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Evaluation of Niger WFP Country Strategic Plan 2020-2024

Terms of reference

March 2024

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.

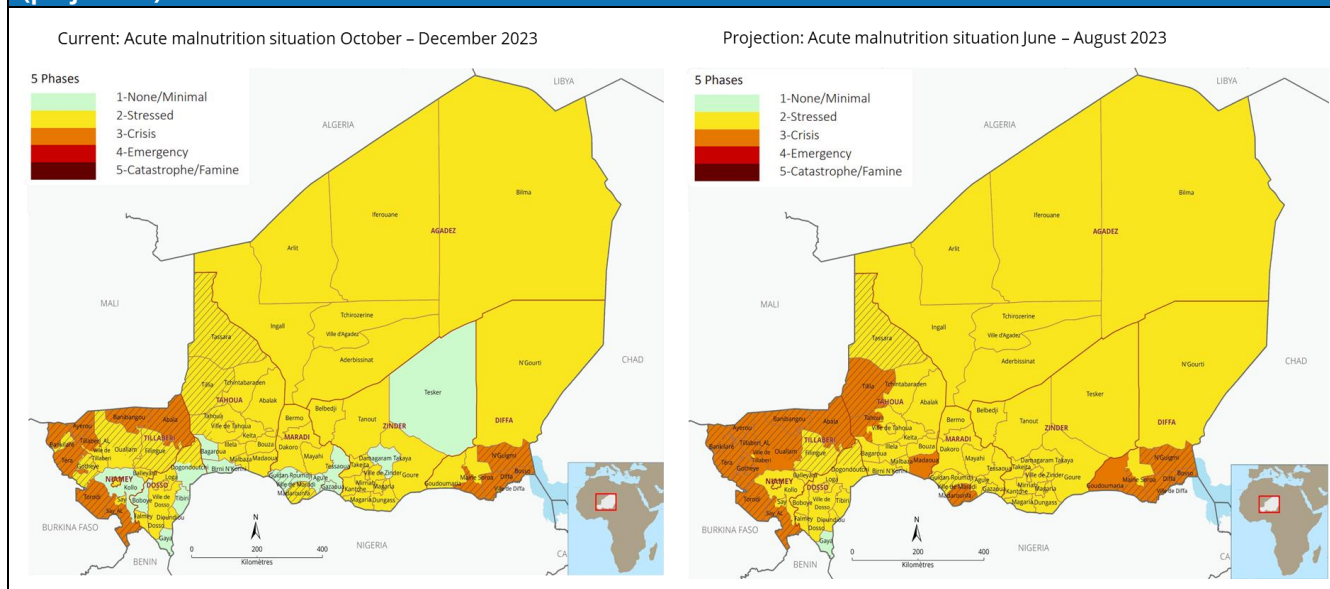
1.1. INTRODUCTION

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

1.2. CONTEXT

4. Niger is a low-income, landlocked Sahelian country, ranked 189 out of 191 on the 2021 Humanitarian Development Index¹ with a population of 25.37 million (50.3 percent females) in 2023.² The country faces chronic vulnerabilities caused by poverty, demographic pressure, land degradation, economic and weather-related shocks, unequal access to basic social services, chronic food insecurity, and persistent gender inequalities.

Figure 1: Food and nutrition security situation, October-December 2023 (current) and June-August 2024 (projection)



Source: *Cadre Harmonisé*, November 2023.

5. Acute **food insecurity** was particularly high in 2021 and 2022 (affecting 4.4 million people – 18 percent of the population), as evidenced by the *Cadre Harmonisé* analyses, with Tahoua and Tillabéri being the most affected regions. According to the October-December 2023 analysis, approximately 2.3 million

¹ UNDP, 2022 Human Development Report.

² Institute national de la statistique – Niger <https://www.stat-niger.org/>

people were facing crisis or emergency food insecurity levels, while the projection for June-August 2024 refers to an increase in this number to 3.2 million.³ Regarding **malnutrition**, the November 2022 National Nutrition Survey (SMART) found a global acute malnutrition rate (GAM) of 12.2 percent with 9.8 percent of moderate acute malnutrition (MAM) and 2.4 percent of severe acute malnutrition (SAM).

6. Women and girls face obstacles in accessing basic services and are deprived of equitable access to basic rights. Gender inequalities are very closely interlinked with food insecurity and malnutrition. On the 2023 Global Gender Gap Index, Niger is ranked 135th out of 146 countries⁴.

7. Like other countries in the Sahel region, Niger is prone to **droughts** due to its semi-arid climate as well as **floods**, especially during the rainy season (typically June to September). **Climate change** is exacerbating existing climate shocks in Niger and is expected to increase the frequency and intensity of extreme weather events such as droughts, floods, and heatwaves. In 2020, 2022 and 2023 in particular, Niger experienced devastating floods that affected thousands of people across the country, resulting in significant displacement and loss of life. On the other hand, in 2021, Niger witnessed its strongest drought in ten years.⁵

8. The first case of **COVID-19** in Niger was recorded on 19 March 2020. The social and economic impact of the COVID-19 pandemic affected an estimated 5.6 million people in 2020 alone, disrupting the health and education sectors and the social protection system.

9. Niger has been facing **insecurity** through terrorist attacks, particularly in the areas of Diffa, Tahoua and Tillabery. As a result of conflicts affecting the Sahelian region, primarily the Boko Haram crisis in Nigeria and instability in Mali, as of December 2023 Niger was hosting approximately 270,000 **refugees**, 335,277 IDPs, and 81,000 other displaced people. Most of the people displaced are from Nigeria.⁶

10. On July 26, 2023, a **coup d'état** took place in Niger resulting in commercial and financial sanctions issued by the Economic Community of West African States (ECOWAS) and the West Africa Economic and Monetary Union (WAEMU) on July 30. ECOWAS sanctions⁷ and border closures, in combination with the deterioration of the security situation - particularly in the border regions of Niger - affected humanitarian access and led to supply chain disruptions, which caused delayed distributions of food assistance. Immediately following the coup, most development partners paused or suspended their development assistance. Consequently, the situation led to an increase in the price of food stuffs, electricity shortage, shortages of imported products for industry, and increase in the extreme poverty rate, among other effects.⁸ On January 28, 2024, Niger's Government of transition, in a coordinated decision with Burkina Faso and Mali, announced its immediate withdrawal from the ECOWAS.

National and international frameworks

11. Main national frameworks, policies or strategic plans relevant to the work of WFP in Niger since the start of the CSP include the Economic and Social Development Plan (2017–2021), the Nigeriens Nourishing Nigeriens initiative (3N) action plan (2021-2025), the National Nutrition Security Policy (2016–2025), the Lake Chad Development and Climate Resilience Action Plan, the National School Feeding Strategy, the 2016 National Strategy for Purchases from Smallholder Farmers (SNALAPP), the 2017 National Strategy for the Economic Empowerment of Women and the National Supply Chain Strategy (2019–2023), among others.⁹ It is important to note that, following the coup of July 2023, the new Government is planning to develop a new national development policy (Resilience program for the safeguard of the homeland - PRSP).

