multilateral contributions<sup>25</sup> by earmarking level**



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 14/09/2022

52. Key national counterparts include the stakeholders mentioned under 2.3. WFP is operationally dependent on downstream implementation partners with a field presence. The largest international field cooperating partners in Mali are World Vision, Islamic Relief, Société de coopération pour le développement, Helen Keller International, and Solidarités. Due to accessibility challenges, local partners have gained importance and include Groupe de Recherche Action pour le Développement, Groupe de Formation, Consultation & Etude, Union pour un Avenir Ecologique, Société de Développement Internationale, and Association du Développement
53. At the time of the writing of this ToR, the WFP Mali CO has 245 staff and is therefore a medium-sized WFP country office. Out of these 245 staff, 36 are international (15 percent), 66 are women (26 percent), and 187 are long-term staff with fixed-term contracts. Among international staff, a slightly higher percentage are women (33 percent).
54. The Mali CO has undergone a country portfolio evaluation covering the years 2013-2017, which highlighted WFP's coherent response to needs and its added value with respect to cash-based transfers (CBTs) and the supply chain. It recommended improving understanding of the root causes of food insecurity and malnutrition and to improve geographical targeting using enhanced analytical tools. Other recommendations included leveraging new technologies to enhance impact, improving the implementation and monitoring of asset creation activities, preparing for the handover of school meals and nutrition programmes to the Government and developing an evidence-based operational strategy (including gender analysis).

### **3.2. SCOPE OF THE EVALUATION**

55. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2018- end 2022, covering both the t-ICSP and current CSP. There are several reasons for including the t-ICSP: Firstly, it will enable the evaluation to assess key changes in the approach since moving from project-based to country strategy planning. Secondly, it will allow for a more meaningful analysis of performance trends over a relatively long period (5 years). Thirdly, the assessment of the whole period since the last country portfolio evaluation (covering 2013-2017) will strengthen the basis for accountability. Within this timeframe, the evaluation will look at how the country strategic plan builds on or departs from the

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<sup>25</sup> Directed Multilateral Contributions (also known as "earmarked" contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies.

previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are.

56. The main unit of analysis of the evaluation is the current CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the country strategic plan document approved by the WFP Executive Board (EB), as well as any subsequent approved budget revisions.
57. The evaluation will focus on assessing WFP contributions to country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the national government and the international community.
58. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. It will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

59. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the subquestions as relevant and appropriate to the country strategic plan and country context.

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

**EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?

**EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?**

4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

60. 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, accountability to affected populations and environmental impact in relation to WFP's activities, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
61. During the preparation and inception phases, the evaluation team in consultation with the OEV will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should 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 subquestions. Possible themes are transfer modality decisions and constraints (including supply chain constraints) partnerships, direct vs. enabling support, adherence to humanitarian principles and navigating access challenges, the humanitarian-development continuum in a dynamic and unpredictable context, and adaptation under changing circumstances.
62. With the above ongoing evaluation exercises in mind, it is expected that the CSP evaluation will be focusing less on areas that are already explored through the other evaluations but will be looking at them from the perspective of their integration in the WFP overall portfolio.

**4.2. EVALUATION APPROACH AND METHODOLOGY**

63. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a



focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

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.
66. In line with this approach, data should be collected through a mix of methods from primary and secondary sources. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. Data collection methods proposed for this CSPE include:
  - Desk review of UNSDCF and Humanitarian Response Plan; relevant documentation on the evolving country context over the evaluation period, including Cadre Harmonisé data and reports, IPC malnutrition reports, ENSAN<sup>26</sup> reports and data, mVAM data<sup>27</sup>, multidimensional ; WFP CO strategies, implementation plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases and other relevant documents; Government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners; etc. Annex 13 contains a tentative list of documents available at WFP HQ and online, which will be complemented during the inception phase including with documentation obtained from the CO.
  - Semi-structured interviews and focus group discussions with key informants, including WFP CO management and relevant staff including in the sub-offices; Government decision makers and technical staff at national and local level; UN, INGO and IFI representatives and technical staff; Managers and technical staff from cooperating partners; etc.
  - Surveys and group interviews with affected populations. The evaluation will conduct a mini-survey in-person with affected population groups – targeting around 300 men and women – in as far as the Covid-19 and security situation allows. In addition, group interviews will be held with target population groups, traditionally marginalised population groups, such as women, people with disabilities and the extremely poor.
  - Direct observation: the evaluation team will visit all sub-offices and a minimum of 8 WFP distribution and intervention sites, covering an as diverse as possible range of WFP interventions and target population groups.
67. Other appropriate data collection approaches may be proposed by the evaluation team based on the evaluability assessment and data needs identified during the inception phase. Evaluation firms are encouraged to propose possible innovative data collection and analysis methods in their proposal.
68. During the inception phase, the evaluation team will 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

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<sup>26</sup> ENSAN: Enquete Nationale de Sécurité Alimentaire et Nutritionnelle. Biannual Food Security and Nutrition Survey, carried out to support Cadre Harmonisé analysis and WFP targeting analysis.

<sup>27</sup> mVAM stands for mobile vulnerability assessment. It is conducted through phone-based surveys and visualized in dashboards, including the global hunger map ([hungermap.wfp.org](http://hungermap.wfp.org)).

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.

69. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 10). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation subquestions.
70. 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 of interviewees, survey participants and field visit sites.
71. 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.
72. 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 OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to assess the gender marker levels for the CO. 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.

### 4.3. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

73. At this TOR stage, several issues have been identified that could have implications for the conduct of the evaluation, including:
  - Relatively standardized line of sight without a well formulated intervention logic. As part of the inception phase, the evaluation team will have to reconstruct a theory of change, including the assumptions, in consultation with the CO team.
  - The validity and measurability of indicators, and the reliability of the data generated over the course of the t-ICSP and the CSP, in particular, the limited availability, continuity, stratification, and disaggregation of food security assessment and post-distribution monitoring data or difficulties to draw conclusions from data across the different collection exercises. This may affect evaluability of all SOs with a direct intervention/distribution component.
  - Difficulties to analyse WFP's contribution to outcome-level indicator results and to alleviate food insecurity as a whole in the country. The evaluation will use a theory-based approach to assess WFP's

contribution to outcomes, based on a verification of output delivery, the internal logic (implicit theory of change) of the CSP and validity of assumptions.

- A lack of continuity in data for certain indicators due to logframe changes in accordance with an updated WFP corporate results framework.
  - The security situation of the country and its implications for the coverage of field visits during the main mission. While UNHAS flights and UN premises are available for accommodating the evaluation team, the volatile situation may interfere with plans on short notice.
  - WFP staff that were involved in decision making processes related to the t-ICSP and CSP and/or were working in the Mali CO during the period under evaluation might have left the Mali CO due to reassignment. Efforts will still be made to track down and interview these staff.
  - The time frame covered by the evaluation: CSPEs are meant to be final evaluations of a five-year cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes. For this evaluation, data from five years will be used, covering two years of the t-ICSP (2018-2019) and the first three years of the current CSP (2020-2022).
74. During the inception phase, the evaluation team will be expected to perform a more in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.
75. The Mali CO is currently conducting a mid-term review of the CSP which is expected to provide useful inputs for the CSPE. Recent evaluations which can be used as appropriate for this CSPE include a joint evaluation with FAO of the resilience programme in the north of the country completed in 2018, a pilot evaluation on a joint peacebuilding project in the Mopti/Ségou regions finalized in 2019, and an in-depth case study on Mali as part of the end-of-term evaluation of the Renewed Efforts Against Child Hunger and Undernutrition (REACH) programme.
76. The Mali CO is currently engaged in two evaluations that both focus on the resilience pillars of the CSP. First, the CO is managing a decentralized evaluation, which is planned to be completed before the field phase of this CSP evaluation and will focus on the entire resilience package of the current CSP, including its nutrition, school feeding and asset creation components. The evaluation has a strong accountability component and will provide recommendations for the continuation of the programmes and donor's funding decisions connected to them. In addition, the Mali CO participates in the impact evaluation window for resilience, which is managed by the impact evaluation unit at WFP HQ. The impact evaluation has been ongoing since 2020 and the final report is expected by the end of 2023.
77. Finally, Mali is part of the Corporate Emergency Evaluation for the Sahel response, which will be conducted in parallel. OEV and the CO focal point will be coordinating the evaluations to ensure that they complement one another, and findings can be integrated where relevant and applicable. The fieldwork for the CEE is planned to take place between July and October 2023, hence after the field phase of this CSP evaluation. Results from the CSPE will be relevant in particular for strategic questions and the emergency response in Mali. During the inception phase, the complementarity with this CEE will be a particular topic of discussion and it is expected that the inception report will clearly identify the uniqueness of this evaluation and the overlaps with the other ongoing evaluations.

