

Evaluation of Côte d'Ivoire WFP Country Strategic Plan 2019-2025

Terms of reference [Final]



**World Food
Programme**

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1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and in consultation with the Regional Bureau of Dakar (RBD) and the WFP Côte d'Ivoire Country Office. The scope and the overall methodology proposed in these ToR ensure the synergy with the mid-term evaluation of the McGovern-Dole (MGD) Food for Education and Child Nutrition Program whose data collection will take place in April/May 2024 and the use of previous relevant evaluation evidence on school feeding interventions in Côte d'Ivoire.
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.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. RATIONALE

4. 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). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for the Executive Board approval in November 2025.

2.2. OBJECTIVES

5. 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 Côte d'Ivoire; and 2) provide accountability for results to WFP stakeholders.

2.3. KEY STAKEHOLDERS

6. 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 Country Office, Government of Côte d'Ivoire; beneficiaries of WFP interventions; the United Nations Country Team (UNCT); cooperating partners and other country partners, WFP regional bureau (in Dakar) and WFP headquarters technical divisions, followed by the Executive Board (EB).
7. The CSPE will seek to engage with beneficiaries and affected populations, to learn directly from their perspectives and experiences. These will comprise the girls, boys, women and men receiving assistance in whatever form, as well as their community structures, such as the farmer groups, and cooperatives and school committees. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, 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.
8. The Government of Côte d'Ivoire is a key partner for WFP in Côte d'Ivoire, particularly for activities related to the school feeding programme. The CSPE will use data collected from previous evaluations and from the McGovern-Dole programme mid-term evaluation (whose data collection is expected to take place in April/May 2024) to inform the analysis on school feeding interventions. Furthermore, the evaluation will seek to engage with other main WFP partners such as the Ministry of National Education and Literacy (MENA); the Ministry of Agriculture and Rural Development; the Ministry of Livestock and Fishery Resources; the Ministry of Employment and Social Protection; the Ministry of Women, Child Protection and Family; the Ministry for the Promotion of Youth Employment; the Ministry of Solidarity, Social Cohesion and Poverty Alleviation; the Ministry of Planning and Development; the Ministry of Commerce and Industry; the National Council for Nutrition, Food and Early Childhood Development (CONNAPE); the Scaling Up Nutrition (SUN) Movement; the National Institute of Statistics; the national agency for support to rural development (ANADER)¹; the national food fortification agency (ANEA)² and regional and district authorities, amongst others.
9. Other key stakeholders of the CSP include a range of i) UN agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), World Health Organization (WHO), International Organization for Migration (IOM), United Nations Population Fund (UNFPA), Joint United Nations Programme on HIV and AIDS (UNAIDS), United

¹ Agence Nationale d'Appui au Développement Rural

² Agence nationale d'enrichissement des aliments (ANEA)

Nations High Commissioner for Refugees (UNHCR), , as well as the UN Resident Coordinator Office; ii) international organizations such as *Action Contre la Faim*, CARE International, and International Rescue Committee (IRC), Helen Keller International (HKI), International Committee for Emergency Relief and Development (*CIAUD*);; iii) academic and research institutions, NGOs and other civil society organizations.

10. 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. The final list of stakeholders will be elaborated in the inception report following engagement with the country office.

3. Context and subject of the evaluation

3.1. CONTEXT

11. Côte d'Ivoire, classified as a lower middle-income country, has a population of 29.4 million people as of 2022,³ of which 49.5 percent are female.⁴ It has as one of its objectives in the National Development Plan (2021-2025) to raise the country to an upper middle-income country by 2030. Côte d'Ivoire is one of the fastest growing economies in sub-Saharan Africa with an annual average growth rate of eight percent between 2012 and 2019, which stalled in 2020 due to the COVID-19 pandemic and bounced back since 2021, in spite of the Ukraine crisis and other economic upheavals.⁵ Still, 24.5 percent of the population is in severe multidimensional poverty while 17.6 percent is vulnerable to multidimensional poverty, and 39.5 percent lives below the national poverty line.⁶
12. In 2015, the Government instituted mandatory schooling for children aged six to 16 years. Some of the areas for improvement of the Ivorian education system noted are the inadequate attention to vulnerable population due to insufficient financial, human and material resources, and high cost of education for households.⁷ The national school feeding programme in Côte d'Ivoire began in 1989 with support from WFP, to encourage primary school enrolment and in January 2023, the Government signed the School Meals Coalition Declaration: Nutrition, Health and Education for all children.⁸ According to the World Bank, as of 2022, 9.7 percent of children of primary school age are out of school. Primary school enrollment rose from 77 percent in 2011 to 95 percent in 2022.⁹ The adult female literacy rate at 86 percent is higher than the average rate in Sub-Saharan Africa (61 percent).
13. The agriculture sector in Côte d'Ivoire generates approximately 20 percent of the national Gross Domestic Product (GDP) and employs 48 percent of the labour force.¹⁰ Yet, most agricultural producers are smallholder farmers living below the poverty line and whose average cultivated area is less than 4 hectares. Agriculture in Côte d'Ivoire is dominated by manual cultivation. About 50 percent of subsistence farms mainly produce for their own needs and 50 percent are able to generate surpluses for the markets.¹¹ The country is prone to droughts and floods and highly vulnerable to climate change due to the expansion of cultivated areas leading to the destruction of the country's forest. Abundant rainfall in the south of the country supports abundance of agriculture such as cocoa, cashews and coffee. Yet, due to climate change effects, communities along the coast face increased coastal flooding and droughts are expected to become more prolonged particularly in the semi-arid northern savannah region.¹²

³ [Resultats Globaux Definitifs du RGPH 2021](#)

⁴ [Cote d'Ivoire | Data \(worldbank.org\)](#)

⁵ [Côte d'Ivoire Overview: Development news, research, data | World Bank](#)

⁶ 2021/2022. Human Development Report

⁷ [Enseignement | MENA \(education.gouv.ci\)](#)

⁸ 2023. WFP Côte d'Ivoire Country Brief - January

⁹ [Cote d'Ivoire | Data \(worldbank.org\)](#)

¹⁰ 2020. Digital Agriculture Profile.