12. The National Mechanism for the Prevention and Management of Disasters and Food Crises (*Dispositif national de prévention et de gestion des catastrophes des crises alimentaires*, or DNPGCCA) – guides food security interventions in response to shocks.

13. Regarding the humanitarian–development–peace nexus, the Government adopted a road map that calls for agreement with partners on the approach; joint analysis; joint outcomes; and operationalization and

³ *Cadre Harmonisé Résultats de l'analyse de l'insécurité alimentaire et nutritionnelle aiguë courante en octobre-décembre 2023 et projetée en juin-août 2024* – November 2023.

⁴ World Economic Forum. Global Gender Gap Report 2023.

⁵ DGPC Direction Générale de la Protection Civile; MAH Ministère de l'Action Humanitaire

⁶ UNHCR. Niger, personnes relevant de la compétence du HCR. 31 December 2023.

⁷ N.B: ECOWAS sanctions were eventually lifted in February 2024

⁸ WFP and World Bank. 2023. Socio-economic impacts of the Political Crisis, ECOWAS and WAEMU Sanctions and Disruptions in External Financing in Niger.

⁹ WFP, Niger CSP and the [Niger Ministry of Planning website](#)

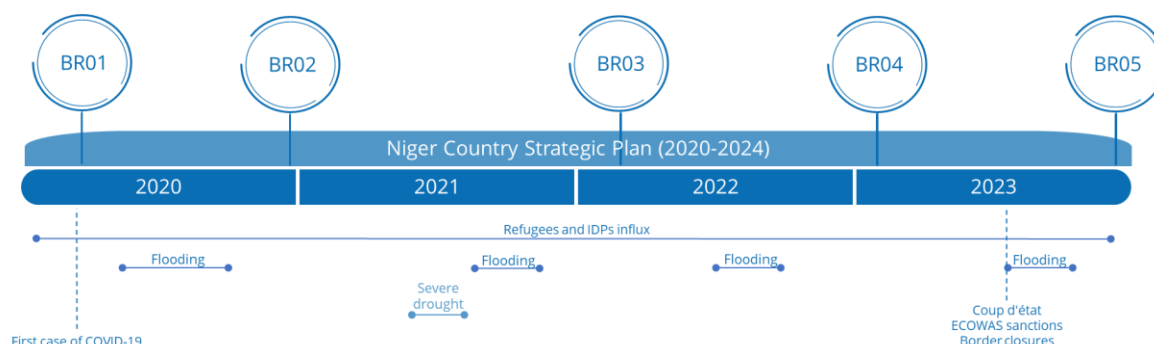
implementation. The Minister of Humanitarian Action and Management of Catastrophes coordinates the associated technical committees, including the national tripartite committee for the triple nexus (CTTNUD), chaired by the Ministry, and WFP plays an important role in operationalizing the road map. WFP reportedly contributed towards the definition of national guidelines for assistance to the displaced and returnees, operationalizing the HDP Nexus at central and regional levels, and is a member of the Working Group on IDPs, returnees and durable solutions. Following the coup of July 2023, a strategy on sustainable solutions has been developed by the new Government, yet to be officially approved.

14. The United Nations development assistance framework for 2019–2021 promoted resilience; governance, peace and security; and social development and protection. The new United Nations Sustainable Development Cooperating Framework (UNSDCF - 2023–2027) is a lever that the UN country team aims to use to coordinate dialogue with the government and technical and financial partners, and to undertake joint initiatives to develop strategic partnerships and mobilize resources. Moreover, the United Nations support plan for the Sahel for 2018–2022 maps out and operationalizes United Nations support for national and regional priorities for strengthening peace, security and development in the region.

15. Joint programmes and initiatives are related to matters including gender equity and women’s empowerment, resilience, HIV/AIDS, the Scaling Up Nutrition movement and the Education for All initiative.

16. WFP CSP 2020-2024 was aligned with broader regional plans aimed at addressing the root causes of crises and conflicts by strengthening development, food security, resilience and social cohesion, including the African Union’s Agenda 2063 and the Lake Chad Basin crisis response strategy for 2017–2019. Preparations for the 2nd generation CSP were well advanced at the time when the coup occurred.

Figure 2 - Timeline of crises in Niger since 2020



2. Reasons for the evaluation

2.1. RATIONALE

17. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). The Evaluation Policy also states a requirement to evaluate all emergency responses classified as ‘corporate scale-up’ or ‘for corporate attention’. Niger has been classified as an emergency for corporate attention from February until end of 2022 and since mid-2023. Niger was also part of the Central Sahel regional L3 crisis response between 29 May and 29 Nov 2018 and from 9 September 2019 until the end of 2021. The country was further seriously affected by the COVID-19 pandemic from 2020 onwards. Following the mid-term review of the CSP undertaken jointly with the Government in late 2022, this CSP evaluation will provide an opportunity for the Niger country office (CO) to benefit from an independent assessment of its portfolio of operations, with special attention to WFP’s response to the different crises that affected the country. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in November 2025.

2.2. OBJECTIVES

18. 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 Niger; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDERS

19. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of this CSPE are the WFP Niger country office, regional bureau for West and Central Africa and relevant headquarters technical divisions such as Emergency Preparedness & Response, Climate & Resilience, and Gender, Protection & Inclusion. Other key stakeholders include affected populations, the Government of Niger, the WFP Executive Board (EB), local and international non-governmental organizations (NGOs), the United Nations country team, and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

20. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, farmers, producer organisations and their representatives, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of vulnerable population groups including refugees, internally displaced people, returnees, nomadic populations, ethnic minorities, women and girls, and persons with disabilities.

21. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to support collaboration and synergies among national institutions and WFP, by clarifying roles, and helping WFP accelerate progress towards replication, hand-over and sustainability.

22. According to the original CSP document, main governmental partners of WFP since the start of the CSP include the National Mechanism for the Prevention and Management of Disasters and Food Crises (DNPGCCA), the High Commission for the Nigeriens Nourishing Nigeriens initiative (3N) and the ministries responsible for humanitarian action, education, health, agriculture and livestock, environment, water resources, community development, population, and women's empowerment and child protection.

23. Following the political crisis of 2023, in line with standard United Nations (UN) guidelines on engagement with de facto authorities and the joint approach discussed with the interagency Programme Management Team and UN Country Team, the signature of new agreements with national institutions and the implementation of all non-technical activities on pre-existing agreements were temporarily suspended¹⁰. However, the implementation of planned and critical operations for agreements that were signed prior to the coup continued. Since the coup, the institutional anchorage has changed, with a WFP national coordination cell now being positioned at the level of the Ministry of Finance, and a national CSP steering committee being in place.

24. Other key stakeholders of the CSP include a range of i) UN partner agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and UN Women; ii) international development institutions such as the African Development Bank and the World Bank and iii) NGOs, civil society institutions, universities and research institutions; iv) regional bodies - including through South-South and triangular cooperation - such as the Network of Chambers of Commerce and Agriculture, Resilience in the Sahel Enhanced. International and local partners of WFP in Niger have a stake in this evaluation in terms of WFP's partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in the coherence and effectiveness of WFP activities. The evaluation can support WFP to improve collaboration, co-ordination and increase synergies within the UN system and its partners by highlighting areas of good practice, underperformance, and related factors.