#### **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 Mali 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. All evaluation deliverables (i.e. inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance.
82. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The Deputy Director of OEV must approve all evaluation deliverables. In case OEV staff need to invest more time and effort than acceptable to bring the deliverables up to the required standard within acceptable deadlines, this additional cost to OEV will be borne by the evaluation company and deducted from the final payment. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.
83. 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

84. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The CO and RBD have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 5: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1.Preparation	November 2022 December 2022	Final ToR and Summary ToR Firm selection & contract
2. Inception	February 2023 March 2023 May 2023	HQ briefing Inception mission Inception report
3. Data collection	June 2023	Evaluation mission, data collection and exit debriefing
4. Reporting	June-August 2023 September 2023 September 2023 January 2024 February 2024	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report
5. Dissemination	November 2024	Management response and Executive Board presentation Wider dissemination

## 5.2. EVALUATION TEAM COMPOSITION

85. The CSPE will be conducted by a gender balanced team of up to three international (including a researcher) and at least two national consultants with relevant expertise. The evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (French, English, Bambara, other local languages) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and report writing skills in French. The evaluation team will have strong methodological competencies in designing and carrying out this evaluation, including its data capture and analysis requirements, 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 6: Summary of evaluation team and areas of expertise required**

Areas	Specific expertise required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team management, coordination, planning, ability to resolve problems and to deliver on time</li> <li>• Strong presentation skills and fluency and excellent writing skills in French, fluency in spoken English</li> <li>• Experience in leading evaluations at country level, such as evaluations of country strategic plans and positioning, including with UN organizations</li> <li>• Relevant knowledge and work experience in humanitarian, fragile and conflict contexts, at least in the Sahelian region and preferably in Mali</li> <li>• In-depth knowledge of the broader humanitarian system is essential; prior experience working with WFP is preferred except where a conflict of interest might exist</li> </ul>
<b>Humanitarian assistance and forced displacement</b>	Experience with evaluation of emergency responses, including humanitarian principles and protection, lean season support, assistance of displaced people, food security and nutrition information systems (such as early warning and nutrition surveillance). Technical expertise in cash-based transfer programmes.
<b>School meals</b>	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies.
<b>Nutrition-specific interventions</b>	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
<b>Asset creation and smallholder farmers support</b>	Technical expertise in asset creation and support to smallholder farmers, farmer organisations, market access, food systems, natural resource management and climate change adaptation, and a proven track record of evaluating such activities.
<b>Institutional capacity strengthening and Social Protection</b>	Experience with evaluation of interventions related to support to policy coherence and support to government, particularly in the fields of social protection and safety nets, early recovery support, national data and information systems.
<b>Research Assistance</b>	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.
<b>Quality assurance and editorial expertise</b>	<ul style="list-style-type: none"> <li>• Experience in evaluations in humanitarian and development operations</li> <li>• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries)</li> <li>• Experience in quality assurance of written technical reports and briefs</li> </ul>
<b>Other technical expertise needed in the team</b>	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> <li>• Humanitarian operations in highly insecure areas</li> <li>• Programme efficiency and effectiveness</li> <li>• Humanitarian Principles and Protection</li> <li>• Gender equality and empowerment of women</li> <li>• Accountability to Affected Populations</li> </ul>

<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>
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### 5.3. ROLES AND RESPONSIBILITIES

86. This evaluation is managed by the WFP Office of Evaluation. Christoph Waldmeier has been appointed as evaluation manager (EM). The OEV Research Analyst appointed for this evaluation is Michele Gerli. Neither the evaluation manager nor the research analyst have worked on issues associated with the subject of evaluation. The evaluation manager is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; communication with the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide second-level quality assurance. The Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2024.
87. An internal reference group composed of WFP staff at CO, regional bureau and headquarters levels selected in consultation with CO and RBD management, will be available for briefings and interviews, provide feedback during evaluation briefings, and review and comment on draft evaluation reports; be. The CO will facilitate the evaluation team's contacts with stakeholders in Mali; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. TBD has been nominated the WFP CO 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 other than OEV staff will not be part of the evaluation team or participate in meetings and field visits where their presence could bias the responses of the stakeholders.

### 5.4. SECURITY CONSIDERATIONS

88. 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 CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

### 5.5. COMMUNICATION

<p>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 be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.</p>
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89. All evaluation products will be produced in French including the inception report and evaluation report. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. 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 evaluation report should be balanced and provide boxes that describes good practices and approaches and how they might have contributed to the attainment of results.

91. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.
92. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2024. 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.

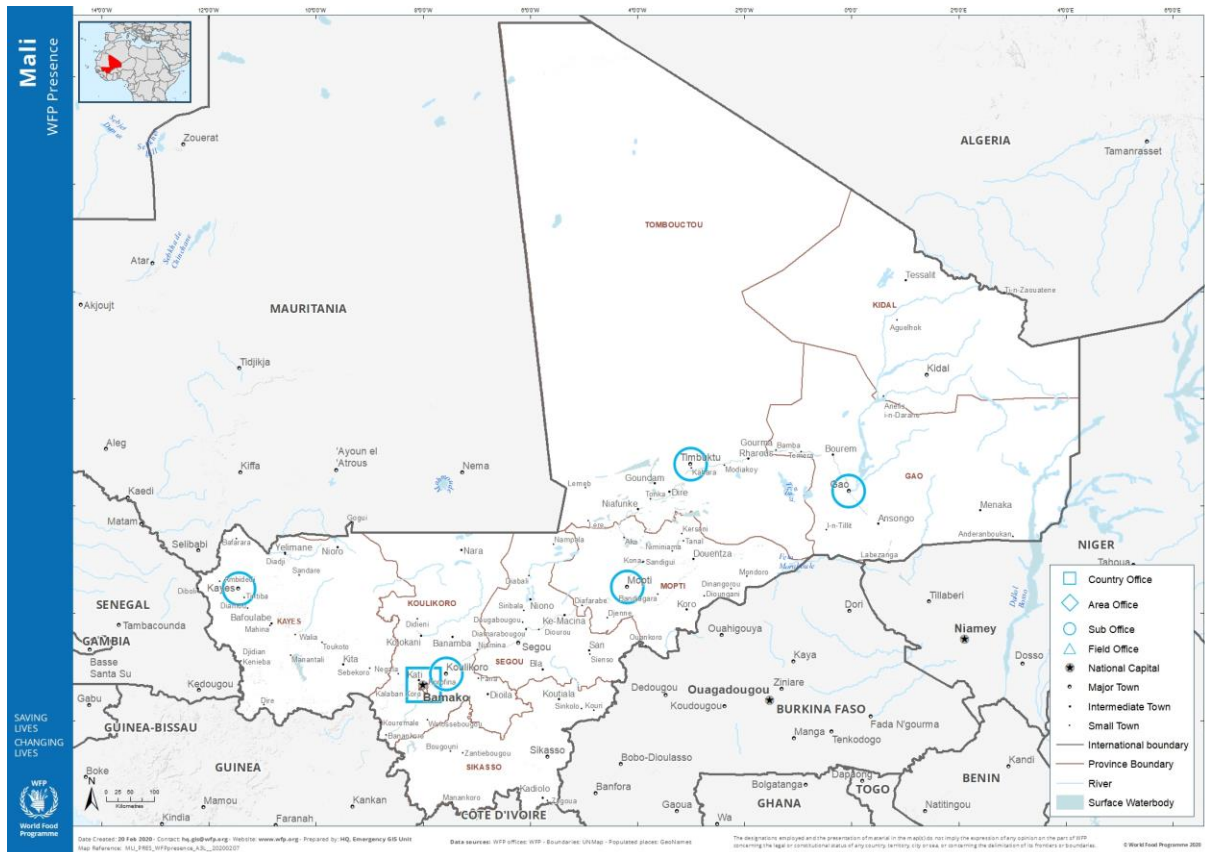
## **5.6. THE PROPOSAL**

93. The evaluation will be financed through the country portfolio budget.
94. Technical and financial offers for this evaluation need to be sufficiently flexible to adapt to a possible flare-up of COVID-19 or insecurity in the country, which may have an impact on travel restrictions.
95. Following the technical and financial assessment, improvements 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: Mali, Map with WFP Offices in 2022



Source: WFP GIS unit

# Annex 2: Mali Fact Sheet

	Parameter/(source)	2017	2019	2021	Data source
<b>General</b>					
1	Human Development Index (1)	0.427	0.434	0.428	<a href="#">UNDP - Data Center</a>
2	Asylum-seekers (pending cases) (5)	554	1,004	863	<a href="#">UNHCR - Refugee Statistics</a>
3	Refugees (incl. refugee-like situations) (5)	17,036	26,672	49,975	<a href="#">UNHCR - Refugee Statistics</a>
4	Internally displaced persons (IDPs) (5)	38,172	207,751	350,110	<a href="#">UNHCR - Refugee Statistics</a>
<b>Demography</b>					
5	Population total (millions) (2)	18,512,429	19,658,023	20,250,834 (2020)	<a href="#">World Bank</a>
6	Population, female (% of total population) (2)	49.96	49.92	49.9 (2020)	<a href="#">World Bank</a>
7	% of urban population (2)	41.60	43.10	44.68	<a href="#">World Bank</a>
8	Total population by age (0-4) (millions) (6)	3,678,867 (2011-2020)			<a href="#">UNSD</a>
9	Total population by age (5-9) (millions) (6)	2,987,117 (2011-2020)			<a href="#">UNSD</a>
10	Total population by age (10-14) (millions) (6)	2,491,512 (2011-2020)			<a href="#">UNSD</a>
11	Total Fertility rate, per women (2)	5.97	5.79	5.69 (2020)	<a href="#">World Bank</a>
12	Adolescent birth rate (per 1000 females aged between 15-19 years) (8)	164	-	-	<a href="#">WHO</a>
<b>Economy</b>					
13	GDP per capita (current USD) (2)	830.02	879.04	917.90	<a href="#">World Bank</a>
14	Income Gini Coefficient (1)	36.1 (2010-2021)			<a href="#">UNDP - Data Center</a>
15	Foreign direct investment net inflows (% of GDP) (2)	3.64	4.17	-	<a href="#">World Bank</a>
16	Net official development assistance received (% of GNI) (4)	9.14	10.92	-	<a href="#">OECD/DAC</a>
17	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	5.76	-	-	<a href="#">SDG Country Profile</a>
18	Agriculture, forestry, and fishing, value added (% of GDP) (2)	37.43	37.31	36.00	<a href="#">World Bank</a>
<b>Poverty</b>					
19	Population vulnerable to/near multidimensional poverty (%) (1)	15.3 (2009-2020)			<a href="#">UNDP - Data Center</a>
20	Population in severe multidimensional poverty (%) (1)	44.7 (2009-2020)			<a href="#">UNDP - Data Center</a>
<b>Health</b>					
21	Maternal Mortality ratio (per 100,000 live births) (3)	562 (2017)			<a href="#">UNICEF Data</a>
22	Healthy life expectancy at birth (total years) (8)	-	54.63 (2019)		<a href="#">WHO</a>
23	Prevalence of HIV, total (% of population ages 15-49) (2)	1.00	0.90	-	<a href="#">World Bank</a>
24	Current health expenditure (% of GDP) (2)	3.67	3.89	-	<a href="#">World Bank</a>