¹¹ 2018. Zero Hunger Strategic Review

¹² 2022. UNDP. The last mile: Localizing climate action in Côte d'Ivoire

14. A heavy economic reliance on agriculture, continued environmental degradation and deforestation contribute to the country's vulnerability to climate change.¹³ The agricultural sector is mainly rain-fed and therefore particularly vulnerable to climate change. The government aims to reduce climate vulnerabilities and increase resilience across five priority sectors: agriculture, food and land use, water, health, and coastal zones.¹⁴
15. Côte d'Ivoire ranks 155 out of 170 countries in the gender inequality index.¹⁵ Despite some progress made such as on women's rights and economic empowerment, gender gaps, GBV and disadvantageous social norms towards women and girls persist.¹⁶ Maternal mortality is 480 women per 100,000 live births, which is lower than the regional average.¹⁷
16. According to the latest IPC Cadre Harmonisé, 83 percent of the population are under phase 1 (minimal) of the food security classification.¹⁸ Of the 31 Regions analyzed, seven regions¹⁹ are classified under phase 2 (under pressure – figure 1) while the others are in the minimal food insecurity phase. Factors determining food insecurity are inaccessibility and instability of food production, climate change adverse effects especially in the North region. Conflict related fatalities are also food insecurity key drivers in the country.²⁰ Malnutrition also remains a concern, with 23 percent of children under five stunted, and 14 percent underweight while three percent are overweight, and 61 percent of women between 15 and 49 years are anemic.²¹

Figure 1: Food Security classification in Côte d'Ivoire (October - December 2023)



Source: National Analysis unit of the Cadre Harmonisé, October 2023

¹³ World Bank Climate Change Knowledge Portal

¹⁴ UNDP [Climate Promise](#)

¹⁵ 2022. Human Development Report

¹⁶ World Bank Gender Landscape

¹⁷ Idem

¹⁸ [Côte d'Ivoire - RPCA \(food-security.net\)](#), October 2023

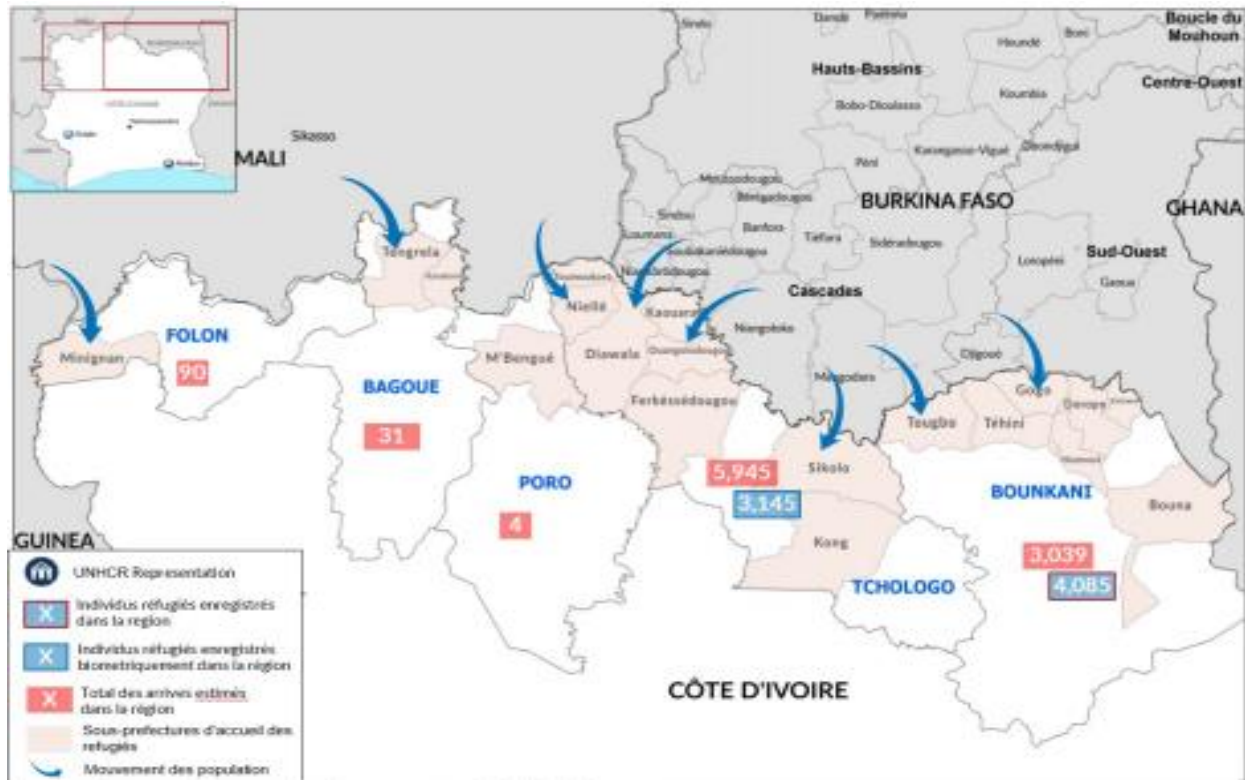
¹⁹ Belier, Gboklè, Grand-Ponts, Guémon, Iffou, N'zi and Tchologo

²⁰ 2023. [civ-conflict.pdf \(hungermapdata.org\)](#)

²¹ 2021. Côte d'Ivoire Demographic and Health Survey (DHS)

Most refugees entering the country are from Burkina Faso, fleeing violence due to armed conflicts and other insecurities. As of December 2023, the country hosted 2,282 refugees.²² The influx of refugees in the northern region from Mali and Burkina Faso has added economic and social pressure on host families and the government of Côte d'Ivoire.

Figure 2: Forcibly displaced population into Côte d'Ivoire



Source: UNHCR Côte d'Ivoire. *Rapport de la situation des réfugiés du Nord 2023*

17. In 2002, there was an outbreak of the first civil war in Côte d'Ivoire that led to major displacements of people (over one million people) between 2002 to 2007, with the peak figure in 2003.²³ The armed conflict affected mostly the northern and central regions of the country. In 2020, the presidential elections led to protests, intercommunal conflicts, and internal displacements of over 5,000 persons. In the same year, the country was affected by flash floods due to torrential rains affecting thousands in the district of Abidjan, while the northern regions experienced attacks by non-state armed groups at the borders with Mali and Burkina Faso in 2020. The spillover of insecurity from these neighboring countries into the northern region has disrupted the livelihoods of the resident population.²⁴ For instance, the northern rural communities hosted over 4,000 Burkinabe refugees in 2022.²⁵
18. Côte d'Ivoire has established several strategic and policy documents such as the Government's Vision 2040 to address inequality; the National Development Programme (2021 – 2025) for social and economic transformation of the country; Programme Social du Gouvernement (2022 – 2024), and the National School Meals Programme (2018 – 2025). See annex 3 for a general overview of relevant national policies.