¹⁰ WFP, Annual Country Report 2023 - draft

25. The evaluation will also engage with key donors of WFP in Niger, such as Germany, the United States of America, the European Commission and Canada.

26. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be invited to participate in a workshop towards the end of the reporting phase. The evaluation team is expected to carry out a comprehensive stakeholder mapping during the inception phase and include a detailed list of stakeholders in the Inception report, specifying their role in the CSP, their potential interest in the evaluation and how they will be engaged during the evaluation. The evaluation matrix will present, for each evaluation (sub-) question, which stakeholders will be the most valuable sources of information. The communication plan will show how stakeholders will be informed about the process and results of the evaluation.

3. Subject of the evaluation

27. WFP has been present in Niger since 1968 and, prior to the shift to the Country Strategic Plan framework, its portfolio in Niger included three operations as of 2018: a Protracted Relief and Recovery Operation (#200961), an Emergency Operation (#200777) and a Special Operation (#200792). These interventions covered a wide range of activities, including unconditional transfers, food assistance for assets, school meals, treatment and prevention of moderate acute malnutrition and country capacity strengthening.

28. In the course of 2018, WFP developed a **Transitional Interim Country Strategic Plan (T-ICSP)** for Niger covering January-December 2019. The T-ICSP aimed at introducing greater coherence in WFP interventions, including through stronger gender mainstreaming and closer integration between the resilience and crisis response windows. In refugee settings and crisis-affected areas WFP intended to implement relief interventions as part of a longer-term strategy to enhance self-reliance and strengthen livelihoods. The total cost of the 2019 T-ICSP was estimated at 266 million USD and, overall, WFP was planning to assist approximately 2.08 million beneficiaries throughout the year.

29. Under the framework of the United National Development Assistance Framework (UNDAF – 2019-2021) and the United Nations Integrated Strategy for the Sahel, and informed by the 2019 National Zero Hunger Strategic Review, the Niger **Country Strategic Plan (CSP) 2020-2024** aimed to focus on supporting government emergency response while implementing integrated resilience activities to protect livelihoods and foster long-term recovery, in continuation with the previous T-ICSP. WFP also aimed to strengthen national capacities in order to ensure the sustainability and ownership of zero hunger solutions, for example through measures to make the national social protection system more shock-adaptive and gender-responsive.¹¹ The total cost of the CSP was estimated at 1.06 billion USD and, overall, WFP was planning to assist approximately 5.52 million beneficiaries during the five years.

30. An overview of the CSP 2020-2024 strategic outcomes and related activities during is presented in Table 1 below.

Table 1: Niger CSP (2020-2024), Overview of Strategic Outcomes and Activities		
Strategic Outcomes	Activities	Modalities of intervention
SO 1: Crisis affected populations, including refugees, IDPs host communities and returnees in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of a crisis	Activity 1: Provide an integrated food and nutrition assistance to crisis-affected populations (refugees, IDPs, host communities and returnees)	Food, cash-based transfers, capacity strengthening

¹¹ WFP, Niger CSP 2020-2024.

<p>SO 2: School-aged girls and boys including adolescents in targeted food insecure and pastoral regions have access to adequate and nutritious food during the school year</p>	<p>Activity 2: Equitably provide an integrated school feeding package to boys, girls and adolescents during the school year in a way that relies on and stimulates local production (home-grown school feeding)</p>	<p>Food, cash-based transfers, capacity strengthening</p>
<p>SO 3: Nutritionally vulnerable persons and communities including children 6-59 months, pregnant women and girls, adolescent girls, in targeted areas have improved nutritional status by 2024</p>	<p>Activity 3: Support national nutrition programme through provision of preventive and curative nutrition services (including Social and Behavior Change Communication, local food fortification, complementary feeding and capacity strengthening) to targeted populations</p>	<p>Food, cash-based transfers¹², capacity strengthening</p>
<p>SO 4: Food insecure populations and communities including those affected by climate shocks, in targeted areas have more resilient livelihoods integrated into sustainable and equitable food systems to ensure access to adequate and nutritious food by 2024</p>	<p>Activity 4: Provide livelihood support to food insecure and at-risk of food insecurity men, women, boys and girls, including the development or rehabilitation of natural and productive assets (FFA), climate risk management measures, and value chains</p>	<p>Food, cash-based transfers, capacity strengthening</p>
<p>SO 5: National institutions and other partners have strengthened capacities to design and manage integrated, gender-responsive and shock-responsive food security, nutrition, social protection policies and programmes by 2024</p>	<p>Activity 5: Provide capacity strengthening to national, decentralised institutions and partners on coherent gender equitable and gender-transformative intersectoral policies, planning, coordination mechanisms, ownership and programme implementation, and knowledge management</p>	<p>Capacity strengthening</p>
<p>SO 6: Humanitarian and development partners in Niger have access to common services and expertise to access and operate in targeted areas until appropriate and sustainable alternatives are available</p>	<p>Activity 6: Provide United Nations Humanitarian Air Service (UNHAS) flight services to partners, to access areas of humanitarian interventions</p>	<p>Service provision</p>
	<p>Activity 7: Provide logistics, information and communication technology and coordination services to partners in absence of alternative to ensure humanitarian assistance as well as other supply chain services and expertise on demand</p>	<p>Service provision</p>

Source: WFP Niger CSP.

31. As of March 2024, the CSP has undergone five budget revisions (BR). The CO plans to submit a sixth budget revision (BR) to the CSP by mid-2024 to re-expand the CSP duration till the end of 2025 and allow for sufficient time for WFP to dialogue and realign priorities with those of new authorities. In particular:

¹² Transfer modality introduced with CSP budget revision #2.

- **BR1**, approved in March 2020, increased the caseload under Strategic Outcome 1 (SO1 crisis response) due to the growing humanitarian needs as a result of deteriorating food insecurity in conflict-affected areas, and augmented costs under the capacity strengthening component in order to reflect additional needs expressed by the Government of Niger in terms of early warning, emergency preparedness and response, and to strengthen the national social protection system.
- **BR2**, approved in December 2020, increased the caseloads under SO 1 (crisis response), 2 (school meals) and 4 (resilience) in response to increasing needs, including related to the COVID-19 pandemic, and in light of new evaluative evidence on emergency school feeding as well as scaling-up of the adaptive social protection approach. The BR also introduced the cash-based transfer modality under SO3 (Nutrition).
- **BR3**, approved in March 2022, further increased the caseloads under SO 1 and 4, to respond to increased humanitarian needs as a result of increased levels of child malnutrition, high food prices and population movements, and improve the coverage of resilience interventions.
- **BR4**, approved in February 2023, reduced the CSP duration by 10 months (until February 2024) to ensure better alignment with the United Nations Sustainable Cooperation Framework UNSDCF cycle. The BR also introduced necessary technical realignments across the SOs to reflect the developments in needs and operational trends which occurred since the beginning of the CSP.
- **BR5**, approved in December 2023, re-instated the initial end date of the CSP until December 2024 to adjust to the context changes in Niger and to realign budget requirements for 2024. This was expected to allow time to re-engage dialogue with the Government and to develop the most context relevant second-generation CSP. As a result of BR5, the beneficiary planned caseload augmented from 11.3 to 11.5 millions, while the total budget increased from 1.24 to 1.51 billion USD. In January 2024, the CO and RB agreed to extend the CSP until the end of 2025, which will be the subject of an upcoming budget revision.