	Parameter/(source)	2017	2019	2021	Data source
<b>Gender</b>					
25	Gender Inequality Index (rank) (1)	-	158	155	<a href="#">UNDP - Data Center</a>
26	Proportion of seats held by women in national parliaments (%) (2)	8.84	9.52	27.27	<a href="#">World Bank</a>
27	Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2)	58.08	58.17	57.68	<a href="#">World Bank</a>
28	Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	62.12	62.58	-	<a href="#">World Bank</a>
<b>Nutrition</b>					
29	Prevalence of moderate or severe food insecurity in the total population (%) (7)	Data not available			<a href="#">FAOSTAT</a>
30	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%) (3)	9 (2014-2020)			<a href="#">UNICEF SOW 2021</a>
31	Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (%) (3)	30 (2013-2018)		26.0 (2020)	<a href="#">UNICEF SOW 2019 and 2021</a>
32	Weight-for-height (Overweight - moderate and severe), (0-4 years of age) (%) (3)	2 (2013-2018)		2.0 (2020)	<a href="#">UNICEF SOW 2019 and 2021</a>
33	Mortality rate, under-5 (per 1,000 live births) (2)	100.90	94.20	91.0 (2020)	<a href="#">World Bank</a>
<b>Education</b>					
34	Adult literacy rate (% ages 15 and older) (10)	35.5 (2008-2018)		30.76 (2020)	<a href="#">UNESCO Institute for Statistics</a>
35	Population with at least secondary education (% ages 25 and older) (1)	13.10	13.10	-	<a href="#">UNDP - Data Center</a>
36	Current education expenditure, total (% of total expenditure in public institutions) (2)	97.02	-	-	<a href="#">World Bank</a>
37	School enrollment, primary (% gross) (2)	80.17	75.60 (2018)	-	<a href="#">World Bank</a>
38	Attendance in early childhood education - female (%) (3)	4.9 (2013-2021)			<a href="#">UNICEF Data</a>
39	Gender parity index, secondary education (2)	0.81	0.82 (2018)	-	<a href="#">World Bank</a>

Source: (1) UNDP Human Development Reports. Data Center; (2) World Bank. Open Data; (3) UNICEF; (4) OECD/DAC; (5) UNHCR; (6) United Nations Statistics Division; (7) FAOSTAT; (8) WHO; (9) SDG Country Profile; (10) UNESCO Institute for Statistics

## Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DoE/DDoE and circulated for comments to CO and to LTA firms	DoE/DDoE	4 November 2022
	Comments on draft ToR received	CO	15 November 2022
	Proposal deadline based on the draft ToR	LTA	24 November 2022
	LTA proposal review	EM	30 November 2022
	Final revised ToR sent to WFP stakeholders	EM	20 November 2022
	Contracting evaluation team/firm	EM	16 December 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	13 February – 5 March 2023
	HQ & RB inception briefing	EM & Team	27 February – 3 March 2023
	Inception mission	EM + TL	5-10 March 2023
	Submit draft inception report (IR)	TL	31 March 2023
	OEV quality assurance and feedback	EM	3-7 April
	Submit revised IR	TL	14 April 2023
	OEV 2 <sup>nd</sup> level quality assurance and feedback	QA2	17-21 April
	IR clearance to share with CO	DoE/DDoE	28 April 2023
	CO comments on draft IR	EM	12 May 2023
	Submit revised IR	TL	19 May 2023
	Seek final approval by QA2	EM	26 May 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	29 May 2023
Phase 3 - Data collection, including fieldwork <sup>28</sup>			
	In country / remote data collection	Team	29 May – 16 June 2023
	Exit debrief (ppt)	TL	16 June 2023
	Preliminary findings debrief	Team	30 June 2023
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	14 July 2023
	OEV quality feedback sent to TL	EM	21 July 2023
Draft 1	Submit revised draft ER to OEV	TL	28 July 2023
	OEV quality check	EM	11 August 2023
	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	25 August 2023
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	28 Aug – 12 September
	Stakeholder workshop (in country or remote)		Q4 2023
	Consolidate WFP comments and share with team	EM	20 September 2023
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	29 September 2023
D	Review D2	EM	6 October 2023

<sup>28</sup> Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit final draft ER to OEV	TL	13 October 2023
Draft 3	Review D3	EM	20 October 2023
	Seek final approval by DoE/DDoE	DoE/DDoE	10 November 2023
	Draft summary evaluation report	EM	01 February 2024
	Seek SER validation by TL	EM	7 February 2024
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	15 February 2024
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	28 February 2024
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	01 April 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	April-October 2024
	Presentation and discussion of SER at EB Round Table	DoE/DDoE & EM	August-October 2024
	Presentation of summary evaluation report to the EB	DoE/DDoE	November 2024
	Presentation of management response to the EB	D/PPP	November 2024

## Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country office</b>	Primary stakeholder of this evaluation. Being responsible for the country level planning and overall Country Strategic Plan (CSP) implementation, it has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate to design the new CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. The CO will also assist the Evaluation Team to liaise with in-country stakeholders and assist field mission.	CO staff at all levels, particularly senior management, and programme officers
<b>WFP management senior and regional bureau</b>	WFP Senior Management and the Regional Bureau for Western Africa (RBD) have an interest in learning from the evaluation results, because of the progress towards achieving SDG 2 in Mali in relation to the WFP's assistance from the point of view of corporate and regional plans and strategies.	RBD will be requested to provide HQ Briefing/Inception interview during Inception Phase, and will be key informants and interviewees during the main mission, provide comments on the draft Evaluation Report and will participate in the debriefing at the end of the evaluation mission. Key staff in RBD will be invited to the Internal Reference Group. It will have the opportunity to comment on Summary Evaluation Report and management responses to the CSPE.	RBD key staff - DRDs, head/chief of key divisions are expected to engage in Internal Reference Group. RD will also be informed through messages in key phases of evaluation
<b>WFP Divisions</b>	WFP technical units such as programme policy including areas of school feeding, capacity strengthening, resilience,	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation with interest in	Key staff of selected HQ divisions or appointed focal points, while most

	nutrition, gender, CBT, vulnerability analysis, Innovation Accelerator, performance monitoring and reporting, climate and disaster risk reduction, safety nets and social protection, partnerships, and supply chain have an interest in lessons relevant to their mandates.	improved reporting on results. Some may be engaged in the initial briefing with the evaluation team. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	of the thematic areas are expected to be covered by RBD
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Mali's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results is planned at the November 2022 session to inform Board members about the performance and results of WFP activities in Mali. Results may also be presented at evaluation round tables.	EB members, delegates
<b>External stakeholders</b>			
<b>Affected communities</b>	<b>Primary stakeholders.</b> 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 Mali; traditional authorities and religious leaders; teachers; school kitchen staff etc.
<b>Government at national, regional, cercle and commune levels</b>	<b>Primary stakeholders.</b> 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 central Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, central, regional, cercle, and commune level authorities will be interviewed as appropriate.  Interviews will cover policy and technical issues and they will be involved in the feedback sessions	Ministry of Agriculture (MA), education (MEN), women, family and children (MPFEF), social protection (MPSES), humanitarian action (MSAH), public health (MSH), and the national statistics institute (INSTAT), Commissariat à la sécurité alimentaire, local government bodies
<b>UN country team</b>	UN agencies and other partners in the Mali have a stake in this evaluation in terms of	The evaluation team will seek key informant interviews with the UN and other partner agencies.	Key staff from UN partners, including from <b>FAO, IFAD, WHO,</b>

	<p>partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</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 the RC office (evaluation of current UNSDCF) and other key partners will be sought. Possible synergies may be explored at data collection or stakeholders workshop levels.</p>	<p><b>UNICEF, UNDP, UNFPA, IOM, UNHCR, and UN-Women;</b> ii) international development institutions such as the <b>African Development Bank</b>, the <b>World Bank</b>, the <b>African Union</b>, <b>ECOWAS</b> and the <b>Permanent Interstate Committee for Drought Control in the Sahel (CILSS)</b>.</p>
<b>Donors</b>	<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.: <b>ECHO, US OFDA, Germany, Denmark, Sweden, etc.</b></p>
<b>Cooperating partners and NGOs</b>	<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 from World Vision, CARE, Association Développement Globale, ADAZ, Groupe de Recherche Action pour le Développement, Welthungerhilfe, Oxfam</p>
<b>Private sector and civil society</b>	<p>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.</p>	<p>Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.</p>	<p><b>Sahel University Network (REUNIR)?</b></p>