²² 2023. [Country - Cote d'Ivoire \(unhcr.org\)](https://www.unhcr.org/country/cote-d-ivoire)

²³ 2017. COI Compilation Côte d'Ivoire. UNHCR

²⁴ 2020. WFP Annual Country Report

²⁵ 2022. WFP Annual Country Report

3.2. SUBJECT OF THE EVALUATION

Programmatic and operational overview

19. WFP has been providing development and humanitarian assistance in Côte d'Ivoire since 1969. The interventions were generally geared at improving food security, reducing malnutrition, enhancing education achievements, and minimizing gender inequalities. Activities were concentrated in northern and western rural areas, known to have a higher concentration of food insecure and vulnerable populations. In line with the aforementioned focus of WFP's work since the onset of operations in Côte d'Ivoire, WFP has entered a partnership with the Government of Côte d'Ivoire to implement a school feeding program in a bid to help improve food security and access to quality education through the National School Meals Programme (NSMP). Since 1998, the NSMP has included a component for strengthening the capacity of agricultural groups near schools, mainly women farmers' groups.²⁶ The rebellion in 2002 and post-electoral crisis in 2010/11 caused large-scale internal displacements, which led WFP to scaling up emergency food assistance through emergency operations (EMOP) and a protracted relief and recovery operation (PRRO). Both crises also led to major displacements into neighbouring countries. Further, political, economic and security improvements gained in the aftermath of the conflicts enabled the return of refugees and internally displaced people and led WFP to transitioning from relief to recovery and development.
20. In a bid to continue supporting the main component of WFP's interventions in Côte d'Ivoire, the school feeding program, WFP has mobilized McGovern-Dole funding from the USDA for the years from 2015 to 2020 (Phase 1) and from 2021 to 2025 (Phase 2) covering the same area and schools.²⁷ It was intended that over the two phases, the WFP would be transitioning responsibility of the program to the Government and local communities by reducing the number of days of provision of hot meals to children in schools and building local capacity to take over.
21. In line with the *Plan National de Développement (PND)* and the 2017-2020 WFP Côte d'Ivoire Country Programme, the 2018 Transitional Interim Country Strategic Plan (T-ICSP) was introduced with a strategic orientation that prioritized activities related to school meals, nutrition and resilience building. T-ICSP activities were meant to support the Government in achieving the following strategic outcomes:
 - (i) Food insecure children in targeted areas have access to adequate safe and nutritious food all year-round.
 - (ii) Children and Pregnant and Lactating Women and Girls (PLW/G) in vulnerable communities have improved nutritional status in line with national targets by 2020.
 - (iii) Food-insecure smallholders and communities in targeted areas have increased resilience to shocks and improved livelihoods to better support food security and nutrition needs all year-round.
 - (iv) National institutions have strengthened capacities to develop and manage food security, nutrition and social protection policies and programmes in line with the national targets by 2020.
22. The [CSP 2019-2023](#) (first generation CSP), maintained the three thematic areas as the T-ICSP, and expressed strong intentions to create better livelihood options for vulnerable people and foster resilient and sustainable national food systems. That mainly entails supporting women smallholder farmers and ensuring their participation in value chains, diversifying food consumption and promoting sustainable access to markets. Such an integrated approach to school feeding is intended to be a solid base for improving household and community resilience and women's

²⁶ 2022. Final evaluation of the first phase (2015–2021) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire

²⁷ 2022. Final evaluation of the first phase (2015–2021) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire

empowerment. WFP also envisioned continuing the support to national crisis response, maintaining contingency plans for addressing the immediate food and nutrition needs of populations affected by sudden shocks. As compared to the 2018 T-ICSP, the CSP which was subsequently extended up to 2025, expressed a stronger emphasis on capacity strengthening with a view to gradually moving from WFP-led programmes to government and community ownership. The most important objective of this strategic approach is the sustainability of the national school meals programme, in which WFP assists about 10 percent of the schools covered by the programme.

23. Table 1: Côte d'Ivoire CSP 2019-2025, overview of strategic outcomes and activities

Strategic Outcomes	Activities	Modalities of intervention
SO 1: Primary school age children and their households in food insecure areas have access to adequate and nutritious food all year	Activity 1: Provide school meals and complementary services to primary school-aged children during the school year and promote the purchase of locally produced food for school meals	Food CBT Capacity Strengthening
SO 2: Populations affected by shocks have access to food to cover their basic food and nutritional needs during and in the aftermath of shocks	Activity 2: Provide an integrated assistance package to affected populations, including food assistance, SBCC and specialized nutritious food to children aged 6-59 months, PLW/Gs and PLHIV, to improve access to food and prevent malnutrition	Food CBT
SO 3: Vulnerable food-insecure populations in targeted areas – in particular children, women of child bearing age, and people living with HIV – have improved nutritional status by 2025	Activity 3: Support the implementation of the national nutrition programme with a focus on: the development and implementation of a gender-responsive SBCC strategy; the implementation of the national strategy for the fortification of regularly consumed staples; enhancement of the primary education curriculum to include nutrition; and the generation of evidence on the activities in the national multisectoral nutrition plan	Capacity Strengthening
SO 4: Targeted populations and communities have stronger livelihoods, are more resilient to climate and other shocks and benefit from more efficient value chains and sustainable food systems by 2025	Activity 4: Provide an integrated and gender-transformative assistance package to smallholder farmers, especially women's farmer groups, comprising training on good agricultural practices, equipment, SBCC related activities that place value on local agricultural potential, asset creation and targeted food assistance; and provide technical support for generating evidence to inform the scale-up of farmer groups' activities	Food CBT Capacity Strengthening
SO 5: National institutions have strengthened capacity to better target and manage food security, nutrition and social protection programmes by 2025	Activity 5: Provide technical support to national stakeholders (Government, private sector, and communities) in their efforts to address school feeding, food security, food system, nutrition, social protection and emergency preparedness and response	Capacity Strengthening
SO 6: The government, humanitarian and development partners in Côte d'Ivoire can reach vulnerable populations and respond to emergencies by 2025	Activity 6: Provide, on demand, supply chain, ICT and coordination services to the Government, humanitarian, and development partners	Service delivery

