

Evaluation of Mali

WFP Country Strategic Plan

2020-2024

Summary Terms of Reference



SAVING
LIVES
CHANGING
LIVES

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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

WFP has been present in Mali since 1964. The CSP 2020-2024 has been designed to link to national frameworks for fighting hunger, particularly the 2017 zero hunger strategic review. It follows a two-year transitional interim CSP (t-ICSP) 2018-2019, which is also included in this evaluation. The Mali CSP intends to contribute to Mali's progress towards SDG2 and SDG17, through six strategic outcomes, including crisis response, school meals, nutrition support, conditional food assistance to communities for asset creation, strengthening national institutional capacity to manage food security, nutrition and social protection programmes, and service provision to the humanitarian community.

As per the last budget revision, the CSP has a total budget of USD 1.153 billion, of which approximately 40% had been funded as of September 2022. The CSP aims at reaching over 11 million beneficiaries over five years, a figure that has continuously been revised upward since the start of the CSP.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations (AAP).

The evaluation will use standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage. It will also consider adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external

stakeholders and presents an opportunity for national, regional and corporate learning. The primary users of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2024.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the t-ICSP and the CSP were informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in Mali?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the t-ICSP, CSP and UNSDCF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the t-ICSP and CSP are likely to be

sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and peace work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to t-ICSP and CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which the t-ICSP and CSP led to and could benefit from: the mobilization of adequate, timely, predictable and flexible resources; monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; appropriate partnerships and collaboration with other actors; and appropriate Human Resources capacity; and how these factors affected results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The main units of analysis are the t-ICSP and CSP, as well as all their approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) under the CSP up to June 2023. It also includes activities implemented under the t-ICSP 2018-2019, to allow assessing the extent to which the strategic shifts envisaged with the introduction of country-level strategic planning have taken place, and to provide for a longer implementation time frame in the analysis.

The evaluation will adopt a mixed methods approach and a variety of primary and secondary sources, including desk review, key informant and group interviews, direct field observation, surveys and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of expertise

relevant to the Mali CSPE including humanitarian emergencies, school feeding, food security and nutrition, resilience programming, country capacity strengthening, social safety nets, gender and humanitarian principles.

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Christoph Waldmeier, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts. Michele Gerli will provide research analysis support. Second level quality assurance will be provided by Michael Carbon, Senior Evaluation Officer. The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the evaluation report.

An **Internal Reference Group** composed of a cross-section of WFP stakeholders from relevant functional areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders during a debriefing session in July 2023 to inform the new CSP design process. A country learning workshop will be held in September 2023 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: February 2023 - May 2023

Data collection: June 2023

Remote Debriefing: July 2023

Reports: July 2023 - October 2023

Stakeholder Workshops: September 2023

Executive Board presentation: November 2024