## Annex 5: Evaluability assessment




Table 1: Transitional - Interim Country Strategic Plan Mali 2018-2019 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 31/3/2017	<b>Total nr. of indicators</b>	<b>28</b>	<b>8</b>	<b>39</b>
v 3.0 28/11/2018	New indicators	11	3	15
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>39</b>	<b>11</b>	<b>54</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>28</b>	<b>8</b>	<b>39</b>

Table 2: Country Strategic Plan Mali 2020-2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 18/4/2019	<b>Total nr. of indicators</b>	<b>38</b>	<b>9</b>	<b>57</b>
v 2.0 28/1/2020	New indicators	0	0	1
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>38</b>	<b>9</b>	<b>58</b>
v 3.0 10/4/2020	New indicators	0	0	2
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>38</b>	<b>9</b>	<b>60</b>
v 4.0 28/5/2020	New indicators	4	0	11
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>42</b>	<b>9</b>	<b>71</b>
v 5.0 23/2/2022	New indicators	0	1	0
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>42</b>	<b>10</b>	<b>71</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>38</b>	<b>9</b>	<b>57</b>

<b>Table 3: Analysis of results reporting in Mali T-ICSP annual country reports 2018-2019</b>			
		<b>ACR 2018</b>	<b>ACR 2019</b>
<b>Outcome indicators</b>			
	Total number of indicators in applicable logframe	<b>28</b>	<b>39</b>
Baselines	Nr. of indicators with any baselines reported	<b>28</b>	
Year-end targets	Nr. of indicators with any year-end targets reported	<b>28</b>	<b>39</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>28</b>	<b>39</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>28</b>	<b>39</b>
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable logframe	<b>8</b>	<b>11</b>
Baselines	Nr. of indicators with any baselines reported	<b>8</b>	
Year-end targets	Nr. of indicators with any year-end targets reported	<b>8</b>	<b>11</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>8</b>	<b>11</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>8</b>	<b>11</b>
<b>Output indicators</b>			
	Total number of indicators in applicable logframe	<b>39</b>	<b>54</b>
Targets	Nr. of indicators with any targets reported	<b>20</b>	<b>27</b>
Actual values	Nr. of indicators with any actual values reported	<b>20</b>	<b>27</b>

<b>Table 4: Analysis of results reporting in Mali CSP annual country reports 2020-2021</b>			
		<b>ACR 2020</b>	<b>ACR 2021</b>
<b>Outcome indicators</b>			
	Total number of indicators in applicable logframe	<b>42</b>	<b>42</b>
Baselines	Nr. of indicators with any baselines reported	<b>39</b>	<b>42</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>39</b>	<b>42</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>39</b>	<b>42</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>39</b>	<b>42</b>
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable logframe	<b>10</b>	<b>10</b>
Baselines	Nr. of indicators with any baselines reported	<b>9</b>	<b>9</b>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>9</b>	<b>9</b>
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>9</b>	<b>9</b>
Follow-up	Nr. of indicators with any follow-up values reported	<b>9</b>	<b>9</b>
<b>Output indicators</b>			
	Total number of indicators in applicable logframe	<b>71</b>	<b>71</b>
Targets	Nr. of indicators with any targets reported	<b>25</b>	<b>36</b>
Actual values	Nr. of indicators with any actual values reported	<b>25</b>	<b>36</b>

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

	OPERATION	2015	2016	2017
WFP interventions	Protracted relief and recovery operation (PRRO) 200719 (2015-2017): Saving Lives, Reducing Malnutrition and Rebuilding Livelihoods	Emergency Response (General Food Distribution, Nutrition,) Livelihoods Support (Food Assistance for Assets) Nutrition prevention and treatment School Feeding Support to smallholder farmers Country capacity strengthening  Total requirements: 347,447,899 USD Total contributions received: USD 173,968,308 Funding: 50.1 %		
	SPECIAL OPERATION (SO) 200802: Provision of Humanitarian Air Services in Mali (2015-2016)	United Nations Humanitarian Air Service (UNHAS) Total requirements: 14,854,931 USD Total contributions received: 11,976,735 USD Funding: 80.6 %		
	SPECIAL OPERATION (SO) 201047: Provision of Humanitarian Air Services in Mali (2017)			United Nations Humanitarian Air Service (UNHAS) Total requirements: USD 7,219,389 Total contributions received: 6,513,807 USD Funding: 90.2 %
Outputs at country office level	Food distributed (MT) 	42,353	26,169	22,984
	Cash distributed (USD) - including value voucher and commodity voucher 	2,731,024.94	6,759,891	13,599,824
	Actual beneficiaries (number) 	960,549 (Male 472,974; Female 487,575)	847,107 (Male 402,250; Female 444,857)	774,880 (Male 386,004; Female 388,876)

WFP Operations Database, Annual Country Reports, data compiled on [23/09/2022]

# Annex 7: Line of sight and comparison of t-ICSP and CSP structure

## Mali 2020-2024 CSP

SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR3 - Smallholder productivity and incomes (SDG Target 2.3)	SR5- Countries strengthened capacities (SDG target 17.9)	SR 8- Global partnership support (SDG Target 17.16)
<b>CRISIS RESPONSE</b>	<b>RESILIENCE BUILDING</b>	<b>RESILIENCE BUILDING</b>	<b>RESILIENCE BUILDING</b>	<b>RESILIENCE BUILDING</b>	<b>CRISIS RESPONSE</b>
<b>OUTCOME 1:</b> Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises	<b>OUTCOME 2:</b> Food-insecure populations, including school-age girls and boys, in targeted areas have access to adequate and nutritious food all year-round <b>increased-current-and-future-resilience while meeting their basic food and nutrition requirements during the school year</b>	<b>OUTCOME 3:</b> Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year	<b>OUTCOME 4:</b> Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year	<b>OUTCOME 5:</b> By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger	<b>OUTCOME 6:</b> Humanitarian partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year
<b>BUDGET SO 1: \$ 665 161 505</b>	<b>BUDGET SO 2: \$ 158 500 304</b>	<b>BUDGET SO 3: \$ 107 401 616</b>	<b>BUDGET SO 4: \$ 140 581 986</b>	<b>BUDGET SO 5: \$ 11 004 349</b>	<b>BUDGET SO 6: \$ 72 268 048</b>
<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Crisis-affected beneficiaries (tier 1) receive timely and adequate food and cash-based transfers (output category A) that meet their food requirements and stabilize livelihoods without contributing to tensions in the case of conflict-related crises (SDG 16).</li> <li>Crisis-affected acutely malnourished children and pregnant and lactating women and girls, including caregivers (tier 1), receive adequate and timely specialized nutritious foods (output category A&amp;B) and other services that prevent and treat malnutrition (WFP Strategic Result 2)</li> </ul> <b>ACTIVITY 1:</b> Provide an integrated food assistance package to vulnerable men, women, boys and girls affected by crisis based on a needs assessment and ensure that preparedness measures are taken to support a response that is timely, effective, efficient, equitable and in line with the national safety nets strategy [modalities: food, cash-based transfers, capacity strengthening, service delivery]	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Targeted schoolchildren (tier 1), every day they attend school (output category A &amp;N), receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4).</li> <li>Vulnerable populations in targeted areas subject to shocks and crisis, particularly women (tier 1), receive safety nets (output category A) to meet short-term food needs and help them absorb shocks.</li> </ul> <b>ACTIVITY 3:</b> Provide school meals to girls and boys during the school year in targeted areas in a way that supports local markets and promotes girls' enrolment [modalities: food, cash-based transfers, capacity strengthening, service delivery]	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive food and cash transfers (output category A) (including specialized nutritious commodities where appropriate) that prevent malnutrition (WFP SR2).</li> <li>Nutritionally vulnerable populations, including children and pregnant and lactating women and girls, benefit from increased access to diversified and nutritious foods (Output Category B)</li> <li>Children 6–59 months, pregnant and lactating women and girls and caregivers (tier 3) benefit from strengthened national capacities to design, implement and monitor sustainable and equitable approaches to the treatment of malnutrition (Output Category C)</li> <li>Targeted beneficiaries (tier 1) benefit from malnutrition prevention interventions (output category E), including social and behaviour change communication.</li> </ul> <b>ACTIVITY 4:</b> Support national nutrition programme to ensure provision of preventive and curative nutrition services (including SBCC, local food fortification, complementary feeding and capacity strengthening) to targeted populations [modalities: food, cash-based transfers, capacity strengthening, service delivery]	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 1), receive timely and adequate food assistance for assets transfers (output category A) that meet their short-term food needs while improving their resilience</li> <li>Targeted smallholders, especially women smallholders, and other actors along the value chain (Tier 1) benefit from strengthened technical and operational capacities to improve food quality, strengthen market access and increase their incomes (Output category F)</li> <li>Vulnerable populations including smallholders and other actors along the value chain (Tier 1) in targeted areas subject to recurrent shocks, especially women, benefit from other support /investments (output category C) in order to diversify and intensify their livelihoods</li> <li>Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 2), benefit from rehabilitated assets (output category D), other livelihood (output category D) and disaster risk management (output category G) interventions that improve their resilience to natural shocks, their adaptation to climate change and the sustainability of their livelihoods</li> </ul> <b>ACTIVITY 5:</b> Provide conditional support to food-insecure vulnerable households, linked to the development or rehabilitation of productive, natural or social assets, the intensification and diversification of livelihood activities and improved access to markets, using an integrated, gender equitable and participatory community approaches. [modalities: food, cash-based transfers, capacity strengthening, service delivery]	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>Vulnerable populations (tier 3) benefit from strengthened and sustainable national capacities and systems for designing, implementing, monitoring and evaluating nationally led, equitable food security, nutrition and social protection policies and programmes (output category C) and delivering hunger solutions</li> </ul> <b>ACTIVITY 6:</b> Provide a package of capacity-strengthening support to national institutions and entities on analysis and planning; coordination; policy coherence; implementation; and monitoring, evaluation, evidence creation and knowledge management in support of decision making [modality: capacity strengthening]	<b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>The humanitarian community benefits from improved air services that allow access to crisis-affected populations (tier 2) in need of life-saving assistance (output category H).</li> <li>Crisis-affected populations (tier 2) targeted by humanitarian and development partners benefit from services according to identified needs (cat. H), receiving timely and effective assistance</li> </ul> <b>ACTIVITY 7:</b> Provide United Nations Humanitarian Air Services flight services that allow partners to reach areas of humanitarian intervention [modality: service delivery]
<b>ACTIVITY 2:</b> Provide an integrated nutrition package, including both preventative and treatment elements, to vulnerable men, women, boys and girls affected by crisis based on a needs assessment [modalities: food, cash-based transfers, capacity strengthening, service delivery]	<b>ACTIVITY 12:</b> Provide safety nets to vulnerable populations in targeted areas, particularly women (tier 1) in line with an adaptive social protection approach [modalities: cash-based transfers, capacity strengthening]				<b>ACTIVITY 8:</b> Provide logistics, information and communications technology, common and coordination services, as well as other preparedness interventions in the absence of alternatives, in order to support effective and efficient humanitarian response [modality: service delivery]
	<b>TOTAL BUDGET: \$ 1 154 917 807</b>				<b>ACTIVITY 9:</b> Provide on demand engineering services in order to support effective and efficient humanitarian response [modality: service delivery]
					<b>ACTIVITY 10:</b> Provide Humanitarian Air Service in Support of DG-ECHO Funded Projects [modality: service delivery]