Source: SPA Plus, data extracted on 23/10/2023

24. The CSP 2019-2025, maintained the same strategic orientation as the T-ICSP. Changes to the initial version of the CSP were introduced by two budget revisions, as per the following:
- Budget revision (BR) 1 (December 2020). Regarding the strategic outcome 1, in line with the transition and phase-out strategy, the number of school feeding days progressively declined (BR1), while the annual target of 125,000 children was maintained throughout the CSP timeframe as a result of the unanticipated resources. In addition, take home ration activity for girls was discontinued and a WASH activity in the schools was added (BR2). The revision on strategic outcome 2 was primarily driven by a sharp increase in the number of beneficiaries due to the CO's anticipation of a potential need to respond to emergencies resulting from the 2025 Presidential elections in terms of food assistance or cash transfers (general food distribution (GFD)/cash-based transfers (CBT)), and to cater to recurrent natural disasters. Strategic outcome 3 remained intact apart from a slight timeline extension during budget revision 2. Due to funding constraints, strategic outcomes 4 and 5 were scaled down in the first budget revision, while they remained intact in the second revision.
 - As part of the second budget revision (March 2022), a new strategic outcome (SO6) related to service provision was added to cover the growing demand for administrative and logistics services from WFP by UN agencies, the Government and national and international NGOs. The main activities under this outcome consist of providing on demand, supply chain support in purchase of commodities and services, ICT and coordination services to the Government, humanitarian, and development partners.
25. The WFP country office in Côte d'Ivoire is located in Abidjan, with two sub offices in Korhogo and Man, an antenna in Bondoukou, and two warehouses in Abidjan and Bouake. As of October 2023, WFP Côte d'Ivoire has 64 employees of which 38 percent are women.²⁸

Financial overview

26. The total cost of the CSP was estimated at USD 82.8 million and was subject to two budget revisions, increasing the cost to USD 95.9 million (table 2), with the biggest part of the funds coming from the United States Department of Agriculture (USDA) McGovern-Dole International Food for Education and Child Nutrition (McGovern-Dole) program, accounting to 68 percent of the allocated contributions to the CSP.²⁹
27. Under the original Needs Based Plan (NBP), SO4 (resilience) accounted for the largest share followed by SO1 (root causes); but with the second budget revision, SO1 had the largest budget and largest proportion of the allocated resources, the rationale being that WFP Côte d'Ivoire received additional funding to strengthen the school feeding programme under SO1 and to implement the transition plan to handover the programme to the government. Meanwhile, SO4 was scaled down due to funding constraints and to better reflect a more realistic operational environment.³⁰

²⁸ [WFP Dashboard](#), WFP annual country report 2022 (for WFP presence)

²⁹ 2023 November, WFP The Factory resource situation

³⁰ Côte d'Ivoire CSP second Budget Revision

Table 2: CSP Côte d'Ivoire [2019-2025] Cumulative financial overview³¹

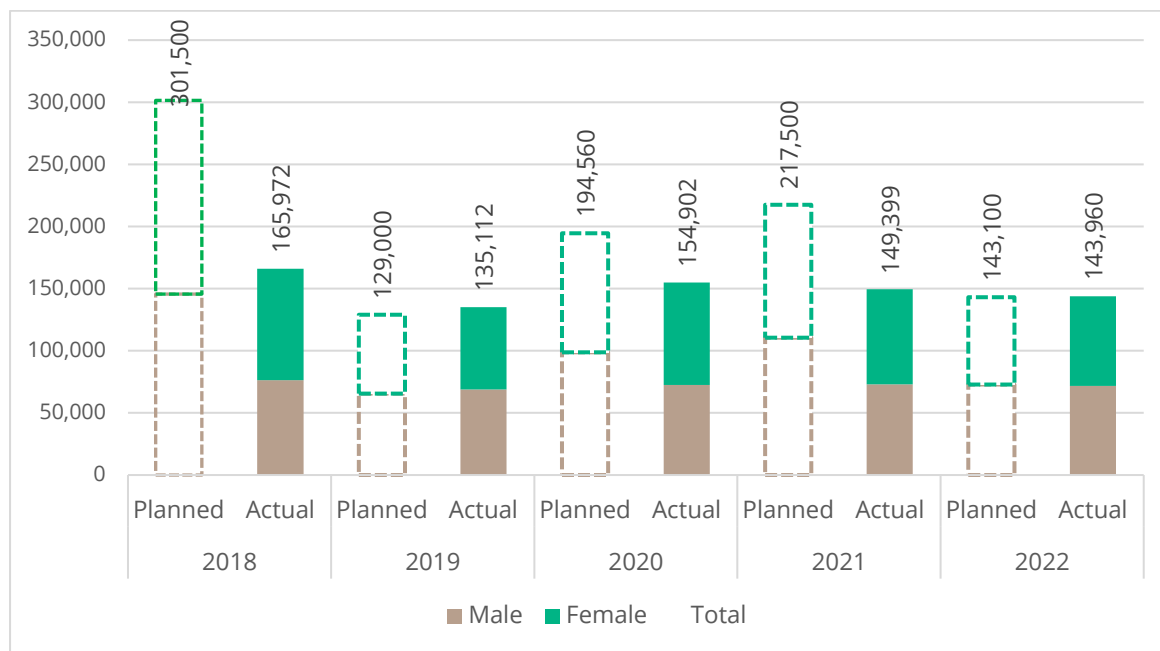
Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 02 (USD)	Cumulative allocated resources	Resourcing level (%)
Root causes	SO 1	Act. 1	27,032,940	↑ 35,947,614	30,059,559	83.6%
	Sub-total SO 1		27,032,940	35,947,614	30,059,559	83.6%
Crisis Response	SO 2	Act. 2	2,327,017	↑ 15,657,727	2,045,416	13.1%
	Sub-total SO 2		2,327,017	15,657,727	2,045,416	13.1%
Root causes	SO 3	Act. 3	2,254,720	↑ 2,392,241	389,113	16.3%
	Sub-total SO 3		2,254,720	2,392,241	389,113	16.3%
Resilience	SO 4	Act. 4	36,427,023	↓ 24,051,393	4,651,647	19.3%
	Sub-total SO 4		36,427,023	24,051,393	4,651,647	19.3%
Root causes	SO 5	Act. 5	3,891,496	↓ 3,829,319	1,421,813	37.1%
	Sub-total SO 5		3,891,496	3,829,319	1,421,813	37.1%
Crisis Response	SO 6	Act. 6		938,383	135,278	14.4%
	Sub-total SO 6			938,383	135,278	14.4%
	Non SO Specific				6,783,059	
	Total Direct Operational Cost		71,933,197	↑ 82,816,676	45,485,885	54.9%
	Direct Support Cost (DSC)		5,783,691	↑ 7,281,079	3,554,564	48.8%
	Indirect Support Cost (ISC)		5,051,598	↑ 5,789,208	2,541,076	43.9%
	Grand Total		82,768,485	↑ 95,886,963	51,581,525	53.8%

Source: SPA Plus, Côte d'Ivoire Annual Country Report 2022

28. Figure 3 presents an overview of planned and actual number of beneficiaries for both the T-ICSP and CSP between 2019 and 2022. The T-ICSP had higher planned and actual beneficiaries compared to the CSP. The CSP period saw a steady increase in the planned number of beneficiaries between 2019 and 2021 with males having the bigger proportion, and more females were reached over the CSP period. Figure 4 shows that highest age category of beneficiaries planned and reached were children between 5 and 11 years, while the lowest were adults over 60 years.