32. Table 2 below provides a detailed budget overview of the CSP (2020-2024). The overall needs-based plan is almost equally divided between the crisis focus area and the resilience one. The vast majority of the CSP total budget is associated with Activity 1 (general distributions) and 4 (livelihood support). As of 31 December 2023, with 80 percent of the CSP lifetime elapsed, 55 percent of the needs-based plan over the five years (2020-2024) had been funded. Main donors or funding sources for the CSP were Germany (35 percent of allocated contributions) and the United States (29 percent).¹³

¹³ WFP, Niger Resource Situation Report. Data extracted on 20/01/2024.

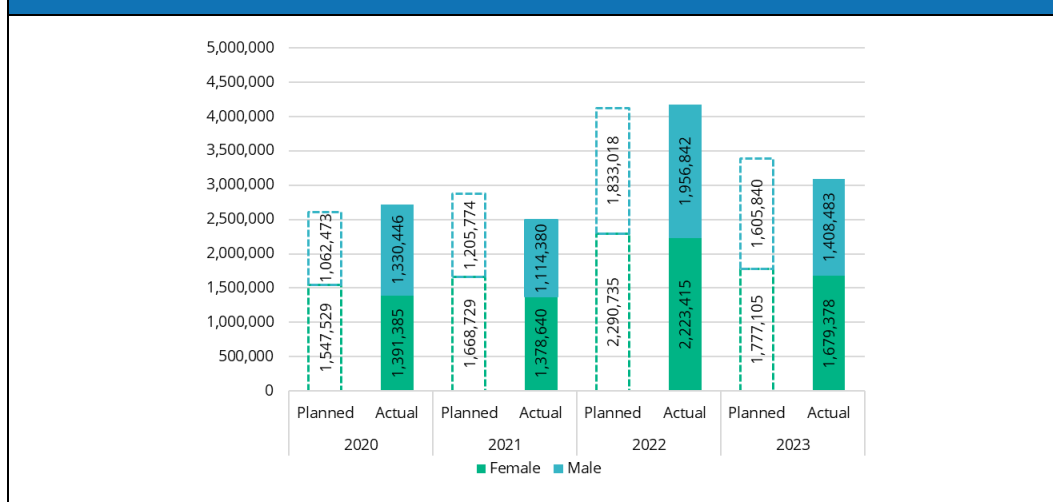
Table 2: CSP 2020-2024 Cumulative financial overview (USD) as of 31 December 2023

Focus area	Strategic outcome	Activity	Original NBP	NBP, budget revision 05	Cumulative allocated resources	Resourcing level (%)	Expenditure	% Expenditure / cumulative allocated resources
Crisis response	SO 1	Activity 1	446,120,465	↑ 698,637,110	319,167,329	45.7%	300,401,854	94.1%
	Sub-total SO 1		446,120,465	698,637,110	319,167,329	45.7%	300,401,854	94.1%
Resilience building	SO 2	Activity 2	80,864,899	↑ 120,024,608	72,883,850	60.7%	58,658,289	80.5%
		Non Activity Specific	0	→ 0	93,423		0	0.0%
	Sub-total SO 2		80,864,899	120,024,608	72,977,273	60.8%	58,658,289	80.4%
	SO 3	Activity 3	115,400,798	↑ 119,494,490	64,968,157	54.4%	62,614,301	96.4%
		Non Activity Specific	0	→ 0	492,854		0	0.0%
	Sub-total SO 3		115,400,798	119,494,490	65,461,010	54.8%	62,614,301	95.7%
	SO 4	Activity 4	236,323,509	↑ 357,396,544	239,611,528	67.0%	217,439,786	90.7%
		Non Activity Specific			187,089		0	0.0%
	Sub-total SO 4		236,323,509	357,396,544	239,798,617	67.1%	217,439,786	90.7%
	SO 5	Activity 5	19,282,709	↑ 21,398,216	13,164,675	61.5%	11,130,755	84.6%
Non Activity Specific				292,361		0	0.0%	
Sub-total SO 5		19,282,709	21,398,216	13,457,036	62.9%	11,130,755	82.7%	
Crisis response	SO 6	Activity 6	43,879,712	↑ 50,874,275	39,492,787	77.6%	37,597,019	95.2%
		Activity 7	3,679,374	↓ 3,317,482	834,607	25.2%	800,034	95.9%
Sub-total SO 6		47,559,086	54,191,757	40,327,394	74.4%	38,397,053	95.2%	
Non SO Specific				2,078,519		0	0.0%	
Total Direct Operational Cost			945,551,466	1,371,142,725	753,267,177	54.9%	688,642,039	91.4%
Direct Support Cost (DSC)			45,645,066	51,481,851	31,734,565	61.6%	28,170,590	88.8%
Indirect Support Cost (ISC)			64,427,775	92,247,138	46,051,758	49.9%	46,051,758	100.0%
Grand Total			1,055,624,307	1,514,871,714	831,053,500	54.9%	762,864,386	91.8%

Source: SPA PLUS for NBP data and IRM analytics for allocated resources and expenditures, data extracted on 30 January 2024.