Source: WFP SPA website

**Table 1 – Comparison between Mali T-ICSP (2018-2019) and Mali CSP (2020-2024)**

Mali T-ICSP (2018-2019)		Mali CSP (2020-2024)	
Strategic Outcomes (SO)	Activities	Strategic Outcomes (SO)	Activities
<b>SO 1:</b> Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises	<b>Activity 1:</b> Provide unconditional cash or food transfers to populations affected by conflict-related displacement, natural disasters, or production shocks	<b>SO 1:</b> Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises	<b>Activity 1:</b> Provide an integrated food assistance package to vulnerable men, women, boys and girls affected by crisis based on a needs assessment and ensure that preparedness measures are taken to support a response that is timely, effective, efficient, equitable and in line with the national safety nets strategy
	<b>Activity 2:</b> Provide blanket supplementary feeding to children aged 6–23 months and pregnant and lactating women in conjunction with general cash/food distributions		<b>Activity 2:</b> Provide an integrated nutrition package, including both preventative and treatment elements, to vulnerable men, women, boys and girls affected by crisis based on a needs assessment
<b>SO 2:</b> Vulnerable people in food insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year	<b>Activity 3:</b> Provide unconditional cash or food transfers to vulnerable populations affected by seasonal shocks	<b>SO 2:</b> Food-insecure populations, including school-age girls and boys, in targeted areas have access to adequate and nutritious food all year-round	<b>Activity 12:</b> Provide safety nets to vulnerable populations in targeted areas, particularly women (tier 1) in line with an adaptive social protection approach
	<b>Activity 4:</b> Provide school meals to school children in targeted areas		<b>Activity 3:</b> Provide school meals to girls and boys during the school year in targeted areas in a way that supports local markets and promotes girls' enrolment
<b>SO 3:</b> Targeted populations (children 6-59 months and PLW) have reduced malnutrition in line with national targets	<b>Activity 5:</b> Provide nutritious complements to targeted children (age 6-23) and cash to PLW to prevent undernutrition outside of crisis/post crisis areas	<b>SO 3:</b> Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year	<b>Activity 4:</b> Support national nutrition programme to ensure provision of preventive and curative nutrition services (including SBCC, local food fortification, complementary feeding and capacity strengthening) to targeted populations
	<b>Activity 6:</b> Provide nutritious food to children and food assistance (food/CBT) to PLW for treatment of malnutrition – including support to caregivers		
	<b>Activity 7:</b> Provide fortified rice to targeted beneficiaries and support the production of fortified food commodities in collaboration with the local private sector		
<b>SO 4:</b> Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food	<b>Activity 8:</b> Provide food assistance for assets to targeted smallholders, to develop, restore and rehabilitate productive community infrastructures and sustainable natural resource use through a participatory process	<b>SO 4:</b> Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient	<b>Activity 5:</b> Provide conditional support to food-insecure vulnerable households, linked to the development or rehabilitation of productive, natural or social assets, the intensification and diversification of livelihood activities and

<p>security and nutrition needs all year-round.</p>	<p><b>Activity 9:</b> Provide technical and financial support to smallholder farmers organization, aimed at encouraging market-oriented production, facilitating access to markets, enhancing value-added and reducing post-harvest losses, and developing linkages to the school meals programme</p>	<p>livelihoods for improved food security and nutrition throughout the year</p>	<p>improved access to markets, using an integrated, gender equitable and participatory community approaches. <b>Activity 11- Provide safety nets to vulnerable populations in targeted areas subject to shocks and crisis, particularly women (tier 1) in line with the social protection approach - DEACTIVATED</b></p>
<p><b>SO 5:</b> Government (at the local and national levels) and civil society have strengthened capacity to manage food security and nutrition policies and programmes by 2023</p>	<p><b>Activity 10:</b> Provide a package of capacity-strengthening support to national institutions and entities on analysis and planning; coordination; policy coherence; implementation; and monitoring, evaluation, evidence creation and knowledge management in support of decision making [modality: capacity strengthening]</p> <p><b>Activity 11:</b> Support government to strengthen coordination among actors in the nutrition sector through REACH mechanism</p>	<p><b>SO 5:</b> By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger</p>	<p><b>Activity 6:</b> Provide a package of capacity-strengthening support to national institutions and entities on analysis and planning; coordination; policy coherence; implementation; and monitoring, evaluation, evidence creation and knowledge management in support of decision making</p>
<p><b>SO 6:</b> Government efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks</p>	<p><b>Activity 12:</b> Provide support to the Government Zero Hunger Review implementation and related analytical work, followed by dialogue with Government and other stakeholders relating to implications of the findings and recommendations for medium-term planning (CSP, national development plan, UNDAF) and improving coordination between different elements of food security response, including adaptive social protection</p>	<p><b>SO 6:</b> Humanitarian partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year</p>	<p><b>Activity 7:</b> Provide United Nations Humanitarian Air Services flight services that allow partners to reach areas of humanitarian intervention</p> <p><b>Activity 8:</b> Provide logistics, information and communications technology, common and coordination services, as well as other preparedness interventions in the absence of alternatives, in order to support effective and efficient humanitarian response</p> <p><b>Activity 9:</b> Provide on demand engineering services in order to support effective and efficient humanitarian response</p> <p><b>Activity 10:</b> Provision of Humanitarian Air Service in Support of DG-ECHO Funded Projects</p>
<p><b>SO 7:</b> Humanitarian partners have access to common services, (including transportation, logistics, emergency telecommunications and food security analysis) throughout the year</p>	<p><b>Activity 13:</b> Provide technical expertise and services related to logistics, communications and information management, the food security cluster, and emergency preparedness and response, to humanitarian and development partners</p> <p><b>Activity 14:</b> Provide transportation services to humanitarian and development partners through the Humanitarian Air Service</p>		

## Annex 8: Key information on beneficiaries and transfers

Table 1: CSP (2020-2024) planned beneficiaries across various budget revisions																
SO	Activity	Original NBP			NBP – BR 01 (Mar-2020)			NBP – BR 03 (Oct-2020)			NBP – BR 04 (Aug-2021)			NBP – BR 05 (Jun-2022)		
		Women/ Girls	Men/ Boys	Total	Women/ Girls	Men/ Boys	Total	Women/ Girls	Men/ Boys	Total	Women/ Girls	Men/ Boys	Total	Women/ Girls	Men/ Boys	Total
SO 1	Act 1 - Food	473,280	454,720	928,000	629,508	607,854	1,237,362	140,546	137,764	278,310	292,046	286,264	578,310	1,167,452	1,161,669	2,329,121
	Act 1 - CBT							1,050,535	1,020,543	2,071,078	1,565,686	1,525,493	3,091,179	2,878,793	2,838,601	5,717,394
	Act 2 - Food	1,003,879	607,602	1,611,481	1,013,346	607,895	1,621,241	817,082	496,098	1,313,180	1,000,503	654,323	1,654,826	1,343,846	946,800	2,290,646
	Act 2 - CBT							240,089	128,972	369,061	319,716	130,105	449,821	476,313	131,687	608,000
SO 2	Act 3 - Food	545,400	534,600	1,080,000	545,400	534,600	1,080,000	40,400	39,600	80,000	40,400	39,600	80,000	40,400	39,600	80,000
	Act 3 - CBT							505,000	495,000	1,000,000	479,750	470,250	950,000	363,600	356,400	720,000
	Act 12 - CBT							30,300	29,700	60,000	167,741	164,419	332,160	513,060	509,738	1,022,798
SO 3	Act 4 - Food	116,550	51,450	168,000	116,550	51,450	168,000	53,550	51,450	105,000	53,550	51,450	105,000	116,270	116,730	233,000
	Act 4 - CBT							63,000	-	63,000	101,022	19,518	120,540	227,822	51,218	279,040
SO 4	Act 5 - Food	419,220	402,780	822,000	419,220	402,780	822,000	320,520	219,480	540,000	320,520	219,480	540,000	300,520	199,480	500,000
	Act 5 - CBT							320,520	219,480	540,000	320,520	219,480	540,000	300,520	199,480	500,000
	Act 5 - CS							98,700	183,300	282,000	98,700	183,300	282,000	98,700	183,300	282,000
SO 5	Act 6															
SO 6	Act 7															
	Act 8															
<b>Total without overlaps</b>		<b>1,640,059</b>	<b>1,314,925</b>	<b>2,954,984</b>	<b>1,803,861</b>	<b>1,468,293</b>	<b>3,272,154</b>	<b>2,428,423</b>	<b>2,061,257</b>	<b>4,489,680</b>	<b>3,384,901</b>	<b>2,895,848</b>	<b>6,280,749</b>	<b>6,082,398</b>	<b>5,334,599</b>	<b>11,416,997</b>