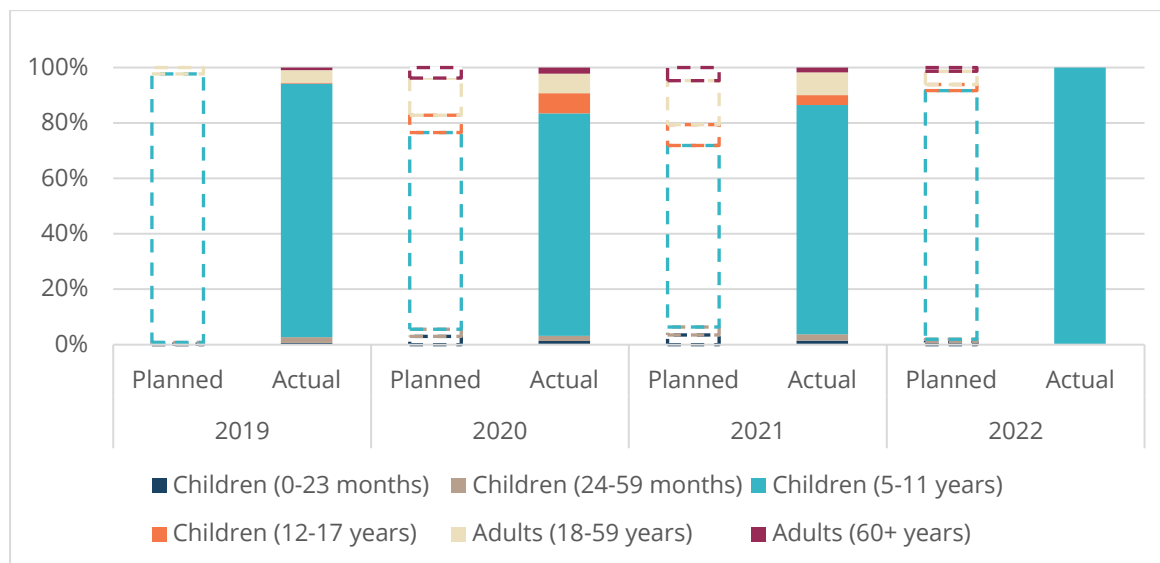
³¹ The resourcing level is the percentage of allocated resources over the BR02 needs based plan.

Figure 3: T-ICSP [2018] and CSP [2019-2023] Côte d'Ivoire planned and actual beneficiaries



Source: COMET CM-R001b Côte d'Ivoire

Figure 4: CSP [2019-2023] Côte d'Ivoire beneficiary composition by age category³²



Source: COMET CM-R001b Côte d'Ivoire

³² Due to the different age categorization between the T-ICSP and CSP, only the age disaggregation for the CSP is presented.

4. Evaluation scope, criteria and questions³³

29. The evaluation will cover all of WFP activities (including cross-cutting results) for the period from the beginning of CSP implementation in 2019 and through the end of data collection in 2024. The evaluation will also look at how the CSP builds on or departs from the previous activities under the T-ICSP 2018 and assess if the intended strategic focus has materialised and, if so, what the results have been as of 2024. 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 CSP document approved by the WFP EB, as well as any subsequent budget revisions, while using the T-ICSP as a reference point.
30. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, establishing plausible causal relationship 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 the WFP strategic positioning in the context of Cote d'Ivoire, particularly as relates to relations with the national government and the international community.
31. The evaluation will address four main questions common to all WFP. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis. Given that evaluations of the school feeding intervention (see section 5.2) have already taken place and that a mid-term evaluation of the second phase of the McGovern-Dole school feeding programme (2021-2026) will take place in April/May 2024, the CSPE is expected to build extensively on this secondary evidence.

EQ1 - To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?	
1.1	To what extent and how was the design of the CSP and its consecutive budget revisions informed by credible evidence and strategically and realistically targeted to address the food security and nutrition situation in Côte d'Ivoire? How well did it adapt to needs and priorities over time?
1.2	To what extent and in what ways was the CSP designed to support national priorities, particularly school feeding, the UN cooperation framework (the United Nations Development Assistance Framework (UNDAF) 2017-2020 and the United Nations sustainable development cooperation framework (UNSDCF) 2021-2025)?
1.3	To what extent and how is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?
EQ2 - What difference did the CSP make to food security and nutrition in Côte d'Ivoire?	
2.1	To what extent and in what ways did WFP achieve its coverage and outcome targets (particularly regarding the initiatives geared at supporting women smallholder farmer groups and boosting local food production, promoting integrated school feeding programme, and strengthening the capacity of national institutions)? Were there any unintended outcomes, positive or negative?
2.2	To what extent and in what ways did WFP contribute to achievement of cross-cutting aims mainly in the areas of nutrition integration, GEWE (gender-transformative approaches) and accountability to affected population, and adhere to humanitarian principles where relevant?
2.3	To what extent and in what ways are achievements under the CSP likely to be sustainable, in particular from a financial, social and institutional perspective?