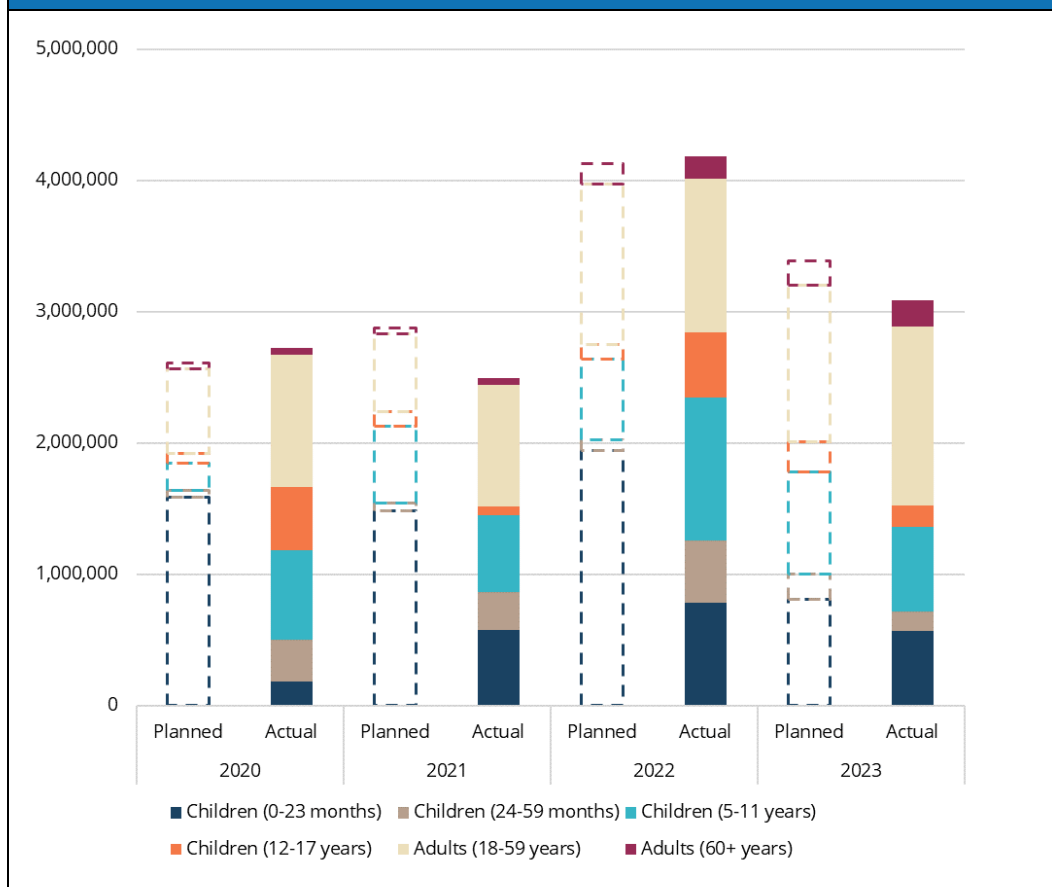
33. Since 2020, WFP Niger has reached an average of approximately 3.12 million beneficiaries annually, mainly through unconditional transfers and integrated resilience activities. Beneficiary profiles mainly include refugees, internally displaced households and host community members, the most vulnerable populations (those classified in IPC 3 and above during either the pastoral or agricultural lean seasons), malnourished children under two years of age, malnourished pregnant and breastfeeding girls and women, school-aged children, and smallholder farmers. Women and girls, as well as children up to 17 years of age, represent more than half of WFP beneficiaries in Niger.

Figure 3: Niger CSP (2020-2024) planned and actual beneficiaries by sex



Source: COMET CM-R010b, data extracted on 30/01/2024.

Figure 4: Niger CSP (2020-2024) planned and actual beneficiaries by age group



Source: COMET CM-R010b, data extracted on 30/01/2024.

34. As of January 2024, the Country Office had 341 staff, of which 87 percent were national staff. In addition to the Country Office in Niamey, WFP operates with four sub-offices in Niamey, Diffa, Maradi, Tahoua, and Zinder.

4. Evaluation scope, criteria and questions

35. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP EB, as well as the subsequent budget revisions.

36. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, 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 conflict-affected contexts, particularly as relates to relations with national and sub-national authorities, cooperating partners and the international community.

37. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the different crises affecting the country since 2020 (COVID-19, insecurity, recurrent climate shocks, and the 2023 coup d'état). In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

38. The evaluation will cover all of WFP's activities (including cross cutting results) from the start of the CSP (January 2020) until the end of the CSPE data collection mission (September 2024). Quantitative data will be updated up to the end of 2024, once the 2024 Annual Country Report will be available (expected by end of February 2025). Moreover, the evaluation will consider the year 2019 (covered by the T-ICSP) in relation to the development of the CSP and associated assessment, consultation and decision-making processes to enable the assessment of key changes in the approach moving from project-based to country level strategic planning.

39. The evaluation will address four main questions common to all WFP CSPEs. Evaluation questions (EQ) and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

EQ1 - To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent were the CSP and its consecutive budget revisions informed by credible evidence and strategically focused to ensure continued relevance vis-à-vis the evolving country context and needs?
1.2	How and to what extent is the CSP aligned and coherent with national policies and plans, the UN cooperation framework and the SDGs, and how did WFP adapted to revised UN positioning and arrangements post-coup?
1.3	How well was WFP Niger prepared for the various crises, and what were the implications - both at strategic and operational level - of being part of a multi-country emergency of corporate attention?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions, clearly articulating WFP's role and contributions and based on its comparative advantages in Niger? How well did the CSP design adapt to the new conditions post-coup?
EQ2 - What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in Niger?	
2.1	How and to what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and the UNSDCF? How did targets/ambitions needed to be adjusted in light of successive crises and how well did WFP perform in this regard? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change, conflict sensitivity and other issues as relevant), and how well did it manage to adhere to the humanitarian principles?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a social, institutional and environmental perspective - particularly with regard to resilience interventions?
2.4	To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and contributions to social cohesion and peace? What are the lessons learnt around the Nexus agenda and WFP's initiatives to operationalize it?
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 were WFP's activities cost-efficient in delivery of its assistance? How well did WFP apply prioritisation within its activities given resource constraints?
3.3	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	How and to what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	How well did WFP establish and leverage strategic and operational partnerships at national and field level – including adapting partnership strategies post-coup - and to what extent did these influence performance and results?
4.3	How and to what extent were the monitoring and reporting systems used and useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.4	How and to what extent did the CO ensure adequate human resources capacity to deliver on the CSP as well as well-being of its staff?
4.5	What other factors – including related to insecurity and administrative and political constraints - help explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

40. The evaluation will adopt standard United Nations Evaluation Group (UNEG) and OECD/DAC evaluation criteria, namely: relevance (EQ1), effectiveness (EQ2), efficiency (EQ3), coherence (EQ1.2 and 1.3) and sustainability (EQ2.4) as well as connectedness (EQ2.5) and coverage (EQ1.4 and 2.1). Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Populations, the environmental impact of WFP activities and, to the extent possible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups (EQ2.2). In addition, the evaluation will consider WFP's preparedness (EQ3.1) and adaptability (EQ1.1) to respond and adapt to consecutive and compounding crises and other contextual changes in Niger.

41. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the CO 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 and, of special interest for learning purposes. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan or be derived from key findings or recommendations of previous evaluations in the country or region. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

42. At this ToR stage, the following learning themes have been tentatively identified:

- **Emergency:** what are the strengths and weaknesses of WFP rapid response, “protracted” interventions and lean season response, and how should these evolve in a context of multifaceted shocks and widespread structural vulnerabilities? To what extent prioritization measures adopted were relevant?
- **Resilience:** what are the overall lessons learnt from the implementation of the integrated resilience programme at scale, and more specifically (i) on the ability to address climate change challenges, (ii) on the "progression strategy" and how it can support identifying clear protocols and indicators for sequencing and exit strategy, and (iii) on the programme's expansion to fragile displacement-prone settings (supporting social cohesion under the humanitarian-development-peace nexus agenda)?
- **Social protection:** are the strategic and programmatic orientations which have been refined over the first half of the CSP relevant, and what are the opportunities for enhanced support to the shaping of a national social protection system?