Notes: No changes in Budget Revision 02, the original CSP and Budget Revision 01 do not provide figures disaggregated by modality

Source: WFP CSP and Budget Revision Narratives



Table 2: Mali T-ICSP Actual beneficiaries versus planned 2018-2019 by year, strategic outcome, activity category and gender													
Strategic Outcome / Activity / Activity Tag		Year 2018						Year 2019					
		Planned Beneficiaries		Actual Beneficiaries		Actuals as a % of planned beneficiaries		Planned Beneficiaries		Actual Beneficiaries		Actuals as a % of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
<b>SO1 Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises</b>													
Act 1	General Distribution	358,045	350,955	351,635	344,671	98%	98%	290,700	279,300	286,697	286,615	96%	100%
Act 2	Prevention of acute malnutrition	78,996	39,204	142,229	70,346	180%	179%	69,390	33,810	115,650	56,350	49%	49%
<b>Subtotal SO 1</b>		<b>437,041</b>	<b>390,159</b>	<b>493,864</b>	<b>415,017</b>			<b>360,090</b>	<b>313,110</b>	<b>402,347</b>	<b>342,965</b>		
<b>SO2 Vulnerable people in food insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year</b>													
Act 3	General Distribution	50,500	49,500	57,906	56,760	115%	115%	-	-	-	-	-	-
Act 4	School feeding (on-site)	53,323	52,267	82,183	80,556	154%	154%	53,328	52,272	67,313	65,981	98%	98%
<b>Subtotal SO 2</b>		<b>103,823</b>	<b>101,767</b>	<b>140,089</b>	<b>137,316</b>			<b>53,328</b>	<b>52,272</b>	<b>67,313</b>	<b>65,981</b>		
<b>SO3 Targeted populations (children 6-59 months and PLW) have reduced malnutrition in line with national targets</b>													
Act 5	Prevention of stunting	46,339	18,485	12,572	6,250	27%	34%	28,356	11,334	16,355	6,302	40%	39%
Act 6	Treatment of moderate acute malnutrition	141,646	102,137	179,185	71,164	127%	70%	145,400	77,380	120,289	42,963	53%	36%
<b>Subtotal SO 3</b>		<b>187,985</b>	<b>120,622</b>	<b>191,757</b>	<b>77,414</b>			<b>173,756</b>	<b>88,714</b>	<b>136,644</b>	<b>49,265</b>		
<b>SO4 Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food security and nutrition needs all year-round.</b>													
Act 8	Food assistance for asset	139,885	137,115	81,980	80,358	59%	59%	153,000	147,000	51,426	49,409	96%	96%
<b>Subtotal SO</b>		<b>139,885</b>	<b>137,115</b>	<b>81,980</b>	<b>80,358</b>			<b>153,000</b>	<b>147,000</b>	<b>51,426</b>	<b>49,409</b>		
<b>Total</b>		<b>891,947</b>	<b>726,951</b>	<b>762,934</b>	<b>571,453</b>			<b>747,241</b>	<b>594,029</b>	<b>561,249</b>	<b>469,416</b>		

Note: Subtotals may include overlaps, Grand total does not include double counting

Source: COMET report CM-R020, data extracted on 09.09.2022 and Source: COMET report CM-R020, data extracted on 09.09.2022, and COMET report CM-R001b, data extracted on 12.09.2022

**Table 3: Mali CSP Actual beneficiaries versus planned 2020-2021 by year, strategic outcome, activity category and gender**

Strategic Outcome / Activity / Activity Tag		Year 2020						Year 2021					
		Planned Beneficiaries		Actual Beneficiaries		Actuals as a % of planned beneficiaries		Planned Beneficiaries		Actual Beneficiaries		Actuals as a % of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
<b>SO1 Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises</b>													
Act 1	General Distribution	959,509	921,881	835,975	938,667	87%	102%	882,351	847,749	386,313	646,857	44%	76%
Act 2	Prevention of acute malnutrition	115,650	56,350	78,305	55,201	68%	98%	400,000	-	74,924	55,792	19%	-
	Treatment of moderate acute malnutrition	161,587	91,412	77,638	47,955	48%	52%	235,124	141,522	94,808	47,937	40%	34%
<b>Subtotal SO 1</b>		<b>1,236,746</b>	<b>1,069,643</b>	<b>991,918</b>	<b>1,041,823</b>			<b>1,517,475</b>	<b>989,271</b>	<b>556,045</b>	<b>750,586</b>		
<b>SO2 School-age girls and boys in targeted areas have increased current and future resilience while meeting their basic food and nutrition requirements during the school year</b>													
Act 12	General Distribution	30,600	29,400	23,472	22,552	77%	77%	138,801	133,358	117,492	152,742	85%	115%
Act 3	School feeding (alternative take-home rations)	-	-	44,572	43,690	-	-	-	-	-	-	-	-
	School feeding (on-site)	101,000	99,000	66,848	65,524	66%	66%	101,000	99,000	67,498	73,123	67%	74%
	School feeding (take-home rations)	50,000	-	-	-	0%	-	50,000	-	-	-	0%	-
<b>Subtotal SO 2</b>		<b>181,600</b>	<b>128,400</b>	<b>134,892</b>	<b>131,766</b>			<b>289,801</b>	<b>232,358</b>	<b>184,990</b>	<b>225,865</b>		
<b>SO3 Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year</b>													
Act 4	Prevention of stunting	33,300	14,700	30,080	12,920	90%	88%	71,520	34,022	38,000	18,361	53%	54%
<b>Subtotal SO 3</b>		<b>33,300</b>	<b>14,700</b>	<b>30,080</b>	<b>12,920</b>			<b>71,520</b>	<b>34,022</b>	<b>38,000</b>	<b>18,361</b>		
<b>SO4 Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year</b>													
Act 5	Food assistance for asset	153,000	147,000	85,320	93,485	56%	64%	153,000	147,000	86,770	111,356	57%	76%
<b>Subtotal SO 4</b>		<b>153,000</b>	<b>147,000</b>	<b>85,320</b>	<b>93,485</b>			<b>153,000</b>	<b>147,000</b>	<b>86,770</b>	<b>111,356</b>		
<b>SO5 By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger</b>													
Act 6	Climate adaptation and risk management activities	-	-	379,841	364,945	-	-	-	-	-	-	-	-
	Macro-Insurance Climate Actions	-	-	-	-	-	-	-	-	186,451	179,139	-	-
<b>Subtotal SO 5</b>		<b>-</b>	<b>-</b>	<b>379,841</b>	<b>364,945</b>			<b>-</b>	<b>-</b>	<b>186,451</b>	<b>179,139</b>		
<b>Total (without overlaps)</b>		<b>1,303,020</b>	<b>1,231,068</b>	<b>1,052,615</b>	<b>1,103,045</b>			<b>1,621,286</b>	<b>1,149,176</b>	<b>736,939</b>	<b>915,391</b>		

Note: SO subtotals may include overlaps, Grand total is adjusted and does not include overlaps

Source: COMET report CM-R020, data extracted on 09.09.2022, and COMET report CM-R001b, data extracted on 12.09.2022