³³ EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

2.4	To what extent and how well did the CSP ensure integration of its different activity areas, including for emergency responses? (and the triple nexus)
EQ3: To what extent has WFP used its resources efficiently?	
3.1	Given the largely grant-funded nature of the CSP, to what extent did WFP demonstrate cost-efficiency to the Government of Côte d'Ivoire and funders?
3.2	To what extent were outputs delivered within the intended timeframe?
EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?	
4.1	To what extent did the funding profile of the CSP affect performance?
4.2	To what extent and in what ways did WFP's strategic and operational partnerships in Côte d'Ivoire contributed to the Country Office's efforts to maximize efficiency, effectiveness and sustainability?
4.3	<p>What role have the following factors played:</p> <ul style="list-style-type: none"> • Programme integration at design stage and during implementation • Adequacy of Human resources • Innovation in the CSP design and implementation leading to greater efficiency and effectiveness. • Adequate availability and use of monitoring data to track progress and inform decision making. • Other internal or external factors

32. Regarding the school feeding component (SO1) the CSPE will use to the extent possible the data produced by the decentralised evaluation; any primary data collection will focus on following themes:
- Smallholder farmer support geared at boosting local food production as part of the integrated school feeding programme.
 - Internal and external factors that enable/hinder the operationalization of the integrated school feeding programme.
 - Strengthening the capacity of national institutions to gradually prepare for handover of school feeding interventions.
 - WFP' contribution to achievement of cross-cutting aims mainly in the areas of nutrition integration, GEEW (gender-transformative approaches) and accountability to affected population, and adherence to humanitarian principles.
 - Integration of its different activity areas, including for emergency responses (and the triple nexus).
33. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable.
34. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population (AAP), the environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys and other relevant socio-economic groups. The evaluation will assess the extent to which humanitarian principles in relevant activities have been respected during their implementation, namely the principle of impartiality (non-discrimination, action based solely on need), independence (including autonomy from political or economic objectives) and humanity (meaning that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable). The evaluation will look at accountability to the affected population, including channels and strategies for communicating with beneficiaries, potential responses from beneficiaries and complaint mechanisms. Gender analysis will be an integral dimension of this evaluation, especially assessing the extent to which WFP operations bridged the gender gap prevailing in the country and the extent to which activities were designed, where relevant, to foster transformative effects.
35. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Côte d'Ivoire Country Office 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 could also be related

to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

36. The final list and formulation of key learning themes will be devised following further engagement with the Côte d'Ivoire's country office team during the inception phase.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

37. 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).
38. 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.
39. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes in Côte d'Ivoire. The reconstructed ToC will establish an intervention logic by laying out links (causal pathways) among outputs, immediate outcomes, and intermediate outcomes. The ToC will outline the mechanisms of change, internal and external assumptions, risks and contextual factors that underpin or hinder the materialisation of theory into changes/outcomes along those pathways. That way, the theory-based approach will help conceptualize the evaluation and serve to structure and define the analysis. 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 CSPE will adopt a **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.
40. The CSP evaluation team will have to closely collaborate with the MGD mid-term evaluation (referred to as DE, decentralised evaluation) team from the inception up to the reporting phase. The collaboration will entail, among others: (1) sharing data (including raw data as relevant); (2) joint planning sessions during inception phase; (3) technical discussions about the design, allied analysis and reporting to ensure complementarity between both exercises. The expected collaboration between both teams is elucidated as below:
 - CSPE and DE teams to discuss about the methodological design (theoretical framework, evaluation questions, methods and techniques for data collection and analysis) in a bid to integrate more precisely avenues for complementarity between both exercises.
 - CSPE team to review the DE survey questionnaire and interview guides and suggest additional questions as relevant.
 - CSPE team to involve the DE team in the review of the evaluation guides for interviews and checklists for direct observations to ensure the DE needs for complementary information on SO2-S05 are catered for in the CSPE.
 - CSPE team to keep abreast of the DE data collection plan to harmonise with the CSPE data collection plan so as to ease logistical coordination in the selected localities.
 - Both teams are expected to peer-review inception reports of both exercises.
 - On the quantitative strand of the evaluation, the DE team is expected to share with the CSPE team raw data, data codebook, Stata do-files or R scripts to facilitate further data processing and analysis.

- On the qualitative strand of the evaluation, the DE team is expected to share with the CSPE team transcriptions and data analysis files.
 - Where possible, unique observation identifiers (-on quantitative data-) will be matched across different time periods (as relevant to the CSP timespan to be evaluated) to form multiple data points for panel data analysis. This will require the Country Office to share data on previous MGD DE rounds.
 - Both the CSPE and DE teams are expected to engage in mini workshops for data analysis and interpretation to boost the quality of the analysis.
 - Both teams are expected to peer-review both evaluation reports.
41. Data will be collected through a mix of primary and secondary sources with different techniques including the following:
- **Desk review:**
 - (i) Review of the 2017-2020 United Nations Development Assistance Framework (UNDAF) and the 2021-2025 United Nations Sustainable Development Cooperation Framework (UNSDCF) and other relevant documentation on the context in Côte d'Ivoire over the evaluation period.
 - (ii) WFP strategies, plans, risk register, annual reports, donor reports, evaluations, reports on output, process and outcome monitoring, and other relevant documents.
 - (iii) Government policies, strategies and reports; country strategies, among others.
42. **Analysis of secondary data:** While primary data collection will cover SO2, SO3, SO4, SO5 and SO6, there wouldn't be any primary data collection on SO1 (school feeding) by the CSPE Team – the CSPE would entirely rely on secondary data prior to 2024 (from previous MGD evaluation rounds and other available data/evidence as relevant) and on data to be collected as part of the mid-term evaluation of the McGovern-Dole school feeding programme in April/May 2024 (and other M&E data as relevant). For all strategic outcomes, the CSPE team will analyse monitoring data available in the CO's data management platforms including the existing dashboards in Tableau and the Mobile Operational Data Acquisition (MoDA) and will analyse data available in beneficiary feedback databases. **Key informant interviews:** In-depth interviews with key informants, including WFP CO management and relevant staff in the country office and suboffices; Government decision makers and technical staff at national and local level; donors and representatives and technical staff from other international institutions; United Nations (UN), managers and technical staff from cooperating partners and other country partners.
- **Focus group interviews:** The evaluation team will carry out focus group interviews with affected populations in different districts where WFP operates. Target groups will include women, people with disabilities and the extremely poor.
 - **Direct observations:** The evaluation team will visit sub-offices (Korhogo and Man) and the antenna in Bondoukou, two warehouses (Abidjan and Bouaké), covering an as diverse as possible range of WFP interventions (and intervention sites) and target population groups.
43. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed evaluation matrix ([OEV CSPE 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 on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods and techniques in their proposal, underlining the techniques and tools that will be used to analyse secondary data.
44. To the extent possible, the methodology should aim at data disaggregation by sex, age, disability status or other characteristics as relevant to the context of operations in Côte d'Ivoire. 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 stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

45. 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.³⁴
46. Triangulation will be an essential component of this evaluation to ensure the reliability and robustness of the results. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement. It will mainly be based on various data sources and different data collection tools. In terms of performance analysis, output and outcome indicators will be analysed in an integrated manner, cross-referencing them with data on funding levels, with survey data and with qualitative information that will be collected by the evaluation team.