- **Nutrition:** what lessons can be drawn from the targeted MAM supplementation and “Homes of Learning and Nutritional Rehabilitation” (FARN) programmes, and what opportunities exist to invest in prevention models that are community-based and rely primarily on locally available nutritious food (in both emergency and resilience programming areas)?
- **School-based programmes:** what are the emerging results of WFP’s investments in school-based programmes (including regular, home-grown and emergency school feeding), and the opportunities to bring them to scale?
- **Positioning and institutional capacity strengthening:** how did the political crisis of mid-2023 affect WFP’s relationship with national authorities and how appropriate was WFP’s strategic and operational adaptation to the new political context, in particular with regard to its country capacity strengthening activities?
- **Gender and social inclusion:** to what extent have WFP activities considered gender and social inclusion aspects and contributed to sustainable results in these domains.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

43. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

44. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. 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.

45. The CSPE will use a **theory-based approach** to assess WFP’s contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e., the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways. To assess WFP’s effectiveness the evaluation will assess the likelihood of WFP’s contribution to its intended strategic outcomes in Niger, by verifying the internal logic of the CSP, the quantity and quality of outputs delivered, and the validity of internal and external assumptions made. It will also consider any external factors that might have affected outcome level changes. On this basis, the evaluation will then estimate the likelihood that WFP has contributed to outcome level changes and, where appropriate, look at measurement of outcome indicators to assess whether WFP assistance was sufficient to reach the outcome targets.

46. The CSPE will adopt a **participatory, mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement. Data collection methods will need to be adapted to

access constraints in the different parts of the country and should also foresee the possibility of remote data collection.

47. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed **evaluation matrix** in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough **evaluability assessment**. The latter should be based on desk review of key programming, monitoring and reporting documents and scoping interviews with the CO's monitoring team and programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

48. The methodology should aim at data disaggregation by sex, age, disability status, nationality 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 inception stage to conduct a **stakeholder mapping and analysis** that should be as detailed and comprehensive as possible.

49. The evaluation should be designed and conducted in a **gender and inclusion-responsive** manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.¹⁴

5.2. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (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 outputs should be delivered and 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).

50. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

51. At this stage the following evaluability challenges have been identified, in consultation with the country office:

- **Access to the sites and affected populations** due to security situation or conditions of road infrastructures. In particular, access to specific hard-to-reach sites where WFP assists refugees and internally displaced populations might be limited. The possibility of the use of escorts in specific cases would need to be discussed with the country office.
- The CSP document does not present an explicit **theory of change** (ToC), potentially making it challenging for the Evaluation Team to draw theory-based conclusions on WFP's contribution to higher-level results. As part of the inception phase, the Evaluation Team will be expected to reconstruct a ToC, including the underlying assumptions of the CSP, in consultation with the CO as a basis for the evaluation.

¹⁴ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

- The **time frame** covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted at the start of the last year of the current CSP¹⁵, which excludes coverage of WFP performance during the last seven months of the CSP. This will have implications for the completeness of results reporting and attainment of expected outcomes. The data cut-off date for this evaluation will be September 2024.
- The **quality of monitoring data** collected during 2020 is doubtful, in light of the limitations related to the COVID-19 pandemic and insecurity, including remote data collection.
- The **absence of credible counterfactuals** for most of the outcome indicators tracked, will make it impossible to quantify WFP's contribution to outcomes. 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.

52. The evaluation team will review and assess the above limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

Available evaluative evidence

53. OEV conducted an **impact evaluation of resilience interventions in Niger**. A baseline survey took place at the end of 2020 and high-frequency household level data was collected for a period of two years. An endline survey was conducted in early 2023, which results could feed into the CSPE exercise.

54. Niger has been subject of **country case studies for global evaluations**, including the Strategic Evaluation (SE) on Funding WFP's Work; the SE on WFP's Use of Technology in Constrained Environments; the Joint Evaluation of Collaboration among the UN Rome-based Agencies; and two Corporate Emergency Evaluation (CEE) of the WFP response to the COVID-19 pandemic and WFP response in the Sahel and other countries in Western Africa. Niger was also considered for the Policy Evaluation on WFP's policy on building resilience for food security and nutrition. These case studies can be used to inform the CSPE as relevant.

55. Niger CO commissioned a Joint Decentralized Evaluation with UNICEF in 2023 of their project on resilience and social cohesion in Diffa region and another one jointly with FAO, IFAD and UN Women on their programme on Accelerating Progress towards the Economic Empowerment of Rural Women. The Policy and Programme division commissioned in 2022 a decentralized evaluation of the breaking barriers for girls' education programme for the period of 2019 till 2022.

56. Moreover, the evaluation will consider that the final phase of the **Sahel Corporate Emergency Evaluation (CEE)** will be ongoing in parallel with the CSPE. The CEE covers Niger among other countries in the Sahel region. As data collection for the Sahel CEE took place in 2023, early findings from the CEE should be available to feed into the CSPE.

57. A midterm review was conducted in 2022 to evaluate the performance of the CSP and its alignment with the national priorities in order to: 1. Provide strategic and operational recommendations to guide the last year of implementing the CSP, 2. Prepare for the CSPE, 3. Inform the design of the following CSP. The strategic reflexion on the future CSP focused on maintaining the capacities of emergency response, resilience to climate and environmental change, nexus and the rationalization of the response to the prolonged emergencies and adaptive social protection.

58. Beyond evaluative evidence, the evaluation analysis is also expected to be informed by documentation gathered through the upcoming **WFP internal audit in Niger**¹⁶, which will mainly focus on access, identity management and monitoring. The in-country audit mission is expected to be conducted in October 2024, with preliminary desk review in mid-2024. Moreover, the CO has generated a wealth of **studies and research evidence** on a wide range of topics (ranging from social cohesion to satellite vegetation cover analysis and carbon sequestration assessment) which the evaluators will be able to use.

¹⁵ The CSPE will run in parallel with the formulation of the new CSP, thus requiring a tight schedule alignment.

¹⁶ To facilitate cross-learning between the two exercises, the audit team will be invited to attend the debriefing on preliminary evaluation findings after the data collection mission.

5.3. ETHICAL CONSIDERATIONS

59. Evaluations must conform to WFP and UNEG ethical standards and norms.¹⁷ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).¹⁸ 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. The team is expected to make efforts to hear the voices of marginalized and hard to reach groups. The team will put in place protocols to ensure safe transfer and storage of personal data and safeguard against unauthorized access.

60. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Niger CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.¹⁹

61. 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.²⁰

62. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation through WFP hotline (<http://www.wfphotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. QUALITY ASSURANCE

63. 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.

64. 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 OEV. This includes a full editorial review of deliverables as well as reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments. Deliverables not meeting quality standards will not be accepted by OEV. Should the team require additional support to produce timely outputs of sufficient analytical rigour and editorial quality it is the responsibility of the company to provide this. Quality assurance

¹⁷ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-000003179/download/>).

¹⁸ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

¹⁹ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

²⁰ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

by the company is expected to include pro-active steering and guidance to the evaluation team along the process. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance and that personnel dedicated to quality assurance consistently participate in briefings provided by the Office of Evaluation.