Table 4: Actual beneficiaries by transfer modality in Mali, 2018-2019 disaggregated by Activity tag									
Strategic Outcome / Activity / Activity Tag		Year 2018 - Total Beneficiaries receiving Food and CBT				Year 2019 - Total Beneficiaries receiving Food and CBT			
		Food	Actual vs Planned beneficiaries %	CBT	Actual vs Planned beneficiaries %	Food	Actual vs Planned beneficiaries %	CBT	Actual vs Planned beneficiaries %
<b>SO1 Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises</b>									
Act 1	General Distribution	164,198	73.3%	532,111	109.7%	468,517	213.0%	552,215	119.1%
Act 2	Prevention of acute malnutrition	212,575	179.8%	-	-	172,000	166.7%	-	-
<b>Subtotal SO 1</b>		<b>376,773</b>	<b>110.1%</b>	<b>532,111</b>	<b>109.7%</b>	<b>640,517</b>	<b>198.2%</b>	<b>552,215</b>	<b>119.1%</b>
<b>SO2 Vulnerable people in food insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year</b>									
Act 3	General Distribution	114,666	114.7%	-	-	-	-	-	-
Act 4	School feeding (on-site)	43,085	81.6%	119,654	226.6%	6,894	173.1%	126,400	124.4%
<b>Subtotal SO 2</b>		<b>157,751</b>	<b>103.2%</b>	<b>119,654</b>	<b>78.3%</b>	<b>6,894</b>	<b>173.1%</b>	<b>126,400</b>	<b>124.4%</b>
<b>SO3 Targeted populations (children 6-59 months and PLW) have reduced malnutrition in line with national targets</b>									
Act 5	Prevention of stunting	12,861	33.8%	5,961	22.3%	12,861	55.6%	9,796	59.2%
Act 6	Treatment of moderate acute malnutrition	186,170	79.6%	64,179	641.8%	103,038	59.0%	60,214	125.4%
<b>Subtotal SO 3</b>		<b>199,031</b>	<b>73.2%</b>	<b>70,140</b>	<b>190.7%</b>	<b>115,899</b>	<b>58.6%</b>	<b>70,010</b>	<b>108.4%</b>
<b>SO4 Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food security and nutrition needs all year-round.</b>									
Act 8	Food assistance for asset	61,786	22.3%	100,554	36.3%	82,546	27.5%	100,835	33.6%
<b>Subtotal SO 4</b>		<b>61,786</b>	<b>22.3%</b>	<b>100,554</b>	<b>36.3%</b>	<b>82,546</b>	<b>27.5%</b>	<b>100,835</b>	<b>33.6%</b>
<b>Total (including overlaps)</b>		<b>795,341</b>	<b>76.2%</b>	<b>822,459</b>	<b>86.4%</b>	<b>845,856</b>	<b>102.5%</b>	<b>849,460</b>	<b>91.3%</b>

Source: COMET report CM-R020, data extracted on 09.09.2022

Table 5: Actual beneficiaries by transfer modality in Mali, 2020-2021 disaggregated by Activity tag									
Strategic Outcome / Activity / Activity Tag		Year 2020 – Total Beneficiaries receiving Food and CBT				Year 2020 – Total Beneficiaries receiving Food and CBT			
		Food	Actual vs Planned beneficiaries %	CBT	Actual vs Planned beneficiaries %	Food	Actual vs Planned beneficiaries %	CBT	Actual vs Planned beneficiaries %
<b>SO1 Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises</b>									
Act 1	General Distribution	649,483	282.6%	1,774,642	107.5%	376,571	104.6%	1,014,262	74.0%
Act 2	Prevention of acute malnutrition	114,900	99.9%	18,606	32.6%	109,047	36.3%	21,669	21.7%
	Treatment of moderate acute malnutrition	102,925	50.2%	22,668	47.2%	111,152	33.8%	31,593	65.8%
<b>Subtotal SO 1</b>		<b>867,308</b>	<b>157.8%</b>	<b>1,815,916</b>	<b>103.4%</b>	<b>596,770</b>	<b>60.4%</b>	<b>1,067,524</b>	<b>70.3%</b>
<b>SO2 School-age girls and boys in targeted areas have increased current and future resilience while meeting their basic food and nutrition requirements during the school year</b>									
Act 12	General Distribution	-	-	46,024	76.7%	-	-	270,234	99.3%
Act 3	School feeding (alternative take-home rations)	4,673	-	83,589	-	-	-	-	-
	School feeding (on-site)	9,297	46.5%	123,075	68.4%	9,093	45.5%	131,528	73.1%
	School feeding (take-home rations)	-	-	-	0.0%	-	-	-	0.0%
<b>Subtotal SO 2</b>		<b>13,970</b>	<b>69.9%</b>	<b>252,688</b>	<b>87.1%</b>	<b>9,093</b>	<b>45.5%</b>	<b>401,762</b>	<b>80.0%</b>
<b>SO3 Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year</b>									
Act 4	Prevention of stunting	25,000	83.3%	18,000	100.0%	23,947	79.8%	32,414	42.9%
<b>Subtotal SO 3</b>		<b>25,000</b>	<b>83.3%</b>	<b>18,000</b>	<b>100.0%</b>	<b>23,947</b>	<b>79.8%</b>	<b>32,414</b>	<b>42.9%</b>
<b>SO4 Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year</b>									
Act 5	Food assistance for asset	-	0.0%	178,805	59.6%	-	#DIV/0!	198,126	66.0%
<b>Subtotal SO 4</b>		<b>-</b>	<b>0.0%</b>	<b>178,805</b>	<b>59.6%</b>	<b>-</b>	<b>#DIV/0!</b>	<b>198,126</b>	<b>66.0%</b>
<b>SO5 By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger</b>									
Act 6	Climate adaptation and risk management activities	-	-	744,786	-	-	-	-	-
	Macro-Insurance Climate Actions	-	-	-	-	-	-	365,590	-
<b>Subtotal SO 5</b>		<b>-</b>	<b>-</b>	<b>744,786</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>365,590</b>	<b>-</b>
<b>Total (including overlaps)</b>		<b>906,278</b>	<b>100.7%</b>	<b>3,010,195</b>	<b>127.3%</b>	<b>629,810</b>	<b>60.6%</b>	<b>2,065,416</b>	<b>86.2%</b>

Source: COMET report CM-R020, data extracted on 09.09.2022

Table 6: Actual beneficiaries by residence status and year										
Residence status	T-ICSP 2018-2019				CSP 2020-June 2022					
	2018		2019		2020		2021		Jan-June 2022	
	Number of beneficiaries	%	Number of beneficiaries	%	Number of beneficiaries	%	Number of beneficiaries	%	Number of beneficiaries	%
Resident	1,242,977	93.1%	845,144	82.0%	1,699,554	78.8%	1,217,330	73.7%	932,880	82.3%
IDPs	91,411	6.9%	185,520	18.0%	434,575	20.2%	435,000	26.3%	200,592	17.7%
Refugees	-	0.0%	-	0.0%	18,930	0.9%	-	0.0%		
Returnees	-	0.0%	-	0.0%	2,603	0.1%	-	0.0%		
<b>Total (without overlaps)</b>	<b>1,334,387</b>		<b>1,030,665</b>		<b>2,155,660</b>		<b>1,652,330</b>		<b>1,133,472</b>	

Note: Data for 2022 is subject to final validation upon 2022 ACR publication.

Source: COMET report CM-R001b for 2018-2021, data extracted on 12.09.2022, COMET MODA data for 2022 extracted on 21.09.2022

Table:X T-CSP Food Transfers in Metric Tonnes (Planned versus Actuals by year, SO and activity)										
Strategic Outcome	Activity	2018			2019			Total		
		Planned	Distributed	% MT Distributed / Planned	Planned	Distributed	% MT Distributed / Planned	Planned	Distributed	% MT Distributed / Planned 2021
SO 1	Activity 1	15,317	10,357	68	11,559	7,703	67	26,876	18,060	67
	Activity 2	5,313	3,953	74	4,641	2,467	53	9,954	6,420	64
SO 2	Activity 3	1,740	497	29	-	-	-	1,740	497	29
	Activity 4	3,041	1,194	39	229	208	91	3,270	1,402	43
SO 2	Activity 5	2,054	174	8	694	576	83	2,748	750	27
	Activity 6	2,914	1,213	42	2,122	708	33	5,037	1,921	38
SO 3	Activity 8	6,438	1,119	17	5,220	484	9	11,658	1,603	14
Grand Total		36,818	18,506	50	24,466	12,147	50	61,283	30,652	50

Source: COMET report CM-R014, data extracted on 23.09.2022

Table: X T-CSP Cash Based Transfers in USD (Planned versus Actuals by year, SO and activity)										
Strategic Outcome	Activity	2018			2019			Total		
		Planned	Distributed	% Distributed / Planned	Planned	Distributed	% Distributed / Planned	Planned	Distributed	% Distributed / Planned
SO 1	Activity 1	35,325,000	27,663,777	78	31,387,500	21,933,172	70	66,712,500	49,596,949	74
SO 2	Activity 3	4,500,000	-	-	-	-	-	4,500,000	-	-
	Activity 4	2,850,941	1,904,421	67	5,487,296	2,589,450	47	8,338,237	4,493,871	54
SO 2	Activity 5	1,060,844	155,787	15	1,092,960	764,345	70	2,153,804	920,132	43
	Activity 6	154,000	820,693	533	1,152,000	554,422	48	1,306,000	1,375,114	105
SO 3	Activity 8	6,937,500	3,726,457	54	11,250,000	4,351,296	39	18,187,500	8,077,753	44
Grand Total		50,828,285	34,271,135	67	50,369,756	30,192,685	60	101,198,042	64,463,820	64

Source: COMET report CM-R014, data extracted on 23.09.2022

Table:X CSP Food Transfers in Metric Tonnes (Planned versus Actuals by year, SO and activity)										
Strategic Outcome	Activity	2020			2021			Total		
		Planned	Distributed	% MT Distributed / Planned	Planned	Distributed	% MT Distributed / Planned	Total planned (MT)	Total distributed (MT)	% MT Distributed / Planned 2021
SO 1	Activity 1	12,668	7,223	57	10,626	1,927	18	23,294	9,150	39
	Activity 2	2,111	2,132	101	4,817	2,923	61	6,927	5,055	73
SO 2	Activity 3	691	83	12	691	166	24	1,382	249	18
SO 2	Activity 4	1,350	687	51	360	254	70	1,710	941	55
SO 3	Activity 5	4,524	-	-			-	4,524	-	-
Grand Total		21,344	10,125	47	16,494	5,270	32	37,838	15,395	41