5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY 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).

47. This CSPE will be able to build on several sources of secondary evidence. Annex 3 provides a list of previous evaluations and audits covering the evaluation period. The school feeding programme (the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire), has already undergone two evaluations, and these would be important source of information for the CSP evaluation. 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.
48. At this stage the following evaluability challenges have been identified:
 - *Access to the WFP intervention sites, especially in remote regions such Korhogo is a potential challenge given the limited amount of time for data collection* In consultation with the Country Office, OEV and the Evaluation Team will elaborate a fieldwork schedule that takes into account potential access constraints to the sites and ensure those remote areas are included in the fieldwork plan.
 - *Reduced temporal scope.* The evaluation is conducted during the penultimate year of the CSP which reduces the temporal scope in relation to the attainment of expected results.
 - *From a qualitative standpoint and given the changes reflected by different budget revisions, programme performance indicators will need to be cross-referenced and interpreted within a broader context of operations paying heed to the evolution of the socio-economic context and humanitarian needs and the evolving funding levels.* Beyond the descriptive statistics per indicator, the evaluation team will need to analyse data reported on different sets on indicators in an

³⁴ 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.

integrated manner by means of cross-tabulating and cross-referencing the analysis on those indicators. Qualitative information will be an essential integral part of the analysis, and will help complement, elucidate and substantiate results on the quantitative strand of the analysis.

49. The evaluation team will review and assess these limitations and devise measures to mitigate them.

5.3. ETHICAL CONSIDERATIONS

50. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.³⁵ 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).³⁶ 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 and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
51. The Office of Evaluation will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Côte d'Ivoire CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.³⁷
52. 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.³⁸
53. 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 (OIGI) 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.

³⁵ 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-0000003179/download/>).

³⁶ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

³⁷ "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.

³⁸ 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.

5.4. QUALITY ASSURANCE

54. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations 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.
55. 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 reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.
56. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) with support of the research analyst and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The Director of OEV will approve all evaluation deliverables.
57. 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

58. 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 will be consulted on the timeframe to ensure good alignment with the country office planning so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1. Preparation	6 February 2024 16 February 2024 23 February 2024	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	26 February – 8 March 2024 11 – 22 March 2024 25 – 30 March 2024 29 April 2024	HQ briefing (remote) Preliminary exploratory data analysis (secondary data) Inception mission in Côte d'Ivoire Inception report [final]
3. Data collection	6 – 24 May 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	30 June 2024 Week of 26 August 2024 11 October 2024 15 November 2024	Submission of the draft report by the evaluation firm Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	January 2025 January 2025	Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

59. The evaluation will be conducted by a team of three experts: Team Leader, Senior Evaluator, Research Analyst, all with strong profiles in mixed (quantitative and qualitative) methods. The evaluation firm is responsible for proposing a mix of evaluators with fluency in French and professional working proficiency in English 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.

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

Areas of CSPE	Expertise required
Team Leadership	<ul style="list-style-type: none"> • Strong experience in evaluating design and implementation of strategic plans, organisational positioning, and partnerships. • Experience with applying theory based mixed methods approaches. • Excellent writing skills, strong presentation skills, and fluency in French and professional working proficiency in English. • Team management, coordination, planning, ability to resolve problems and deliver on time. • Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states. • Strong experience with evaluations in West Africa and preferably in the Republic of Côte d'Ivoire. • Relevant experience in both humanitarian and development contexts is desirable. • Prior experience in WFP evaluations is desirable. • Understanding of food security and nutrition information and monitoring systems is desirable.
School-based programming	Thematic and evaluation expertise in <i>Home-Grown School Feeding (HGSF) programme; integrated school meals programme, policy support for handover of the school feeding programme to the government.</i>
Integrated resilience programming, agricultural development	Technical and evaluation expertise in smallholder farmer support (farmer groups/cooperatives) and local food production; climate change adaptation; asset creation; value chain development; access to market; rural financial inclusion.
Institutional capacity strengthening	Experience with evaluating institutional capacity strengthening activities in the areas of <i>food security analysis, emergency preparedness and response and supply chain management (including health supply chain)</i> and national data and information systems.
Gender equality and empowerment of women	Experience in applying gender lenses to evaluate the transformative effect of humanitarian and development programmes.
Nutrition-specific intervention, policies, and systems	<ul style="list-style-type: none"> • Experience with evaluation of interventions related to support to nutrition-related national processes and policies (including food fortification). • Experience in evaluating social behaviour change communication-related activities.
Research Assistance	<ul style="list-style-type: none"> • Economics or statistics background with experience in food security data analysis; ability to provide qualitative and quantitative (mostly) research support to evaluation teams (M&E data cleaning and analysis; analysis and interpretation); writing and presentation skills, proofreading, and note taking. • Familiarity with quantitative data analysis software such R or Stata and qualitative data analysis software such as NVivo/ATLAS.ti/MAXQDA/QDA Miner/RQDA is desirable.
Quality assurance and editorial expertise	<ul style="list-style-type: none"> • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries). • Experience in quality assurance of written technical reports and briefs.
<p>Note:</p> <ul style="list-style-type: none"> • 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. • We are looking for a team of people who, together, can combine an understanding of the subject matter as outlined above with relevant evaluative skills and experience of West Africa and/or the Republic of Côte d'Ivoire. 	

6.3. ROLES AND RESPONSIBILITIES

60. This evaluation is managed by the WFP Office of Evaluation. Emmanuel Hakizimfura has been appointed as evaluation manager (EM) and Aboh Anyangwe has been appointed as OEV research analyst (RA). Neither the evaluation manager nor the research analyst has 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 (IRG); 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 evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Aurélie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, the Director of Evaluation, will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2025.
61. An internal reference group composed of selected WFP stakeholders at country office and regional bureau levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
62. The country office will facilitate the evaluation team's contacts with stakeholders in Côte d'Ivoire; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Seydou Koné has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

63. 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 attending 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.

64. 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.
65. All evaluation products will be 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.
66. 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.

67. The evaluation report should be balanced and provide boxes that describe good practices and approaches and how they might have contributed to the attainment of results.
68. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board 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.

6.6. THE PROPOSAL

69. 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 Abidjan.
70. 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.
71. 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.
72. 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.
73. Considering the relatively small scale and the relatively low level of complexity of the WFP Côte d'Ivoire portfolio and availability of extensive secondary data and evaluation evidence on the main thrust of the CO's portfolio (school feeding interventions), we expect the cost of this evaluation to be significantly below the average cost of a CSPE.