65. The Office of Evaluation will conduct its own quality assurance (QA) 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. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable. In case OEV needs to invest more time and effort than reasonable to bring the deliverables up to the required standard within acceptable deadlines, the additional costs to OEV will be borne by the evaluation company and deducted from the final payment.

66. 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.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

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

Main phases	Timeline	Tasks and deliverables
1.Preparation	March 2024	Final ToR Summary ToR Firm selection and contract
2. Inception	April 2024 Early May 2024 July 2024	HQ briefings Inception mission Inception report
3. Data collection	September 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	October-November 2024 December 2024 - January 2025 January 2025 Late January 2025 March 2025 May 2025	Report drafting Comments process Draft evaluation report circulation Stakeholder workshop Final evaluation report Summary evaluation report (to be validated by Team Leader)

5. Dissemination	From mid-2025	Management response and Executive Board preparation Wider dissemination
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6.2. EVALUATION TEAM COMPOSITION

68. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of four consultants (including one team leader, two evaluators, and one researcher – with at least one national of Niger among those) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with appropriate language skills (French, English and local languages) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in French. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. Firms should ensure that all proposed team members are allowed and willing to travel to Niger and to all areas in the country for which UNDSS security clearance is granted. Table 4 below summarizes the main areas of expertise required in the evaluation team.

Table 4: Summary of evaluation team and areas of expertise required	
Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in evaluating implementation of strategic plans and CO positioning; • Strong experience with evaluations in lower-income countries, humanitarian and development contexts, and volatile, conflict-affected environments; • Relevant knowledge and experience in development and humanitarian contexts, preferably in Niger or at least in the Sahel region, and with key players within and outside the UN System; • Strong presentation skills and ability to deliver on time; • Excellent fluency and excellent writing skills in French, fluency in English; • Prior experience in WFP evaluations and Niger are strongly preferred.
Humanitarian assistance	Experience with evaluation of emergency responses, including lean season support, refugee assistance, food security and nutrition information systems (such as early warning and nutrition surveillance). Technical expertise in cash-based transfer programmes.
School meals	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies, including cash-based interventions.
Nutrition-specific interventions	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
Asset creation and smallholder farmers support	Technical expertise in asset creation, smallholder farmer support and access to markets, climate change adaptation and climate insurance - proven track record of evaluation of such activities.

Institutional capacity strengthening and Social Protection	Experience with evaluation of interventions related to support to policy coherence and support to government, particularly in the fields of social protection and safety nets, early recovery support, national data and information systems.
Other key areas of technical expertise required in the team	<ul style="list-style-type: none"> • Vulnerability assessments, targeting and prioritization of assistance; • Humanitarian Principles; • Gender equality and empowerment of women; • Protection and Accountability to Affected Populations; • Climate and environment; • Nexus / transitional programming in fragile settings.
Research Assistance	Relevant understanding of evaluation and research; knowledge of food assistance; ability to provide qualitative and quantitative research support to evaluation teams, including survey design and management skills, ability to analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Quality assurance and editorial expertise	Experience in evaluations in humanitarian and development operations Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) Experience in quality assurance of written technical reports and briefs

6.3. ROLES AND RESPONSIBILITIES

69. This evaluation is managed by the WFP Office of Evaluation. **Filippo Pompili** has been appointed as evaluation manager (EM) and **Marie-Thérèse El-Ajaltouni** has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up 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 clear the final evaluation products and present the CSPE to the WFP EB for consideration in November 2025.

70. An internal reference group composed of selected WFP stakeholders at country office and regional bureau level will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.

71. The country office will facilitate the evaluation team's contacts with stakeholders in Niger; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. **Kokou Amouzou**, Head of RAM, 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 will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

72. The security context in Niger is extremely volatile, with movement restrictions currently in place for UN personnel and vehicles. Options for conducting field work evaluation activities will need to be closely assessed on a regular basis by OEV and the evaluation team, in consultation with the CO and UNDSS.

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

6.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will 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.

74. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

75. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP EB in November 2025. 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.

6.5. THE PROPOSAL

76. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in Niamey. Proposals should build in sufficient flexibility to deal with possible risks e.g., movement restrictions or flare-up of civil unrest / conflict.

77. The proposal should consider embedding costs for the local subcontracting of data collection from affected populations, noting that a due diligence process and potential vetting of the provider against UN contracting regulations by the WFP country office might be required.

78. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in French.

79. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

80. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members

Annex 1: Overview of performance data availability

Table 5: CSP Niger 2020-2024 logframe analysis						
CRF	Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators	
CRF (2017-2021)	v1.0 19/03/2019	Total number of indicators	41	9	40	
		New indicators	1	0	7	
	v2.0 06/11/2020	Discontinued indicators	0	0	0	
		Total number of indicators	42	9	47	
		New indicators	1	2	8	
	v3.0 23/12/2020	Discontinued indicators	0	0	3	
		Total number of indicators	43	10	52	
		New indicators	24	13	52	
	CRF (2022-2025)	v1.0 04/11/2022	Discontinued indicators	25	10	52
Total number of indicators			42	13	52	
New indicators			4	0	13	
v2.0 04/01/2023		Discontinued indicators	0	0	1	
		Total number of indicators	46	13	64	
		New indicators	0	2	0	
v3.0 04/04/2023		Discontinued indicators	0	0	0	
		Total number of indicators	46	15	64	
		New indicators	0	0	0	
v4.0 28/08/2023		Discontinued indicators	0	0	0	
		Total number of indicators	46	15	64	
		New indicators	0	0	20	
v5.0 14/09/2023		Discontinued indicators	0	1	0	
		Total number of indicators	46	14	84	
		New indicators	0	0	20	
		Total number of indicators that were included across all logframe versions		81	26	140

Source: COMET Report CM-L010 extracted on 26/01/2024.

Table 6: Analysis of results reporting in Niger annual country reports 2020-2023

		ACR 2020	ACR 2021	ACR 2022	ACR 2023 (draft)
Outcome indicators					
	Total number of indicators in applicable logframe	43	43	42	46
Baselines	Nr. of indicators with any baselines reported	35	38	38	37
Year-end targets	Nr. of indicators with any year-end targets reported	34	38	38	37
CSP-end targets	Nr. of indicators with any CSP-end targets reported	35	38	38	37
Follow-up	Nr. of indicators with any follow-up values reported	35	38	37	30
Cross-cutting indicators					
	Total number of indicators in applicable logframe	10	10	13	14
Baselines	Nr. of indicators with any baselines reported	7	6	9	11
Year-end targets	Nr. of indicators with any year-end targets reported	7	6	9	14
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	6	5	13
Follow-up	Nr. of indicators with any follow-up values reported	7	6	6	12
Output indicators					
	Total number of indicators in applicable logframe	52	52	52	84
Targets	Nr. of indicators with any targets reported	33	28	34	32
Actual values	Nr. of indicators with any actual values reported	33	28	33	16