Source: COMET report CM-R014, data extracted on 23.09.2022

Table:X CSP Cash Based Transfers in USD (Planned versus Actuals by year, SO and activity)										
Strategic Outcome	Activity	2020			2021			Total		
		Planned	Distributed	% Distributed / Planned	Planned	Distributed	% Distributed / Planned	Planned	Distributed	% Distributed / Planned
SO 1	Activity 1	68,332,244	46,416,467	68	56,883,510	23,688,866	42	125,215,754	70,105,333	56
	Activity 2	3,819,600	1,255,824	33	5,832,000	1,663,530	29	9,651,600	2,919,354	30
SO 2	Activity 12	810,000	365,571	45	11,011,140	4,247,926	39	11,821,140	4,613,497	39
	Activity 3	9,468,364	2,109,422	22	9,882,000	3,096,686	31	19,350,364	5,206,108	27
SO 3	Activity 4	4,077,000	909,164	22	7,609,521	1,448,136	19	11,686,521	2,357,301	20
SO 4	Activity 5	9,600,000	3,841,326	40	14,400,000	6,473,931	45	24,000,000	10,315,256	43
SO 5	Activity 6	-	2,142,659	-	-	1,000,000	-	-	3,142,659	-
Grand Total		96,107,208	57,040,432	59	105,618,171	41,619,077	39	201,725,379	98,659,509	49

Source: COMET report CM-R014, data extracted on 23.09.2022



# Annex 9: 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"> <li>Evaluation team</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM/CM		Nov 2022	Nov 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>WFP technical staff/programmers/practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo; WFP.org</li> </ul>	EM		Nov 2022	Nov 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>WFP technical staff/programmers/practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo</li> </ul>	EM		May 2023	May 2023
Reporting	Exit debrief	<ul style="list-style-type: none"> <li>CO staff &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>PPT, meeting support</li> </ul>	EM/ET		June 2023	June 2023
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> <li>WFP technical staff/programmers/practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Workshop, meeting</li> <li>Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	Tbd	tbd
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers/practitioners</li> <li>Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>Executive Board website (for SERs and MRs)</li> </ul>	EM/EB	CM	From April 2024	From April 2024

		<ul style="list-style-type: none"> <li>Partners/civil society /peers/networks</li> </ul>					
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers/practitioners</li> <li>Donors/countries</li> <li>Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>Evaluation network platforms (UNEG, ALNAP)</li> <li>Newsflash</li> </ul>	EM	CM	From 2024	April From 2024
Dissemination	Management response	<ul style="list-style-type: none"> <li>WFP EB/governance/ management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> <li>Partners/civil society/peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Web (WFP.org, WFPgo)</li> <li>KM channels</li> </ul>	EB	EM	From 2024	April From 2024
Dissemination	ED memorandum	<ul style="list-style-type: none"> <li>ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM	DE	From 2024	April From 2024
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> </ul>	EM	CM	From 2024	April From 2024
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> </ul>	EM	CM	From 2024	April From 2024
Dissemination	Report communication	<ul style="list-style-type: none"> <li>Oversight and Policy Committee (OPC)</li> <li>Division Directors, country offices and evaluation specific stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM	DE	From 2024	April From 2024
Dissemination	Newsflash	<ul style="list-style-type: none"> <li>WFP EB/governance/ management</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	CM	EM	From 2024	April From 2024

		<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>					
Dissemination	Business cards	<ul style="list-style-type: none"> <li>• Evaluation community</li> <li>• Partners/civil society /peers/networks</li> </ul>	• Cards	CM		From April 2024	From April 2024
Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM	From April 2024	From April 2024
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP staff</li> </ul>	Presentation	EM			
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP evaluation</li> </ul>	Presentation	EM			
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> <li>• WFP Technical staff/programmers /practitioners</li> <li>• WFP governance/management</li> <li>• WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Email</li> <li>• WFP webpages</li> </ul>	EM/CM			
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers /practitioners</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	CM	EM		

Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	CM	EM		
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Social media (Twitter)</li> </ul>	CM	CAM		
Dissemination	Video presentation	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> <li>• Presentation</li> </ul>	EM/CM			
Dissemination	Blog	<ul style="list-style-type: none"> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> <li>• Newsletter</li> </ul>	EM	CM		
Dissemination	Digital report (Sway)	<ul style="list-style-type: none"> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> <li>• CAM/media</li> <li>• General public</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	CM	EM		
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> <li>• WFP country/regional office</li> <li>• CAM/media</li> <li>• Affected populations</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	CM	CAM/CO		

Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	CM	CAM/CO		
Dissemination	Poster/public announcement/cartoon/radio/drama/video	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>• WFP country/regional office/local stakeholders</li> <li>• Donors/countries</li> <li>• General public</li> <li>• CAM/media</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media channels (WFP.org, WFPgo, Twitter)</li> <li>• Local media channels</li> </ul>	EM/CM	CO		
Follow up	Review of MR	<ul style="list-style-type: none"> <li>• WFP technical staff/programmers/practitioners</li> <li>• WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Internal channels</li> </ul>	RMP	EM/CM		

#### LEGEND

Main content (mandatory)
Knowledge management products (optional)
Associated content (optional)

# Annex 10: Template for evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>				
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?				

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?				
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?</b>				
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?				

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>				
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?				
<b>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?</b>				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?				



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 documents

<https://www.wfp.org/operations/ml02-mali-country-strategic-plan-2020-2024>

<https://www.wfp.org/operations/ml01-mali-transitional-icsp-january-2018-june-2019>

# Annex 12: Terms of Reference for the CSP 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 level<sup>29</sup> (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 (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> <li>• Evaluation Focal Point (nominated by CD)</li> <li>• Head of Programme</li> <li>• Deputy Country Director(s)</li> <li>• Country Director (for smaller country offices)</li> </ul>	<p>Core members:</p> <ul style="list-style-type: none"> <li>• Regional Supply Chain Officer</li> <li>• Senior Regional Programme Advisor</li> <li>• Regional Head of RAM and RAM staff as nominated</li> <li>• Regional Emergency Preparedness &amp; Response Unit Officer</li> <li>• Regional Gender Adviser</li> <li>• Regional Humanitarian Adviser (or Protection Adviser)</li> </ul> <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> <li>• Senior Regional Nutrition Adviser</li> <li>• Regional School Feeding Officer</li> <li>• Regional Partnerships Officer</li> <li>• Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods)</li> <li>• Regional HR Officer</li> <li>• Regional Risk Management Officer</li> </ul> <p><b>Keep in copy: REO and RDD</b></p>	<ul style="list-style-type: none"> <li>• Technical Assistance and Country Capacity Strengthening Service, PROT</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, PROP</li> <li>• Emergencies and Transition Unit, PROP.</li> <li>• Cash-Based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters</li> </ul> <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

<sup>29</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

#### 5. Approach for engaging the IRG:

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

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Regional Evaluation Unit Head and 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 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

<b>AAP</b>	Accountability to Affected Persons
<b>ACR</b>	Annual Country Reports
<b>BR</b>	Budget Review
<b>CBT</b>	Cash-Based Transfers
<b>CERF</b>	Common Emergency Response Fund
<b>CILSS</b>	Permanent Interstate Committee for Drought Control in the Sahel
<b>CO</b>	Country Office
<b>CPB</b>	Country Portfolio Budget
<b>CREDD</b>	National Economic Recovery and Sustainable Development Framework
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>EB</b>	Executive Board
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>ECOWAS</b>	The Economic Community of West African States
<b>ENSAN</b>	Enquete Nationale de Sécurité Alimentaire et Nutritionnelle
<b>FAO</b>	Food and Agricultural Organisation of the United Nations
<b>GAM</b>	Global Acute Malnutrition
<b>GDP</b>	Gross Domestic Product
<b>HDI</b>	Human Development Index
<b>ILO</b>	International Labour Organization
<b>IPC</b>	Integrated Food Security Phase Classification
<b>IFAD</b>	International Fund for Agricultural Development
<b>INGO</b>	International Non-Governmental Organization
<b>INSTAT</b>	National Statistics Institute
<b>IRG</b>	Internal Reference Group
<b>MA</b>	Ministry of Agriculture

<b>MEN</b>	Ministry of Education
<b>MINUSMA</b>	United Nations Multidimensional Integrated Stabilization Mission in Mali
<b>MNLA</b>	National Movement for the Liberation of Azawad
<b>MPFEF</b>	Ministry for Women, Family and Children
<b>MPSES</b>	Ministry for Social Protection
<b>MSAH</b>	Ministry for Humanitarian Action
<b>MSH</b>	Ministry of Public Health
<b>mVAM</b>	Mobile Vulnerability Assessment
<b>NBP</b>	Needs Based Plan
<b>ND-GAIN</b>	Notre Dame Global Adaptation Initiative
<b>ODA</b>	Official Development Assistance
<b>OEV</b>	Office of Evaluation
<b>PHQA</b>	Post Hoc Quality Assessment
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>RBD</b>	Regional Bureau for Western Africa
<b>SDG</b>	Sustainable Development Goal
<b>SO</b>	Strategic Outcome
<b>SOFI</b>	The State of Food Security and Nutrition in the World
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>TOR</b>	Terms of Reference
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund



<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNICEF</b>	United Nations Children's Fund
<b>UNS</b>	United Nations System in Madagascar
<b>USA</b>	United States of America
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

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