Annex 1: Overview of performance data availability

Table 1: Côte d'Ivoire T-ICSP [2018] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 July 2018	Total nr. of indicators	16	7	34
v 2.0 March 2019	New indicators	4	0	1
	Discontinued indicators	0	0	0
	Total nr. of indicators	20	7	35
Total nr. of indicators that were included in all versions of the logframe		16	7	34
Table 2: Côte d'Ivoire CSP [2019 - 2025] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 2.0 ³⁹ Feb 2021	Total nr. of indicators	21	7	40
v 3.0 Feb 2022	New indicators	0	0	1
	Discontinued indicators	0	0	1
	Total nr. of indicators	21	7	40
v 4.0 Oct 2022	New indicators	7	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	28	7	40
v 5.0 Oct 2022	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	28	7	40
Total nr. of indicators that were included in all versions of the logframe		21	7	38

Source: COMET report CM-L010 (accessed 23.10.2023)

³⁹ Version 1 was not found in the logframe. To be discussed with CO.

Table 3: Analysis of results reporting in Côte d'Ivoire Annual Country Reports [2018-2022]						
		ACR 2018 (T- ICSP)	ACR 2019	ACR 2020	ACR 2021	ACR 2022
Outcome indicators						
Total number of indicators in applicable logframe		20	21	21	21	28
Baselines	Nr. of indicators with any baselines reported	17	11	13	19	12
Year-end targets	Nr. of indicators with any year-end targets reported	18	11	13	19	12
CSP-end targets	Nr. of indicators with any CSP-end targets reported	18	11	13	19	12
Follow-up	Nr. of indicators with any follow-up values reported	14	11	13	19	12
Cross-cutting indicators						
Total number of indicators in applicable logframe		7	7	7	7	7
Baselines	Nr. of indicators with any baselines reported	7	7	7	7	7
Year-end targets	Nr. of indicators with any year-end targets reported	7	7	7	7	7
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	7	7	7	7
Follow-up	Nr. of indicators with any follow-up values reported	7	7	6	7	7
Output indicators						
Total number of indicators in applicable logframe		34	40	40	40	40
Targets	Nr. of indicators with any targets reported	15	22	21	22	23
Actual values	Nr. of indicators with any actual values reported	15	22	21	22	23

Source: ACR Côte d'Ivoire [2018-2022]

Annex 2: List of relevant previous evaluations and audits

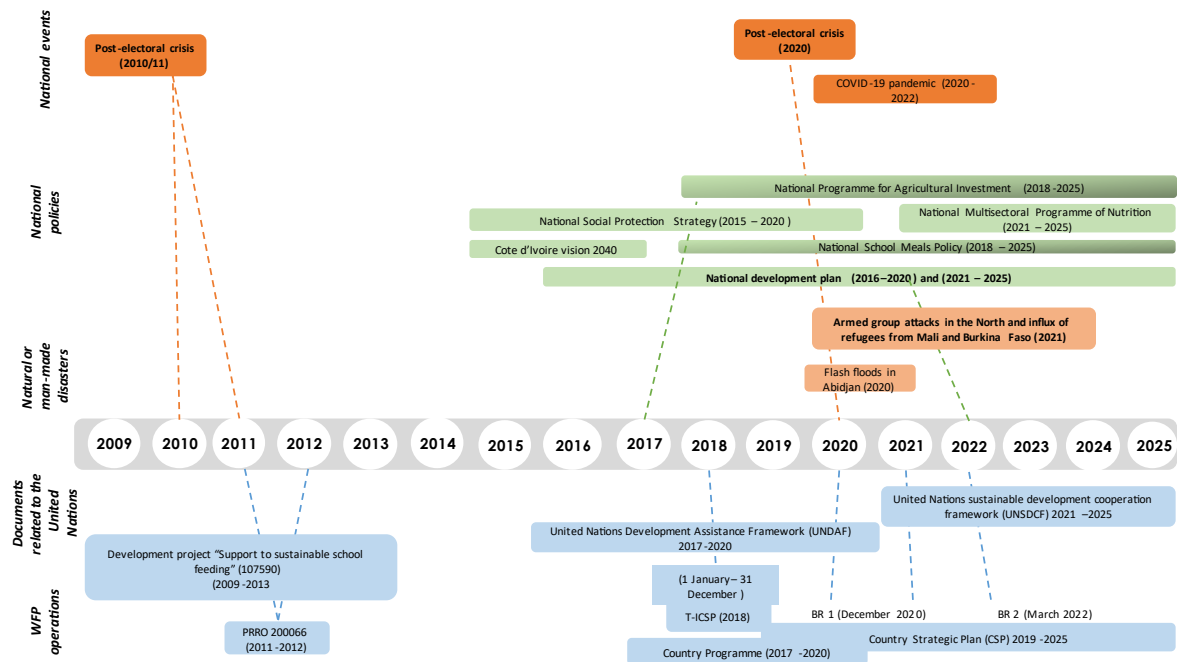
Centralized Evaluations

- 2023-07 Summary of Evidence: Gender equality and women empowerment.
- 2021-04 Evaluation Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations.
- 2020-05 Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals.
- 2017-11 Operation Evaluations Series: Regional Synthesis 2013-2017, West and Central Africa Region.

Decentralized Evaluations

- 2020-01 Summary of Evidence from Decentralized Evaluations in West and Central Africa (2016-2019).
- [2019-01 Mid-Term Evaluation of "Support for the Integrated School Feeding Program" in Côte d'Ivoire.](#)
- [2022-02 Final evaluation of the first phase \(2015–2021\) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire](#)
- [2022-03 Baseline evaluation of the second phase \(2021–2026\) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire](#)
- 2018-01 *Évaluation du fonctionnement du Projet IPSR « Protéger les vies et les moyens de subsistance et promouvoir les moyens de subsistance » du PAM 2013 – 2017*
- [Mid-term evaluation of Support to the integrated programme for sustainability of school canteens" in Cote d'Ivoire from 2021 to 2026"](#)

Annex 3: Country context and overview of WFP operations in Côte d'Ivoire (2009-2023) [unexhaustive]



Annex 4: Acronyms

ACR	Annual Country Report
BR	Budget Revision
CBT	Cash-Based Transfers
CO	Country Office
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EM	Evaluation Manager
HIV	Human immunodeficiency virus
PHQA	Post Hoc Quality Assessment
SBCC	Social and Behaviour Change Communication
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
TB	Tuberculosis
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework (UNDAF)
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNEG	United Nations Evaluation Group
WFP	World Food Programme

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org