Source: ACRs 2020, 2021, 2022, and draft 2023

Annex 2 List of relevant Previous Evaluations

Table 7: WFP Centralized and Decentralized Evaluations carried out in Niger since 2019			
Year	Type	Title	Main Features
2023	Summary of Evaluation Evidence	Summary of evaluation evidence: lessons from WFP Programmes in Niger	The summary offers lessons to inform the formulation of the new Niger CSP (2024-2027) on the following five priority areas: 1. integrated resilience programmes, 2. school feeding in emergency, 3. nutrition, 4. safety nets, and 5. emergency response.
2022	Decentralized Evaluation	Joint Evaluation of the Rome-based Agencies' Resilience Initiative "Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of Congo, Niger, and Somalia" 2017-2023	This evaluation will serve the dual and mutually reinforcing objectives of accountability and learning. The evaluation will be important for consolidating evidence for the purpose of accountability to the donor, and to build evidence around multi-year funding for joint programming, as well as to ensure accountability to the people being served.
2022	Corporate Emergency Response Evaluation	Corporate Emergency Evaluation of WFP's Response in the Sahel and Other Countries in Western Africa (2018-2023)	This evaluation will serve the dual objectives of accountability and learning, with a particular emphasis on learning. By drawing lessons from recent country strategic plan evaluations and other studies and deriving good practices, this evaluation aims to contribute to a greater understanding of WFP's emergency response capacity in the Sahel region and other countries in Western Africa as well as identify opportunities for enhancing such capacities.
2022	Decentralized Evaluation	Niger, évaluation d'impact du projet "Partenariat UNICEF-PAM pour la résilience et la cohésion sociale dans la région de Diffa"	After two years of the implementation of the joint project Partenariat UNICEF-PAM pour la résilience et la cohésion sociale dans la région de Diffa, an evaluation will be conducted. The purpose of the evaluation is to produce a report intended for donors and stakeholders to measure the results and challenges of the project and learning tools useful to all stakeholders.
2022	Decentralized Evaluation	Joint Evaluation of the Breaking Barriers for Girls' Education Programme in Chad and Niger (2019-2022)	The evaluations were commissioned to generate findings on implementing gender-transformative school feeding programmes in emergency contexts in Chad and Niger (2019-2022) and to generate lessons on implementing school feeding with complementary activities in collaboration with partners. The evaluations were intended for both accountability and learning and focused on assessing the relevance, effectiveness, efficiency, impact,

			sustainability, coherence, and connectedness of the Breaking Barriers for Girls' Education programme. Overarching evaluation questions considered the relevance of programme activities for girls, boys, and their parent given the unique context; the coherence of the programme with the governments' and implementing agencies' policies and strategies; the effect of the joint approach on programme efficiency and effectiveness; the programme's results for girls' health and education, and the extent to which the programme improved government and community ownership and capacity, among other questions. The evaluations covered the following themes and activities: school feeding, gender, and partnerships.
2021	Policy Evaluation	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	The evaluation assessed the quality and results of the policy, along with the factors that enabled and hindered those results. It covered the period 2015-2022.
2020	Strategic Evaluation	Strategic Evaluation of WFP's Use of Technology in Constrained Environments	The evaluation was concerned with WFP's use of digital technologies and data over the period 2014 to mid-2021, in environments that are constrained in terms of humanitarian access or where there are important physical, social or political obstacles to the deployment of digital technologies. It was framed around the four interrelated components of a system including technology, people, policies and processes, and partnerships. The purpose was to assess whether WFP uses, and is equipped to use, the most appropriate digital technologies to achieve its objectives under constrained conditions and whether it has put in place appropriate measures to mitigate and manage risks to populations and operations resulting from the use of digital technologies in constrained environments.
2020	Corporate Emergency Response Evaluation	Evaluation of WFP's Response to the COVID-19 Pandemic	This corporate emergency evaluation assessed WFP's response to the COVID-19 pandemic from February 2020 – June 2021. The objective of the evaluation was to assess WFP's adaptive capacity in its response to the pandemic. An emphasis was placed on how the response developed rather than a traditional theory-based evaluation. Stakeholder engagement and feedback was central to this approach.
2020	Decentralized Evaluation	Joint Evaluation: Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (2014-2020)	The evaluation covers the implementation of the joint programme on "Accelerating Progress towards Rural Women's Economic Empowerment in seven countries over the period from October 2014 to 2020. Three of the countries (Nepal, Niger and Guatemala) are country case studies with primary data collection at the beneficiary level and the other four countries are desk-based studies.

2020	Strategic Evaluation	Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies	The evaluation spanned Rome-Based Agencies collaboration at country, regional and global levels (focusing on the country level) and includes all forms of collaboration (which it defines as joint work) between the Rome-Based Agencies.
2019	Impact Evaluation	Niger, Resilience Learning in the Sahel: Impact evaluation	<p>The impact evaluation is intended to estimate the impacts of the Integrated Resilience Programme on absorptive, adaptive, and transformative resilience capacities. WFP's Resilience Programme in Niger consists of activities including FFA, nutrition support, school feeding, Smallholder Agriculture Market Access activities, and lean season support. The intervention is intended to directly increase both household resilience capacities and food security.</p> <p>The impact evaluation contributes to the Office of Evaluation's Climate & Resilience impact evaluation window. Also, through this impact evaluation, WFP and DIME are working together to complement other ongoing efforts and to guide future investments and activities related to resilience in The Sahel.</p>
2019	Strategic Evaluation	Strategic Evaluation of Funding WFP's Work	This Strategic Evaluation was commissioned by the WFP OEV. It assessed the quality and results of WFP's efforts between 2014 and 2019 to secure adequate and appropriate funding to contribute towards zero hunger; and determine the reasons why WFP has or has not been able to fund its work in order to draw lessons. All types of WFP funding and resourcing were included in the scope of the evaluation for all areas of WFP's work, including through internal allocation.

Source: OEV/Management Information System

Annex 3: Acronyms

ACR	Annual Country Report
BR	Budget revision
CEE	Corporate Emergency Evaluation
CO	Country Office
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DNPGCCA	Dispositif national de prévention et de gestion des catastrophe des crises alimentaires
EB	Executive Board
ECOWAS	Economic Community of West African States
EM	Evaluation Manager
EQ	Evaluation Question
FFA	Food Assistance for Assets
FAO	Food and Agriculture Organization
GAM	Global Acute Malnutrition
HDI	Human Development Index
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
MAM	Moderate Acute Malnutrition
MATDC	Ministry of Community Development
NBP	Needs-Based Plan
NGOs	Non-governmental organizations
OECD/DAC	Organization for Economic Cooperation and Development / Development Assistance Committee
OEV	Office of Evaluation
PAM	Programme Alimentaire Mondial
PHQA	Post Hoc Quality Assessment

QA	Quality Assurance
RAM	Research Assessment Monitoring
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goal
SE	Strategic Evaluation
SO	Strategic Outcome
SNALAPP	National Strategy for Purchases from Smallholder Farmers
ToC	Theory of Change
TOR	Terms of Reference
T-ICSP	Transitional Interim Country Strategic Plan
UN	United Nations
UNDAF	United National Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Cooperation Framework
WAEMU	West African Economic and Monetary Union
WFP	World Food Programme

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